



**THE FAMILY BUSINESS BRAND: CROSS-FERTILIZATION
BETWEEN FIELDS**

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ABSTRACT

Purpose: Following a bibliometric approach, this study examines research on brand and branding in family businesses to identify influential sources and main areas of knowledge, proposes an integrative framework that provides a holistic perspective of this field with an interdisciplinary cross-fertilization view, and explores new avenues for future research and practice.

Methodology: Based on 449 bibliographic references retrieved from the Web of Science database through a systematic process, we employed bibliographic coupling analysis to visualize the relationships among key works in the field, and subsequently performed a literature review to deepen the analysis.

Findings: The bibliographic coupling analysis structured the existing research into six thematic clusters. Four of them follow an internal perspective and focus on family business identity and its influence on the construction of corporate brand identity, whereas the other two follow an external perspective that explores how family business brands are communicated and perceived by stakeholders and the influence of corporate brands and branding on family business image and reputation. Drawing from an in-depth review of the literature, this study offers a novel integrative framework, together with a set of proposals with managerial and theoretical implications.

Practical implications: The proposed framework aims to clarify the relationship between internal identity and management to build and communicate a family business brand. The study also shows the symbiosis that exists among family values, corporate reputation, brand equity, and awareness in family businesses. The existing interconnection between the family and business generates unique associations that are difficult to imitate.

Originality: This study is the first documented attempt at a bibliometric analysis of brands and branding in family businesses, which serves to clarify the linkages between different research streams and connecting marketing, organization, and family business literature to guide future research. Moreover, our integrative framework provides researchers and practitioners with a better understanding of its scope, highlighting the importance of corporate brand strategies beyond the boundaries of marketing departments.

Keywords: family business, corporate branding, brand identity, reputation, bibliometrics, bibliographic coupling

Article Classification: Original Article (Review paper)

INTRODUCTION

In the age of globalization and digitalization, business communities recognize the increasing difficulty of engaging, attracting attention, and retaining relevant audiences. Consequently, businesses are developing new branding strategies that prioritize emotional content and adopt a “humanistic perspective” (Datta and Mukherjee, 2022; Sharma and Rahman, 2022). In this context, the power of family business (FB) brands is gaining increasing attention in both marketing and management research and business practice, as the family nature of the business seems to be a relevant element of differentiation (Alonso-Dos Santos *et al.*, 2019; Binz-Astrachan *et al.*, 2018; Binz *et al.* 2013).

A corporate brand is defined as a name, logotype, or trademark through which the values and cultural roots of the organization are communicated, making it instantly recognizable among its audience (Balmer, 2001). Balmer and Gray (2003, p. 991) refer to it as “the face of the organization.” Many enterprises link their corporate identity to the founder’s values (Urde, 2003) and use it as a core element of their brand identity (Urde *et al.*, 2007). This is the case with FBs, which are organizations in which a family maintains a significant influence in terms of ownership, governance, and/or management of the business that is potentially sustainable across generations (Chua *et al.*, 1999). The existing interconnection between the family and the business creates an emotional tie that is reflected in the corporate culture of the FB (Dyer, 2021; Dyer and Whetten, 2006), an asset upon which it can build its corporate brand identity (Alonso-Dos Santos *et al.*, 2022; Memili *et al.*, 2010). Indeed, many brands have been inextricably linked to business families for generations (Spielmann *et al.*, 2022). In this way, corporate brand management or the branding of many FBs pivots around the family’s character or the family backstory, considering it as a distinctive element (Sageder *et al.*, 2018; Spielmann *et al.*, 2022; Törmälä and Saraniemi, 2018). However, many other FBs do not use their FB status as an element of their branding or communicate their family’s background, given their desire to protect their private and social reputation, or guard the independence of their family name and the family nature of the firm (Binz *et al.*, 2013; Binz Astrachan and Botero, 2018; Botero *et al.*, 2013).

