DESCRIPTION

*Journal of Family Business Strategy* publishes research that contributes new knowledge and understanding to the field of family business. The Journal is international in scope and welcomes submissions that address all aspects of how family influences business and business influences family. Topics include, but are not limited to, the following:

- Reasons for **family business performance**
- Impact of family and business on **strategy** and performance
- **Branding strategies** (when to be family and when not)
- Long term strategies, growth vs. survival strategy
- Processes and outcomes of **corporate entrepreneurship**
- Role of family on **new venture strategies**
- Impact of family and ownership on **strategic processes**
- Efficacy of strategic plan vs. strategic planning process
- The role of financial and non-financial goals in strategy and **resource allocation**
- Impact of family on **network relations** and consequent impact on centrality and performance
- **Corporate governance**; role of boards of directors in family business, beyond board interlocks, and the role of non board relations,
- The role of **top management teams**, and executive compensation, professional non-family management
- Development of family groups in **developing economies**
- **Strategy- as- practice**, and strategizing activities in family businesses

*Journal of Family Business Strategy* seeks several areas of contribution:

Theoretical and empirical work on family business: *Journal of Family Business Strategy* seeks to be the primary publication outlet for the best theoretical and empirical papers on a wide range of strategy topics. *Journal of Family Business Strategy* is the Journal for new work from young family business oriented scholars, addressing new areas of inquiry, and from more experienced scholars extending earlier work or engaging new paradigms.

Interdisciplinary focus on family business research: *Journal of Family Business Strategy* publishes the best theory papers on family business strategy topics from a number of disciplines, including organizational behavior and theory, sociology, anthropology, psychology and social psychology, strategic management, economics, finance, and industrial relations. *Journal of Family Business Strategy* is the international Journal for family business...
research that goes beyond the bounds of any particular geographical region or discipline to engage a broad audience.

A range of perspectives and styles: *Journal of Family Business Strategy* publishes quantitative research as well as qualitative work and purely theoretical/conceptual papers. No matter which methodological approach, research published in *Journal of Family Business Strategy* meets the highest standards for rigorous and excellent research. Theoretical orientations and subjects in *Journal of Family Business Strategy* range from micro to macro, from lab experiments in psychology and behavioral economics and finance to topics impacting public policy. *Journal of Family Business Strategy* is the Journal dedicated to family business research that has scope and variety. *Journal of Family Business Strategy* also welcomes research notes crafted to be brief and specific contributions to a sub-topic related to family business strategy.

Informative book reviews: *Journal of Family Business Strategy* regularly publishes reflective books reviews that enable readers to judge the book’s significance for the academic field of family business research.

**IMPACT FACTOR**

2018: 3.225 © Clarivate Analytics Journal Citation Reports 2019

**ABSTRACTING AND INDEXING**

Social Sciences Citation Index  
RePEc  
Social Sciences Citation Index  
Current Contents - Social & Behavioral Sciences  
Scopus

**EDITORIAL BOARD**

*Editor-in-Chief*  
**T. M. Pieper**, Belk College of Business, Dept. of Management, University of North Carolina at Charlotte, Charlotte, North Carolina, 28223, USA

*Consulting Editor*  
**J. H. Astrachan**, Kennesaw State University, Kennesaw, Georgia, USA

*Associate Editors*  
**I. C. Botero**, Stetson University, DeLand, Florida, USA  
**A. Calabrò**, IPAG Business School, Nice, France  
**A. Dawson**, Concordia University, Montreal, Quebec, Canada  
**F. Lambrechts**, Universiteit Hasselt, Diepenbeek, Belgium  
**E. Memili**, University of North Carolina at Greensboro, Greensboro, North Carolina, USA  
**M. Nordqvist**, Jönköping University, Jönköping, Sweden  
**P. Phan**, Johns Hopkins University, Baltimore, Maryland, USA  
**P. Sieger**, University of Bern, Bern, Switzerland  
**A. Van Gils**, University of Maastricht, Maastricht, Netherlands