Empirical evidence shows that FB status may help in its differentiation in the marketplace (Binz Astrachan and Astrachan, 2015; Botero and Lichfield-Moore 2021; Datta and Mukherjee, 2022; Lude and Prügl, 2018; Schellong *et al.*, 2019). External stakeholders often perceive FBs as credible, trustworthy, long-term oriented, customer-oriented, socially responsible, and authentic (Andreini *et al.*, 2020; Arzubiaga *et al.* 2022; Binz Astrachan *et al.*, 2019; Botero *et al.*, 2018; Schellong *et al.*, 2019). Conversely, they may also be considered as old-fashioned, poorly innovative, and closed organizations (Botero *et al.*, 2018; Krappe *et al.*, 2011). Therefore, the FB

1 brand is a challenge for brand managers, as stakeholder responses may differ (Jaunfenthaler,
2 2022). Thus, brand and branding in FBs is a topical issue that remains a matter of debate
3 regarding its influence on external stakeholders (Rovelli *et al.*, 2022). There is a growing
4 interest from professionals, owners, and managers in knowing why branding may put a family
5 business ahead of the rest, when putting the family brand at the center of the branding
6 strategy, or how to build a tailored brand that defines the personality of an FB (Binz
7 Astrachan and Astrachan, 2019).

8 The academy has tried to answer this and other challenges, and it continues to do so with a
9 wide and varied research as a first step toward achieving better management of this
10 resource. Research interest has focused on determining the uniqueness of an FB brand,
11 elucidating the factors that motivate an FB to promote (or not) its family character, and
12 identifying perceptions that different stakeholders associate with an FB brand (Binz Astrachan
13 *et al.*, 2018; Botero *et al.*, 2018; Memili *et al.*, 2010). This has led to fragmented and
14 scattered research that requires summarization to provide a holistic picture of its present
15 status. Hence, there is a growing demand for an in-depth study that incorporates the existing
16 literature on brands and branding in FB, which delves into information regarding the scope,
17 aims, and gaps within the field, which in turn will help scholars and practitioners identify
18 opportunities for future direction. As Post *et al.* (2020) point out, a review study can improve
19 the understanding of a research topic, connect research findings in an original way so that
20 a new perspective or novel research question emerges, and bridge fragmented areas of
21 previously unconnected research.

22 This study complements and expands previous efforts to examine FB brand literature.
23 Although previous reviews (Andreini *et al.*, 2020; Beck, 2016; Binz Astrachan *et al.*, 2018;
24 Bravo *et al.*, 2017; Sageder *et al.*, 2018) have made essential contributions to summarize the
25 existing state of knowledge and have significantly helped advance our understanding of the
26 field (see Table I), they present certain limitations in their scope and perspective of analysis.
27 Therefore, this calls for a bibliometric analysis to provide a comprehensive overview of the
28 intellectual structure of brands and branding in FBs, revealing relevant content in this research
29 field organized through thematic clusters. Specifically, this study incorporated
30 bibliographic coupling analysis to examine shared bibliographical references among
31 published articles, identifying six thematic clusters that delimitate the knowledge structure
32 of the field. A subsequent literature review delves deeper into the content of the clusters
33 to examine the linkage between topics and identify the theoretical lenses and
34 perspectives used in them. Based on this research map articulated around the six thematic
35 clusters, we organized the major topics in each cluster into an integrative framework to offer
36 an interdisciplinary and cross-fertilization view. We aim to answer the following research
37 questions: (RQ1) What is the knowledge structure of brands and

1 branding in FBs? (RQ2) What are the main bibliographic features of this body of knowledge?
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3 (RQ3) How can the key areas of corporate branding be linked to provide an integrative
4 framework in the context of FBs?
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7 **[Table I here. Overview of literature reviews on brand and branding in family businesses]**
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9 Our review contributes to the literature on brands and branding in FBs in several ways. First,
10 building on a bibliometric analysis, six thematic clusters were identified to establish the
11 intellectual core of the existing research. Four thematic clusters follow an internal approach
12 and focus on FB identity and its influence in building a corporate brand identity; the other two
13 clusters follow an external approach and explore the influence of the family on FB brand and
14 the perceived image of FB brand by stakeholders. Other researchers may use this knowledge
15 map as the basis for extending and producing new knowledge. Second, this study proposes an
16 integrative framework based on prominent research topics that aims to elucidate the
17 foundations of existing research and provide a holistic perspective of the field. Certain terms
18 and the use as synonyms of interrelated concepts such as identity, image, and reputation have
19 been significant constraints for the advancement of research. This also has limited the
20 approaches and theoretical frameworks from which brand and branding in FBs have been
21 analyzed (Arzubiaga *et al.*, 2022; Rovelli *et al.*, 2022). According to Binz Astrachan *et al.* (2019),
22 the theories and evidence used are not yet well integrated. The proposed framework
23 facilitates the understanding of the multifaceted nature associated with the internal (identity,
24 name) and external (image, reputation) perspectives of corporate brands and branding in FBs,
25 so that it can serve as a platform for exploring different perspectives in the research and
26 opening new spaces for investigation. Third, unlike previous reviews, we use a dataset of 449
27 articles in the business and management domains that allows us to provide a broad
28 perspective of brand and branding research in the context of FBs, revealing themes that are
29 well-developed or deserve deeper attention in future studies. Previous reviews suffer from
30 some limitations in the information-retrieval process when large databases are used, besides
31 underlying problems of subjectivity and biases (Kraus *et al.*, 2020). By contrast, bibliometric
32 reviews allow the handling of vast amounts of information to provide a broad view of a
33 research field following transparent and replicable methods (Zupic and Čater, 2015). To the
34 best of our knowledge, this is the first bibliometric mapping study that integrates the findings
35 of such a large dataset on FB brands and FB branding in thematic clusters. Finally, this study
36 can also help owners, managers, and scholars of FBs, the prevalent organizational form
37 worldwide, understand the processes and outcomes involved in the construction and
38 communication of an FB brand.
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METHODOLOGY

Two methodological approaches were used sequentially to address our research questions. The use of bibliometric tools allows the automation of the selection process of bibliographic information and its ordination and visualization (Cobo *et al.*, 2011; Medina *et al.*, 2022). Bibliometric analysis also allowed the measurement and mapping of the retrieved information, revealing the collaborations and similarities between their themes. Subsequently, a literature review complemented the bibliometric analysis, providing an extensive overview of the state of the research.

Data collection and search protocol

We built our dataset using a protocol that allows other scholars to replicate this work or to use the protocol in other reviews. To identify bibliographic references, we used the Clarivate Analytics WoS database. The WoS is a digital bibliographic platform, widely used and recognized for high-quality standards that is used in many international rankings, such as the Academic Ranking of World Universities or the Times Higher Education World University Ranking, among others, and it is considered the “gold standard” database for measuring researchers’ performance (Maseda *et al.*, 2022). Given the multiple disciplines of both brand and branding (Keller, 2003) and FB (Benavides-Velasco *et al.*, 2013), the use of an extensive database such as the WoS makes it possible to cover a wide range of relevant, high-quality journals, avoiding potential biases and/or omission in the retrieved articles (López-Fernández *et al.*, 2016).

The search was performed through the TS operator (topic) that includes the fields “Title,” “Summary,” and “Keywords.” Search terms included a combination of keywords that best describe brand and branding (e.g., Binz Astrachan *et al.* 2018; Brown *et al.*, 2006) combined with relevant keywords to identify an FB (e.g., Maseda *et al.*, 2022). We limited our search to English-language journal articles and reviews from the categories of “Business” and “Management” published until December 2021 (see Table II). Using this search strategy, the query returned 449 bibliographic references.

[Table II here. Search protocol]

Bibliometric analysis

Scientific mapping is one of the main bibliometric analysis methods (Cobo *et al.*, 2011) through which relationships between the metadata of bibliographic references can be identified. Among the wide range of bibliographic tools, we chose bibliographic coupling analysis (Kessler, 1963). It is considered a forward-looking technique that allows analyzing recently published documents (Zupic and Čater, 2015). This co-occurrence tool is based on the assumption that two

1 publications citing the same references are similar in content or share a common perspective
2 (Kessler, 1963), so it is used to assess the similarity between citing articles (Boyack and Klavans,
3 2010). The results of this analysis provide thematic clusters that are based on those publications
4 that share bibliographical citations in common, that is, share the intellectual base (cited
5 references) (Vogel and Güttel, 2013). Therefore, bibliographic coupling analysis is considered
6 suitable for capturing current research trends within a field, offering a more up-to-date
7 representation of the research (Boyack and Klavans, 2010; Vogel and Güttel, 2013).