*Editorial Board*  
**N. Akhter**, Jönköping International Business School, Jönköping, Sweden  
**E. Allen**, Babson College, Babson Park, Massachusetts, USA  
**R.C. Anderson**, Temple University, Philadelphia, Pennsylvania, USA  
**U. Arzubiaga**, University of the Basque Country, Vizcaya, Spain  
**R. Basco**, American University of Sharjah, Sharjah, United Arab Emirates  
**M Bau’**, Jönköping University, Jönköping, Sweden  
**F. Bernhard**, EDHEC Business School, Paris, France  
**C. Bettinelli**, University of Bergamo, Bergamo, Italy  
**A. Björnberg**, London Business School, London, UK  
**J. H. Block**, Universität Trier, Trier, Germany  
**K. Cabrera-Suarez**, Universidad de Las Palmas de Gran Canaria, Gran Canaria, Spain
G. Campopiano, Universität Witten/Herdecke, Witten, Germany
R. Carlock, INSEAD, Fontainebleau, France
M. Carney, Concordia University, Montreal, Quebec, Canada
J.C. Casillas, Universidad de Sevilla, Seville, Spain
E. Chang, Arkansas State University, State University, Arkansas, USA
L. Chen, Zhejiang University, Zhejiang, China
F. Chirico, Jönköping University, Jönköping, Sweden
J. Chrisman, Mississippi State University, Starkesville, Mississippi, USA
J. H. Chua, University of Calgary, Calgary, Alberta, Canada
M. Carney, Concordia University, Montreal, Quebec, Canada
J.B. Craig, Northwestern University, Evanston, Illinois, USA
M. Carney, Concordia University, Montreal, Quebec, Canada
J.C. Casillas, Universidad de Sevilla, Seville, Spain
C. Cruz, Instituto de Empresa Business School, Madrid, Spain
W. Czakon, Jagiellonian University, Kraków, Poland
L.P. Dana, Montpellier Business School, Montpellier, France
S.M. Danes, University of Minnesota, St Paul, Minnesota, USA
J.J. Daspit, Mississippi State University, Mississippi, USA
A. De Massis, Massachusetts Institute of Technology, Cambridge, Massachusetts, USA
A. De Massis, Lancaster University, Lancaster, England, UK
C. C. Dibrell, University of Mississippi, University, Mississippi, USA
W.G. Dyer, Jr, Brigham Young University, Provo, Utah, USA
K. A. Edleston, Northeastern University (NU), Boston, Massachusetts, USA
H. Fang, Missouri University of Science and Technology, Missouri, USA
M.A. Gallo, IESE Business School, Barcelona, Spain
A. Gimeno, Escuela Superior de Administración y Dirección de Empresas (ESADE), Barcelona, Spain
S. Goel, University of Minnesota Duluth, Duluth, Minnesota, USA
L.R. Gómez Mejía, University of Notre Dame, Indiana, USA
C. Graves, University of Adelaide, Adelaide, South Australia, Australia
B. Henssen, Odisee University College, Brussels, Belgium
C. Howorth, University of York, York
F. Hoy, Worcester Polytechnic Institute, Worcester, Massachusetts, USA
M. Hughes, Loughborough University, Loughborough, Leicestershire, England, UK
J. Huybrechts, Maastricht University, Maastricht, Netherlands
B. Ibrahim, Concordia University, Montreal, Quebec, Canada
F.W. Kellermanns, University of North Carolina at Charlotte, Charlotte, North Carolina, USA
M. Kets de Vries, INSEAD, Fontainebleau, France
R. King, Hong Kong University of Science and Technology, Kowloon, Hong Kong
M. Koirinen, University of Jyväskylä, Jyväskylä, Finland
J. Kotlar, Lancaster University Management School, Lancaster, England, UK
R. Labaki, EDHEC Business School, Roubaix Cedex 1, France
I. Le Breton-Miller, HEC Montreal, Montreal, Quebec, Canada
S.-H. Lee, Old Dominion University, Norfolk, Virginia, USA
B.F. Leleux, Institute for Management Development (IMD), Lausanne, Switzerland
L. Madden, East Carolina University, Greenville, North Carolina, USA
D. Marshall, University of Dayton, Dayton, Ohio, USA
J.E. Martinez, Universidad de Los Andes, Santiago, Chile
P. Mazzola, IULM University, Milan, Italy
D.L. McConaughy, California State University at Northridge, Northridge, California, USA
L. Melin, Jönköping International Business School, Jönköping, Sweden
T. Menzies, Brock University, St Catharines, Ontario, Canada
A. Michel, Universität Bern, Bern, Switzerland
A. Michiels, Universiteit Hasselt, Diepenbeek, Belgium
D. Miller, HEC Montreal, Montréal, Quebec, Canada
T. Minola, University of Bergamo, Dalmine, Italy
P. Moog, Universität Siegen, Siegen, Germany
D. Mussolino, University of Napoli, Naples, Italy
A. Pearson, Mississippi State University, Mississippi, USA
P. Poutziouris, UClan Cyprus, Pyla, Larnaka, Cyprus
E.J. Poza, Thunderbird School of Global Management, Glendale, Arizona, USA
A. Praet, Odisee University College, Brussels, Belgium
R. Pruegl, Zeppelin University, Friedrichshafen, Germany
K. Ramachandran, Indian School of Business, Hyderabad, India
R. Randolph, University of Nevada at Las Vegas, Las Vegas, Nevada, USA
S.B. Rau, King's College London, London, UK
D.M. Reeb, National University of Singapore, Singapore
E. Rondi, Free University of Bozen-Bolzano, Italy
P. Rosa, University of Edinburgh, Edinburgh, Scotland, UK
M. Sacristán-Navarro, Universidad Rey Juan Carlos, Madrid, Spain
S. Schell, University of Berne, Bern, Switzerland
B. Schluze, The University of Utah, Salt Lake City, Utah, USA
S. Sciascia, IULM University, Milan, Italy
K. X. Smyrnios, RMIT University, Melbourne, Victoria, Australia
M.C. Sonfield, Hofstra University, New York, New York, USA
L. Stanley, University of North Carolina at Charlotte, USA
L.P. Steier, University of Alberta, Edmonton, Alberta, Canada
A. Stewart, Marquette University, Milwaukee, Wisconsin, USA
J. Süss-Reyes, Wirtschaftsuniversität Wien, Vienna, Austria
W.L. Tan, Singapore Management University, Singapore
G. P. Tapis, Augustana College, Rock Island, Illinois, USA
J. Thomas, University of Adelaide, Adelaide, South Australia, Australia
R.N. Trevinyo-Rodriguez, Instituto Tecnológico y de Estudios Superiores de Monterrey, Edo de Mexico, Mexico
M. Vasilyev, M.V. Lomonosov Moscow State University, Moscow, Russian Federation
F. Visintin, University of Udine, Udine, Italy
M. Waldkirch, Jönköping International Business School, Jönköping, Sweden
J. Webb, University of North Carolina at Charlotte, Charlotte, North Carolina, USA
D.H.B. Welsh, University of North Carolina at Greensboro, Greensboro, North Carolina, USA
P. Westhead, Nottingham, Nottingham, England, UK
P. Woodfield, Auckland University of Technology, Auckland, New Zealand
S.A. Zahra, University of Minnesota, Minneapolis, Minnesota, USA
C. Zamudio, Kent State University, Kent, Ohio, USA
T. Zeilweger, Universität St. Gallen, St. Gallen, Switzerland
GUIDE FOR AUTHORS