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13 The VOSviewer software tool (version 1.6.10, Van Eck and Waltman, 2010) was used to perform
14 bibliographic coupling analysis and generate a graphical representation of the resulting clusters.
15 The nodes represent documents labeled with the first author's names. The location of the nodes
16 and their color allow the identification of documents grouped in the same cluster, while the size
17 of the nodes depends on the citations of each article.

22 **FINDINGS OF BIBLIOGRAPHIC COUPLING ANALYSIS**

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25 Bibliographic coupling analysis allows exploring the knowledge structure of the field and its
26 bibliographic features, thus responding to RQ1 and RQ2. We show the results of the
27 bibliographic coupling analysis performed using VOSviewer, a user-friendly program that
28 displays bibliographic maps graphically.

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32 Figure 1 represents the bibliographic coupling network resulting from the analysis, which
33 provides a complete picture of the existing research (RQ1). 429 of the 449 documents in our
34 dataset were grouped into six clusters, while the remaining 20 documents were grouped into
35 very small and peripheral clusters¹. To title the clusters, we read the abstracts and keywords of
36 the 10 most-cited articles of each cluster. Cluster 1 relates to the theme of family business
37 identity. The core of cluster 2 is the socioemotional wealth as influential element of FB brand.
38 Cluster 3, connected to cluster 2, focuses on non-economic factors in FB. Cluster 4 is formed
39 around research on legacy and continuity. Cluster 5 engages with the issues of FB brand and FB
40 branding. Cluster 6 focuses on reputation of FBs. The visual representation of bibliographic
41 coupling network highlights the great overlap between clusters, evidencing the interconnections
42 between research topics.

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51 **[Figure 1 here. Bibliographic coupling network of publications]**

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54 To respond to RQ2 regarding the main bibliographic features that characterize the body of
55 knowledge about brand and branding in FBs, Table III provides a brief synopsis of each cluster
56 along with the most influential papers, authors, and journals, as well as the theoretical

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60 ¹ Appendix 1 includes a detailed information on the 449 articles that constitute our dataset.

perspectives employed in each of them. Many of the theoretical roots of the articles in all clusters are embedded in identity theories (social, organizational, and individual) as FBs are considered social structures with a specific organizational identity framework (Sasaki *et al.*, 2020) that differ substantially from non-FBs (Steier *et al.*, 2009). Signaling and stakeholder theories emerge as the most adopted theoretical perspective in cluster 5 and cluster 6. Most of the articles in cluster 3 use the agency theory, while the resource-based view of the firm and the stewardship theory, common in the FB literature, are less frequent in this field of research.

[Table III here. Key summary of clusters with the most characteristic features]

Figure 2 shows the temporal evolution of the cluster over time, offering a dynamic perspective of the distribution of articles published in each cluster. The black dashed line indicates a steep increase in academic interest in the field, which is in line with the interest in FB brand and FB branding by practitioners in accordance with the studies of Binz Astrachan and Astrachar (2015, 2019). Since 2016, there is a significant growth in the publications of cluster 5, *Brand and branding in FBs*, which addresses topics related to FB branding, FB brand, FB image, and family name. In 2019, there is a peak in the number of publications because the *Journal of Family Business Strategy* dedicated a special issue to this field. The progressive increase in the scientific production of cluster 2, *Socioemotional wealth: signaling the uniqueness of an FB brand*, is noteworthy. The increasing use of the socioemotional wealth (SEW) as an approach to explain FBs' behaviors may justify its greater use in this field. Finally, we should also point out the progressive growth of the articles published in cluster 4, *Legacy and continuity: the strength of an FB brand*.

[Figure 2 here. Evolution of the six bibliographic coupling clusters]

OVERVIEW OF THEMATIC CLUSTERS

The following sections provide a more detailed explanation and characterization of the clusters identified by bibliographic coupling technique. To this end, we conducted an in-depth reading and reviewing of articles included in each thematic cluster that confirms the outcome of the bibliometric analysis.