Your Paper Your Way
We now differentiate between the requirements for new and revised submissions. You may choose to submit your manuscript as a single Word or PDF file to be used in the refereeing process. Only when your paper is at the revision stage, will you be requested to put your paper in to a 'correct format' for acceptance and provide the items required for the publication of your article.
To find out more, please visit the Preparation section below.

INTRODUCTION
Types of Paper
Full Length Articles.

Contact Details for Submission
Submissions to this journal proceed online via https://www.evise.com/profile/api/navigate/JFBS, authors unable to do this should contact Torsten Pieper, Co-Editor-in-Chief - jfbs@kennesaw.edu.

Submission checklist
You can use this list to carry out a final check of your submission before you send it to the journal for review. Please check the relevant section in this Guide for Authors for more details.

Ensure that the following items are present:

One author has been designated as the corresponding author with contact details:
- E-mail address
- Full postal address

All necessary files have been uploaded:
Manuscript:
- Include keywords
- All figures (include relevant captions)
- All tables (including titles, description, footnotes)
- Ensure all figure and table citations in the text match the files provided
- Indicate clearly if color should be used for any figures in print
Graphical Abstracts / Highlights files (where applicable)
Supplemental files (where applicable)

Further considerations
- Manuscript has been 'spell checked' and 'grammar checked'
- All references mentioned in the Reference List are cited in the text, and vice versa
- Permission has been obtained for use of copyrighted material from other sources (including the Internet)
- A competing interests statement is provided, even if the authors have no competing interests to declare
- Journal policies detailed in this guide have been reviewed
- Referee suggestions and contact details provided, based on journal requirements

For further information, visit our Support Center.

BEFORE YOU BEGIN
Ethics in publishing
Please see our information pages on Ethics in publishing and Ethical guidelines for journal publication.

Declaration of interest
All authors must disclose any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work. Examples of potential competing interests include employment, consultancies, stock ownership, honoraria, paid expert testimony, patent applications/registrations, and grants or other funding. Authors must disclose any interests in two places: 1. A summary declaration of interest statement in the title page file (if double-blind) or the manuscript file (if single-blind). If there are no interests to declare then please state this: 'Declarations of interest: none’. This summary statement will be ultimately published if the article is accepted.
2. Detailed disclosures as part of a separate Declaration of Interest form, which forms part of the journal's official records. It is important for potential interests to be declared in both places and that the information matches. More information.

**Submission declaration and verification**
Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see 'Multiple, redundant or concurrent publication' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify originality, your article may be checked by the originality detection service Crossref Similarity Check.

**Use of inclusive language**
Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities. Articles should make no assumptions about the beliefs or commitments of any reader, should contain nothing which might imply that one individual is superior to another on the grounds of race, sex, culture or any other characteristic, and should use inclusive language throughout. Authors should ensure that writing is free from bias, for instance by using 'he or she', 'his/her' instead of 'he' or 'his', and by making use of job titles that are free of stereotyping (e.g. 'chairperson' instead of 'chairman' and 'flight attendant' instead of 'stewardess').

**Author contributions**
For transparency, we encourage authors to submit an author statement file outlining their individual contributions to the paper using the relevant CRediT roles: Conceptualization; Data curation; Formal analysis; Funding acquisition; Investigation; Methodology; Project administration; Resources; Software; Supervision; Validation; Visualization; Roles/Writing - original draft; Writing - review & editing. Authorship statements should be formatted with the names of authors first and CRediT role(s) following. More details and an example

**Authorship**
All authors should have made substantial contributions to all of the following: (1) the conception and design of the study, or acquisition of data, or analysis and interpretation of data, (2) drafting the article or revising it critically for important intellectual content, (3) final approval of the version to be submitted.

**Changes to authorship**
Authors are expected to consider carefully the list and order of authors before submitting their manuscript and provide the definitive list of authors at the time of the original submission. Any addition, deletion or rearrangement of author names in the authorship list should be made only before the manuscript has been accepted and only if approved by the journal Editor. To request such a change, the Editor must receive the following from the corresponding author: (a) the reason for the change in author list and (b) written confirmation (e-mail, letter) from all authors that they agree with the addition, removal or rearrangement. In the case of addition or removal of authors, this includes confirmation from the author being added or removed.

Only in exceptional circumstances will the Editor consider the addition, deletion or rearrangement of authors after the manuscript has been accepted. While the Editor considers the request, publication of the manuscript will be suspended. If the manuscript has already been published in an online issue, any requests approved by the Editor will result in a corrigendum.

**Article transfer service**
This journal is part of our Article Transfer Service. This means that if the Editor feels your article is more suitable in one of our other participating journals, then you may be asked to consider transferring the article to one of those. If you agree, your article will be transferred automatically on your behalf with no need to reformat. Please note that your article will be reviewed again by the new journal. More information.

**Copyright**
Upon acceptance of an article, authors will be asked to complete a 'Journal Publishing Agreement' (see more information on this). An e-mail will be sent to the corresponding author confirming receipt of the manuscript together with a 'Journal Publishing Agreement' form or a link to the online version of this agreement.
Subscribers may reproduce tables of contents or prepare lists of articles including abstracts for internal circulation within their institutions. Permission of the Publisher is required for resale or distribution outside the institution and for all other derivative works, including compilations and translations. If excerpts from other copyrighted works are included, the author(s) must obtain written permission from the copyright owners and credit the source(s) in the article. Elsevier has preprinted forms for use by authors in these cases.

For gold open access articles: Upon acceptance of an article, authors will be asked to complete an 'Exclusive License Agreement' (more information). Permitted third party reuse of gold open access articles is determined by the author's choice of user license.

**Author rights**
As an author you (or your employer or institution) have certain rights to reuse your work. More information.

**Elsevier supports responsible sharing**
Find out how you can share your research published in Elsevier journals.

**Role of the funding source**
You are requested to identify who provided financial support for the conduct of the research and/or preparation of the article and to briefly describe the role of the sponsor(s), if any, in study design; in the collection, analysis and interpretation of data; in the writing of the report; and in the decision to submit the article for publication. If the funding source(s) had no such involvement then this should be stated.

**Funding body agreements and policies**
Elsevier has established a number of agreements with funding bodies which allow authors to comply with their funder's open access policies. Some funding bodies will reimburse the author for the gold open access publication fee. Details of existing agreements are available online.

**Open access**
This journal offers authors a choice in publishing their research:

**Subscription**
- Articles are made available to subscribers as well as developing countries and patient groups through our universal access programs.
- No open access publication fee payable by authors.
- The Author is entitled to post the accepted manuscript in their institution's repository and make this public after an embargo period (known as green Open Access). The published journal article cannot be shared publicly, for example on ResearchGate or Academia.edu, to ensure the sustainability of peer-reviewed research in journal publications. The embargo period for this journal can be found below.

**Gold open access**
- Articles are freely available to both subscribers and the wider public with permitted reuse.
- A gold open access publication fee is payable by authors or on their behalf, e.g. by their research funder or institution.

Regardless of how you choose to publish your article, the journal will apply the same peer review criteria and acceptance standards.

For gold open access articles, permitted third party (re)use is defined by the following Creative Commons user licenses:

**Creative Commons Attribution (CC BY)**
Lets others distribute and copy the article, create extracts, abstracts, and other revised versions, adaptations or derivative works of or from an article (such as a translation), include in a collective work (such as an anthology), text or data mine the article, even for commercial purposes, as long as they credit the author(s), do not represent the author as endorsing their adaptation of the article, and do not modify the article in such a way as to damage the author's honor or reputation.
Creative Commons Attribution-NonCommercial-NoDerivs (CC BY-NC-ND)
For non-commercial purposes, let's others distribute and copy the article, and to include in a collective work (such as an anthology), as long as they credit the author(s) and provided they do not alter or modify the article.

The gold open access publication fee for this journal is **USD 1100**, excluding taxes. Learn more about Elsevier's pricing policy: [https://www.elsevier.com/openaccesspricing](https://www.elsevier.com/openaccesspricing).

**Green open access**
Authors can share their research in a variety of different ways and Elsevier has a number of green open access options available. We recommend authors see our open access page for further information. Authors can also self-archive their manuscripts immediately and enable public access from their institution's repository after an embargo period. This is the version that has been accepted for publication and which typically includes author-incorporated changes suggested during submission, peer review and in editor-author communications. Embargo period: For subscription articles, an appropriate amount of time is needed for journals to deliver value to subscribing customers before an article becomes freely available to the public. This is the embargo period and it begins from the date the article is formally published online in its final and fully citable form. Find out more.

This journal has an embargo period of 24 months.

**Elsevier Researcher Academy**
Researcher Academy is a free e-learning platform designed to support early and mid-career researchers throughout their research journey. The "Learn" environment at Researcher Academy offers several interactive modules, webinars, downloadable guides and resources to guide you through the process of writing for research and going through peer review. Feel free to use these free resources to improve your submission and navigate the publication process with ease.

**Language (usage and editing services)**
Please write your text in good English (American or British usage is accepted, but not a mixture of these). Authors who feel their English language manuscript may require editing to eliminate possible grammatical or spelling errors and to conform to correct scientific English may wish to use the English Language Editing service available from Elsevier's Author Services.

**Informed consent and patient details**
Studies on patients or volunteers require ethics committee approval and informed consent, which should be documented in the paper. Appropriate consents, permissions and releases must be obtained where an author wishes to include case details or other personal information or images of patients and any other individuals in an Elsevier publication. Written consents must be retained by the author but copies should not be provided to the journal. Only if specifically requested by the journal in exceptional circumstances (for example if a legal issue arises) the author must provide copies of the consents or evidence that such consents have been obtained. For more information, please review the Elsevier Policy on the Use of Images or Personal Information of Patients or other Individuals. Unless you have written permission from the patient (or, where applicable, the next of kin), the personal details of any patient included in any part of the article and in any supplementary materials (including all illustrations and videos) must be removed before submission.