Cluster 1. Family business identity: the differential of an FB brand

Cluster 1 has 34 articles related to FB identity. Despite being the smallest cluster, it accumulates one of the highest numbers of total citations (TC) at 1,429, with an average of 43.82 citations per document. The cluster also shows high citations per publication (43.82 TC/TP) (see Table III).

The focus of the papers included in this cluster is the analysis of the essence of FB identity. Following the institutional logic approach, identity theory, and social identity theory, this cluster

1 explores FBs' attributes and behaviors and whether or not an FB brand exists. Articles included
2 in this cluster support the idea that the identity of FBs is singular and maintain differential
3 attributes as organization in terms of goals, attitudes, and essence (Zellweger *et al.*, 2010). These
4 articles attempt to explain how FBs evolved from different perspectives by moving between the
5 boundaries of the family and business systems (Wielsma and Brunninge, 2019).
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10 Identity theory can explain individuals' role-related behaviors in FBs, whereas social identity
11 explains group processes and intergroup relations. In this regard, the identities and values of
12 family owners flow to their firms and become evident in their management (Vallejo, 2008),
13 which lead firms to take action and to modify their scope of action to support their own
14 legitimacy and sustainability (Reay *et al.*, 2015). The institutional perspective also serves as a
15 basis for explaining the singular identity of FBs and, simultaneously, their differentiated behavior
16 in relation to the institutional force (family or business) that predominates in each case (Basco,
17 2014; Steier *et al.*, 2009). The variety of these institutional forces determines the differences in
18 terms of strategic behaviors, performance, and results (Lopez-Delgado and Dieguez-Soto,
19 2015). For instance, owners and executives influenced by the business-owning family can
20 assume a family's identity, therefore, adopt, and implement preventive and conservation-
21 based strategies. In contrast, owners and executives influenced by a wider set of market-
22 oriented stakeholders, can embrace the identities and logic of entrepreneurs and adopt
23 more expansionary strategies (Miller *et al.*, 2011). Firms acquired by families through market
24 transactions may display lower identification of family owners with the business than FBs that
25 remain in the hands of founder families (Pazzaglia *et al.*, 2013). Moreover, the institutional
26 logic perspective allows us to understand the different approaches FBs can use to manage
27 the succession process (Jaskiewicz *et al.*, 2016). Institutional logic can also explain why
28 the economic and sociocultural environmental conditions encourage the proliferation of
29 FBs (Berghoff, 2006).
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44 *Cluster 2. Socioemotional wealth: signaling the uniqueness of an FB brand*

45 Cluster 2 comprises 54 publications focused on analyzing family influence and SEW from an
46 organizational identity perspective. The cluster credits 2,412 citations and an average citation
47 per publication of 44.67. From 2010, the number of documents in this cluster grows
48 significantly as much of the recent literature on FBs relies on the SEW construct after the
49 publication of the works of Gómez-Mejía *et al.* (2007) or Berrone *et al.* (2012), among others.
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55 Building on the organizational behavior of FBs, SEW represents an umbrella concept that
56 encompasses different non-economic utilities and attempts to capture the stock of affect-
57 related value that a family maintains from its influential position in a particular firm (Berrone
58 *et al.*, 2012; Gómez-Mejía *et al.*, 2007). SEW is a reference point in the strategic decision-
59 making
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1 of FBs and in their organizational behavior, since an FB is driven by the owners' desire to
2 maintain and enhance SEW (Gómez-Mejía and Herrero, 2022). In this sense, SEW is a clear signal
3 of unique organizational identity due to family involvement and the influence of the family in
4 the firm (Anglin *et al.*, 2017; Cabrera-Suarez *et al.*, 2014; Vandekerckhof *et al.*, 2015), which help
5 to clarify FB's performance (Zellweger *et al.*, 2013).
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10 Articles related to FB brand and FB branding research indicate that SEW fosters FBs' socially
11 responsible behavior, projecting a differential brand image and reputation to stakeholders.
12 Nevertheless, although FBs make decisions to preserve their SEW (Patel and Chrisman, 2014;
13 Schepers *et al.*, 2014) and are more highly motivated to care about their reputation and social
14 status (Deephouse and Jaskiewicz, 2013), the need for preservation decreases in later
15 generations, as family members focus more on increasing financial wealth (Sciascia *et al.*, 2014).
16 Given that the identity of FBs is connected to that of their members, the social capital approach
17 also allows analyzing how structural and cognitive family social capital influences the
18 establishment of corporate goals related to other stakeholders (Cabrera-Suarez *et al.*, 2015).
19 Family participation within the business is also influenced by the strategic market context, which
20 may determine a strategy that balances family and business-oriented objectives or a strategy
21 that prioritizes the business in its decision-making (Barroso *et al.*, 2019; Basco, 2014).
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31 *Cluster 3. Non-economic factors in FBs: shaping FB brand identity*

32 This cluster comprises 92 publications and accumulates 3,451 citations. The citation per
33 publication in this cluster is of 37.51. Articles in the cluster reveal the importance of non-
34 economic factors for FBs. They consider that these entities possess unique attributes that may
35 be used by owners and senior managers to build a deep-rooted corporate brand that promotes
36 trust, enables differentiation from competitors, and enhances emotional connections and
37 loyalty among stakeholders (Balmer and Gray, 2003). These articles provide evidence that FBs'
38 natural orientation toward corporate social responsibility (CSR) influences their brand image and
39 reputation (Dyer and Whetten, 2006), which promotes stakeholders' brand loyalty. Agency
40 theory emerges as a predominant theoretical basis in this cluster. From this perspective, long-
41 term orientation and reputation-related concerns seem to encourage FBs to value firm survival
42 over the maximization of short-term wealth, which results in fewer agency conflicts and greater
43 accessibility to other resources.
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54 The literature also shows that CSR practices are intrinsic to FBs or are part of their idiosyncratic
55 character because they are more willing to engage in social responsibility activities to achieve
56 non-economic goals (Berrone *et al.*, 2012; Campopiano and De Massis, 2015; Shahzad *et al.*,
57 2018). A stronger identification with the firm and the fear of damaging their reputation is one
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1 of the reasons behind social responsibility practices (Dyer and Whetten, 2006). The founding
2 family's name acts as a warranty for ethical product-related behavior when it is part of the firm's
3 name, giving confidence to the market and increasing the shareholder value impact (Kashmiri
4 and Mahajan, 2014). In fact, research shows that family owners are more concerned about
5 having and maintaining a good reputation for social responsibility issues than other types of
6 owners (Yang, 2010), which motivates them to avoid actions that damage this perception among
7 stakeholders (Block, 2010).

13 Likewise, family values and culture provide FBs with distinctive sources of social capital, which
14 motivates both family and non-family members to behave in an ethical and socially responsible
15 manner (Van Gils *et al.*, 2014). The distinctive social capital developed by family and non-family
16 members (Sanchez-Famoso *et al.*, 2015) plays an important role in shaping FB identity and FB
17 brand identity. Indeed, FB social capital is defined by Craig *et al.* (2008, p. 357) as "an intangible
18 resource benefiting a differential competitive advantage," whereas non-FBs tend to be more
19 impersonal (Herrero, 2018).

26 *Cluster 4. Legacy and continuity: the strength of an FB brand*

28 Cluster 4 has the largest number of publications (TP: 149 publications), although articles under
29 this cluster credit a citation average of 24.03 (TC/TP). The major topics covered include
30 *succession, continuity, legacy, family-based corporate identity, and brand identity*, among
31 others. Many of the articles adopt either a single- or multiple-case study approach. These studies
32 use several theoretical perspectives, with particular emphasis on social identity theory and
33 grounded theory.