**Full Online Submission**
Submission to this journal proceeds totally online. Use the following guidelines to prepare your article. Via the homepage of this journal ( [https://www.elsevier.com/locate/jfbs](https://www.elsevier.com/locate/jfbs) ) you will be guided stepwise through the creation and uploading of the various files. The system automatically converts source files to a single Adobe Acrobat PDF version of the article, which is used in the peer-review process. Please note that even though manuscript source files are converted to PDF at submission for the review process, these source files are needed for further processing after acceptance. All correspondence, including notification of the Editor’s decision and requests for revision, takes place by e-mail and via the author's homepage, removing the need for a hard-copy paper trail.

**Referees**
Please submit the names and institutional e-mail addresses of several potential referees. For more details, visit our Support site. Note that the editor retains the sole right to decide whether or not the suggested reviewers are used.

**Additional Information**
For further information, please refer to the Editorial Policy hosted at the homepage of this journal [https://www.elsevier.com/locate/jfbs](https://www.elsevier.com/locate/jfbs)
PREPARATION

NEW SUBMISSIONS
Submission to this journal proceeds totally online and you will be guided stepwise through the creation and uploading of your files. The system automatically converts your files to a single PDF file, which is used in the peer-review process.

As part of the Your Paper Your Way service, you may choose to submit your manuscript as a single file to be used in the refereeing process. This can be a PDF file or a Word document, in any format or layout that can be used by referees to evaluate your manuscript. It should contain high enough quality figures for refereeing. If you prefer to do so, you may still provide all or some of the source files at the initial submission. Please note that individual figure files larger than 10 MB must be uploaded separately.

References
There are no strict requirements on reference formatting at submission. References can be in any style or format as long as the style is consistent. Where applicable, author(s) name(s), journal title/book title, chapter title/article title, year of publication, volume number/book chapter and the article number or pagination must be present. Use of DOI is highly encouraged. The reference style used by the journal will be applied to the accepted article by Elsevier at the proof stage. Note that missing data will be highlighted at proof stage for the author to correct.

Formatting requirements
There are no strict formatting requirements but all manuscripts must contain the essential elements needed to convey your manuscript, for example Abstract, Keywords, Introduction, Materials and Methods, Results, Conclusions, Artwork and Tables with Captions.
If your article includes any Videos and/or other Supplementary material, this should be included in your initial submission for peer review purposes.
Divide the article into clearly defined sections.

Figures and tables embedded in text
Please ensure the figures and the tables included in the single file are placed next to the relevant text in the manuscript, rather than at the bottom or the top of the file. The corresponding caption should be placed directly below the figure or table.

Peer review
This journal operates a double blind review process. All contributions will be initially assessed by the editor for suitability for the journal. Papers deemed suitable are then typically sent to a minimum of two independent expert reviewers to assess the scientific quality of the paper. The Editor is responsible for the final decision regarding acceptance or rejection of articles. The Editor's decision is final. More information on types of peer review.

Double-blind review
This journal uses double-blind review, which means the identities of the authors are concealed from the reviewers, and vice versa. More information is available on our website. To facilitate this, please include the following separately:

Title page (with author details): This should include the title, authors' names, affiliations, acknowledgements and any Declaration of Interest statement, and a complete address for the corresponding author including an e-mail address.

Blinded manuscript (no author details): The main body of the paper (including the references, figures, tables and any acknowledgements) should not include any identifying information, such as the authors' names or affiliations.

REVISED SUBMISSIONS
Use of word processing software
Regardless of the file format of the original submission, at revision you must provide us with an editable file of the entire article. Keep the layout of the text as simple as possible. Most formatting codes will be removed and replaced on processing the article. The electronic text should be prepared in a way very similar to that of conventional manuscripts (see also the Guide to Publishing with Elsevier). See also the section on Electronic artwork.
To avoid unnecessary errors you are strongly advised to use the 'spell-check' and 'grammar-check' functions of your word processor.
**Article Structure**
Manuscripts must be double spaced and conform to guidelines for manuscript preparation, referencing, and editorial style as specified in the Publication Manual of the American Psychological Association (5th Edition).

**Subdivision - numbered sections**
Divide your article into clearly defined and numbered sections. Subsections should be numbered 1.1 (then 1.1.1, 1.1.2, ...), 1.2, etc. (the abstract is not included in section numbering). Use this numbering also for internal cross-referencing: do not just refer to 'the text'. Any subsection may be given a brief heading. Each heading should appear on its own separate line.

**Introduction**
State the objectives of the work and provide an adequate background, avoiding a detailed literature survey or a summary of the results.

**Appendices**
If there is more than one appendix, they should be identified as A, B, etc. Formulae and equations in appendices should be given separate numbering: Eq. (A.1), Eq. (A.2), etc.; in a subsequent appendix, Eq. (B.1) and so on. Similarly for tables and figures: Table A.1; Fig. A.1, etc.

**Essential title page information**
- **Title.** Concise and informative. Titles are often used in information-retrieval systems. Avoid abbreviations and formulae where possible.
- **Author names and affiliations.** Please clearly indicate the given name(s) and family name(s) of each author and check that all names are accurately spelled. You can add your name between parentheses in your own script behind the English transliteration. Present the authors' affiliation addresses (where the actual work was done) below the names. Indicate all affiliations with a lowercase superscript letter immediately after the author's name and in front of the appropriate address. Provide the full postal address of each affiliation, including the country name and, if available, the e-mail address of each author.
- **Corresponding author.** Clearly indicate who will handle correspondence at all stages of refereeing and publication, also post-publication. This responsibility includes answering any future queries about Methodology and Materials. Ensure that the e-mail address is given and that contact details are kept up to date by the corresponding author.
- **Present/permanent address.** If an author has moved since the work described in the article was done, or was visiting at the time, a 'Present address' (or 'Permanent address') may be indicated as a footnote to that author's name. The address at which the author actually did the work must be retained as the main, affiliation address. Superscript Arabic numerals are used for such footnotes.

**Highlights**
Highlights are mandatory for this journal as they help increase the discoverability of your article via search engines. They consist of a short collection of bullet points that capture the novel results of your research as well as new methods that were used during the study (if any). Please have a look at the examples here: example Highlights.

Highlights should be submitted in a separate editable file in the online submission system. Please use 'Highlights' in the file name and include 3 to 5 bullet points (maximum 85 characters, including spaces, per bullet point).

**Abstract**
A concise and factual abstract is required. The abstract should state briefly the purpose of the research, the principal results and major conclusions. An abstract is often presented separately from the article, so it must be able to stand alone. For this reason, References should be avoided, but if essential, then cite the author(s) and year(s). Also, non-standard or uncommon abbreviations should be avoided, but if essential they must be defined at their first mention in the abstract itself.

**Graphical abstract**
Although a graphical abstract is optional, its use is encouraged as it draws more attention to the online article. The graphical abstract should summarize the contents of the article in a concise, pictorial form designed to capture the attention of a wide readership. Graphical abstracts should be submitted as a separate file in the online submission system. Image size: Please provide an image with a minimum of 531 × 1328 pixels (h × w) or proportionally more. The image should be readable at a size of 5 × 13 cm using a regular screen resolution of 96 dpi. Preferred file types: TIFF, EPS, PDF or MS Office files. You can view Example Graphical Abstracts on our information site.
Authors can make use of Elsevier's Illustration Services to ensure the best presentation of their images and in accordance with all technical requirements.

**Keywords**
Please provide a maximum of 6 keywords.

**Acknowledgements**
Collate acknowledgements in the title page file. Do not include them in the manuscript file. List here those individuals who provided help during the research (e.g. providing language help, writing assistance or proof reading the article, etc.).

**Formatting of funding sources**
List funding sources in this standard way to facilitate compliance to funder's requirements:

Funding: This work was supported by the National Institutes of Health [grant numbers xxxx, yyyy]; the Bill & Melinda Gates Foundation, Seattle, WA [grant number zzzz]; and the United States Institutes of Peace [grant number aaaa].

It is not necessary to include detailed descriptions on the program or type of grants and awards. When funding is from a block grant or other resources available to a university, college, or other research institution, submit the name of the institute or organization that provided the funding.

If no funding has been provided for the research, please include the following sentence:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

**Math formulae**
Please submit math equations as editable text and not as images. Present simple formulae in line with normal text where possible and use the solidus (/) instead of a horizontal line for small fractional terms, e.g., X/Y. In principle, variables are to be presented in italics. Powers of e are often more conveniently denoted by exp. Number consecutively any equations that have to be displayed separately from the text (if referred to explicitly in the text).

**Footnotes**
Footnotes should be used sparingly. Number them consecutively throughout the article. Many word processors build footnotes into the text, and this feature may be used. Should this not be the case, indicate the position of footnotes in the text and present the footnotes themselves separately at the end of the article.

**Artwork**

**Electronic artwork**

**General points**
- Make sure you use uniform lettering and sizing of your original artwork.
- Preferred fonts: Arial (or Helvetica), Times New Roman (or Times), Symbol, Courier.
- Number the illustrations according to their sequence in the text.
- Use a logical naming convention for your artwork files.
- Indicate per figure if it is a single, 1.5 or 2-column fitting image.
- For Word submissions only, you may still provide figures and their captions, and tables within a single file at the revision stage.
- Please note that individual figure files larger than 10 MB must be provided in separate source files.

A detailed guide on electronic artwork is available.

**You are urged to visit this site; some excerpts from the detailed information are given here.**

**Formats**
Regardless of the application used, when your electronic artwork is finalized, please 'save as' or convert the images to one of the following formats (note the resolution requirements for line drawings, halftones, and line/halftone combinations given below):

- EPS (or PDF): Vector drawings. Embed the font or save the text as 'graphics'.
- TIFF (or JPG): Color or grayscale photographs (halftones): always use a minimum of 300 dpi.
- TIFF (or JPG): Bitmapped line drawings: use a minimum of 1000 dpi.
- TIFF (or JPG): Combinations bitmapped line/half-tone (color or grayscale): a minimum of 500 dpi is required.

**Please do not:**
• Supply files that are optimized for screen use (e.g., GIF, BMP, PICT, WPG); the resolution is too low.
• Supply files that are too low in resolution.
• Submit graphics that are disproportionately large for the content.

**Color artwork**

Please make sure that artwork files are in an acceptable format (TIFF (or JPEG), EPS (or PDF), or MS Office files) and with the correct resolution. If, together with your accepted article, you submit usable color figures then Elsevier will ensure, at no additional charge, that these figures will appear in color online (e.g., ScienceDirect and other sites) regardless of whether or not these illustrations are reproduced in color in the printed version. **For color reproduction in print, you will receive information regarding the costs from Elsevier after receipt of your accepted article.** Please indicate your preference for color: in print or online only. **Further information on the preparation of electronic artwork.**

**Figure captions**

Ensure that each illustration has a caption. A caption should comprise a brief title (not on the figure itself) and a description of the illustration. Keep text in the illustrations themselves to a minimum but explain all symbols and abbreviations used.

**Tables**

Please submit tables as editable text and not as images. Tables can be placed either next to the relevant text in the article, or on separate page(s) at the end. Number tables consecutively in accordance with their appearance in the text and place any table notes below the table body. Be sparing in the use of tables and ensure that the data presented in them do not duplicate results described elsewhere in the article. Please avoid using vertical rules and shading in table cells.

**References**

**Citation in text**

Please ensure that every reference cited in the text is also present in the reference list (and vice versa). Any references cited in the abstract must be given in full. Unpublished results and personal communications are not recommended in the reference list, but may be mentioned in the text. If these references are included in the reference list they should follow the standard reference style of the journal and should include a substitution of the publication date with either 'Unpublished results' or 'Personal communication'. Citation of a reference as 'in press' implies that the item has been accepted for publication.

**Web references**

As a minimum, the full URL should be given and the date when the reference was last accessed. Any further information, if known (DOI, author names, dates, reference to a source publication, etc.), should also be given. Web references can be listed separately (e.g., after the reference list) under a different heading if desired, or can be included in the reference list.

**Data references**

This journal encourages you to cite underlying or relevant datasets in your manuscript by citing them in your text and including a data reference in your Reference List. Data references should include the following elements: author name(s), dataset title, data repository, version (where available), year, and global persistent identifier. Add [dataset] immediately before the reference so we can properly identify it as a data reference. The [dataset] identifier will not appear in your published article.

**References in a special issue**

Please ensure that the words 'this issue' are added to any references in the list (and any citations in the text) to other articles in the same Special Issue.

**Reference management software**

Most Elsevier journals have their reference template available in many of the most popular reference management software products. These include all products that support Citation Style Language styles, such as Mendeley. Using citation plug-ins from these products, authors only need to select the appropriate journal template when preparing their article, after which citations and bibliographies will be automatically formatted in the journal's style. If no template is yet available for this journal, please follow the format of the sample references and citations as shown in this Guide. If you use reference management software, please ensure that you remove all field codes before submitting the electronic manuscript. **More information on how to remove field codes from different reference management software.**
Users of Mendeley Desktop can easily install the reference style for this journal by clicking the following link:
http://open.mendeley.com/use-citation-style/journal-of-family-business-strategy
When preparing your manuscript, you will then be able to select this style using the Mendeley plug-ins for Microsoft Word or LibreOffice.

Reference formatting
There are no strict requirements on reference formatting at submission. References can be in any style or format as long as the style is consistent. Where applicable, author(s) name(s), journal title/book title, chapter title/article title, year of publication, volume number/book chapter and the article number or pagination must be present. Use of DOI is highly encouraged. The reference style used by the journal will be applied to the accepted article by Elsevier at the proof stage. Note that missing data will be highlighted at proof stage for the author to correct. If you do wish to format the references yourself they should be arranged according to the following examples:

Reference style
Text: Citations in the text should follow the referencing style used by the American Psychological Association. You are referred to the Publication Manual of the American Psychological Association, Sixth Edition, ISBN 978-1-4338-0561-5, copies of which may be ordered online or APA Order Dept., P.O.B. 2710, Hyattsville, MD 20784, USA or APA, 3 Henrietta Street, London, WC3E 8LU, UK.
List: references should be arranged first alphabetically and then further sorted chronologically if necessary. More than one reference from the same author(s) in the same year must be identified by the letters 'a', 'b', 'c', etc., placed after the year of publication.
Examples:
Reference to a journal publication:
Reference to a journal publication with an article number:
Reference to a book:
Reference to a chapter in an edited book:
Reference to a website:
Reference to a dataset:
Reference to a conference paper or poster presentation:

Journal abbreviations source
Journal names should be abbreviated according to the List of Title Word Abbreviations.

Video
Elsevier accepts video material and animation sequences to support and enhance your scientific research. Authors who have video or animation files that they wish to submit with their article are strongly encouraged to include links to these within the body of the article. This can be done in the same way as a figure or table by referring to the video or animation content and noting in the body text where it should be placed. All submitted files should be properly labeled so that they directly relate to the video file's content. In order to ensure that your video or animation material is directly usable, please provide the file in one of our recommended file formats with a preferred maximum size of 150 MB per file, 1 GB in total. Video and animation files supplied will be published online in
the electronic version of your article in Elsevier Web products, including ScienceDirect. Please supply 'stills' with your files: you can choose any frame from the video or animation or make a separate image. These will be used instead of standard icons and will personalize the link to your video data. For more detailed instructions please visit our video instruction pages. Note: since video and animation cannot be embedded in the print version of the journal, please provide text for both the electronic and the print version for the portions of the article that refer to this content.

**Data visualization**

Include interactive data visualizations in your publication and let your readers interact and engage more closely with your research. Follow the instructions here to find out about available data visualization options and how to include them with your article.

**Supplementary material**

Supplementary material such as applications, images and sound clips, can be published with your article to enhance it. Submitted supplementary items are published exactly as they are received (Excel or PowerPoint files will appear as such online). Please submit your material together with the article and supply a concise, descriptive caption for each supplementary file. If you wish to make changes to supplementary material during any stage of the process, please make sure to provide an updated file. Do not annotate any corrections on a previous version. Please switch off the 'Track Changes' option in Microsoft Office files as these will appear in the published version.

**Research data**

This journal encourages and enables you to share data that supports your research publication where appropriate, and enables you to interlink the data with your published articles. Research data refers to the results of observations or experimentation that validate research findings. To facilitate reproducibility and data reuse, this journal also encourages you to share your software, code, models, algorithms, protocols, methods and other useful materials related to the project.

Below are a number of ways in which you can associate data with your article or make a statement about the availability of your data when submitting your manuscript. If you are sharing data in one of these ways, you are encouraged to cite the data in your manuscript and reference list. Please refer to the "References" section for more information about data citation. For more information on depositing, sharing and using research data and other relevant research materials, visit the research data page.

**Data linking**

If you have made your research data available in a data repository, you can link your article directly to the dataset. Elsevier collaborates with a number of repositories to link articles on ScienceDirect with relevant repositories, giving readers access to underlying data that gives them a better understanding of the research described.

There are different ways to link your datasets to your article. When available, you can directly link your dataset to your article by providing the relevant information in the submission system. For more information, visit the database linking page.

For supported data repositories a repository banner will automatically appear next to your published article on ScienceDirect.

In addition, you can link to relevant data or entities through identifiers within the text of your manuscript, using the following format: Database: xxxx (e.g., TAIR: AT1G01020; CCDC: 734053; PDB: 1XFN).

**Mendeley Data**

This journal supports Mendeley Data, enabling you to deposit any research data (including raw and processed data, video, code, software, algorithms, protocols, and methods) associated with your manuscript in a free-to-use, open access repository. During the submission process, after uploading your manuscript, you will have the opportunity to upload your relevant datasets directly to Mendeley Data. The datasets will be listed and directly accessible to readers next to your published article online.

For more information, visit the Mendeley Data for journals page.
**Data in Brief**
You have the option of converting any or all parts of your supplementary or additional raw data into one or multiple data articles, a new kind of article that houses and describes your data. Data articles ensure that your data is actively reviewed, curated, formatted, indexed, given a DOI and publicly available to all upon publication. You are encouraged to submit your article for *Data in Brief* as an additional item directly alongside the revised version of your manuscript. If your research article is accepted, your data article will automatically be transferred over to *Data in Brief* where it will be editorially reviewed and published in the open access data journal, *Data in Brief*. Please note an open access fee of 600 USD is payable for publication in *Data in Brief*. Full details can be found on the *Data in Brief* website. Please use this template to write your Data in Brief.

**Data statement**
To foster transparency, we encourage you to state the availability of your data in your submission. This may be a requirement of your funding body or institution. If your data is unavailable to access or unsuitable to post, you will have the opportunity to indicate why during the submission process, for example by stating that the research data is confidential. The statement will appear with your published article on ScienceDirect. For more information, visit the *Data Statement* page.

**AFTER ACCEPTANCE**

**Online proof correction**
Corresponding authors will receive an e-mail with a link to our online proofing system, allowing annotation and correction of proofs online. The environment is similar to MS Word: in addition to editing text, you can also comment on figures/tables and answer questions from the Copy Editor. Web-based proofing provides a faster and less error-prone process by allowing you to directly type your corrections, eliminating the potential introduction of errors. If preferred, you can still choose to annotate and upload your edits on the PDF version. All instructions for proofing will be given in the e-mail we send to authors, including alternative methods to the online version and PDF.

We will do everything possible to get your article published quickly and accurately. Please use this proof only for checking the typesetting, editing, completeness and correctness of the text, tables and figures. Significant changes to the article as accepted for publication will only be considered at this stage with permission from the Editor. It is important to ensure that all corrections are sent back to us in one communication. Please check carefully before replying, as inclusion of any subsequent corrections cannot be guaranteed. Proofreading is solely your responsibility.

**Offprints**
The corresponding author will, at no cost, receive a customized Share Link providing 50 days free access to the final published version of the article on ScienceDirect. The Share Link can be used for sharing the article via any communication channel, including email and social media. For an extra charge, paper offprints can be ordered via the offprint order form which is sent once the article is accepted for publication. Both corresponding and co-authors may order offprints at any time via Elsevier’s Author Services. Corresponding authors who have published their article gold open access do not receive a Share Link as their final published version of the article is available open access on ScienceDirect and can be shared through the article DOI link.

**AUTHOR INQUIRIES**
Visit the Elsevier Support Center to find the answers you need. Here you will find everything from Frequently Asked Questions to ways to get in touch. You can also check the status of your submitted article or find out when your accepted article will be published.

© Copyright 2018 Elsevier | https://www.elsevier.com