39 The succession process and how an FB creates and shapes its business identity over time are the
40 themes of this cluster. However, as Casprini *et al.* (2020, p. 1) point out, "the succession process
41 has increasingly attracted attention from scholars of family firms, but its influence on marketing-
42 related concepts has not been investigated in depth". According to the literature, the projection
43 of the identity of an FB over generations is linked to certain elements of organizational culture
44 such as values, beliefs, heritage, and other premises (Dalpiaz *et al.*, 2014; Motwani *et al.*, 2006;
45 Salvato and Corbetta, 2013) and is influenced by environmental cultural identity (Jones 2005;
46 Welsh *et al.*, 2014). Considering succession as a multigenerational process (Bjornberg and
47 Nicholson, 2012; Konopaski *et al.*, 2015), the transmission of values (Parada and Viladas, 2010)
48 and the way of communicating corporate identity becomes a key issue in the transmission of
49 heritage to the subsequent generations of family members (Murphy and Lambrechts, 2015;
50 Salvato and Corbetta, 2013; Schroder *et al.*, 2011).

1 In the same way that succession is a process, the transmission of brand identity is also dynamic,
2 which adapts and readapts over time with the intervention of different actors (Melewar *et al.*,
3 2017). Indeed, this process is critical for reaffirming FB identity (Milton, 2008) and maintaining
4 its enduring core values over time (Casprini *et al.*, 2020), hence the fear that the process of
5 succession may fail or FB identity may be lost (Dawson and Hjorth, 2012). The prominence of
6 the incumbent and their influence before withdrawal (Barnett *et al.*, 2009), the proactive
7 attitude of the successor or the influence of successors in terms of identity and gender (Hytti *et*
8 *al.*, 2017; Nelson and Constantinidis, 2017; Venugopal, 2016) are some factors that may
9 influence the transmission of the brand identity.

16 *Cluster 5. Brand and branding in FBs*

17 This cluster comprises 62 publications with 1,478 total citations and an average citation of 23.84.
18 In 2018 and 2019, the cluster shows a significant shift in terms of publications (see Figure 2).
19 Approximately 85% of the articles in this cluster were published in the last decade, many of them
20 published less than three years ago. This suggests that cluster 5 is an emergent and fast-growing
21 topic in the field.

22 Under the wide umbrella of corporate identity and following a marketing perspective, this
23 cluster examines how corporate identity is developed and communicated (Balmer, 2008).
24 Corporate identity refers to the distinctive and enduring features, characteristics, or attributes
25 of an entity that connect the organization's internal and external perspectives (Whetten, 2006).
26 Hence, corporate identity is considered the starting point for building a strong brand, providing
27 a basis for corporate brand identity from which an entity can differentiate itself through
28 communication and its behavior (Blombäck and Ramírez-Pasillas, 2012). Following a corporate
29 identity-oriented approach, these articles examine the consistency between identity and
30 external perception. As Krappe *et al.* (2011) point out, whether FBs are perceived as a "brand
31 on their own."

32 Signaling theory is one of the major theoretical anchors of this cluster. It suggests that when
33 individuals have incomplete information about an organization, they use their previous
34 experiences and the information provided by the organization as signals that help them
35 determine what type of associations should be activated in their mind when thinking about this
36 firm (Connelly *et al.*, 2011; Spence, 1973). Based on this information, individuals determine
37 whether they will evaluate the organization in a positive or negative way. For instance, some
38 studies explored the factors that can influence an FB's decision to communicate its family firm
39 status to stakeholders (Binz Astrachan and Botero, 2018). Others attempted to understand the
40 predictors or antecedents of these decisions as well as the nature of the relationships with
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1 objective and/or subjective measures of firm outcomes (Barroso *et al.*, 2019; Chen *et al.*, 2019;
2 Van Gils *et al.*, 2019; Beck *et al.*, 2020). Some signals have been identified as indicators of FB-
3 promoted conditions, such as the use of the family name in the firm's name (Deephouse and
4 Jaskiewicz, 2013; Kashmiri and Mahajan, 2010). In general, family-based brand identity can be
5 considered a powerful resource to provide competitive advantages (Binz Astrachan and
6 Astrachan, 2015) because the projected image is a unique and non-substitutable resource. FB
7 identity is therefore the central axis of competitive differentiation and positioning of brand
8 identity, considering it an attribute pivots upon branding strategy. However, revealing the
9 family nature of a firm does not always bring positive benefits (Micelotta and Raynard, 2011).
10 Likewise, there is interest in leveraging family-based brand identity in the heterogeneous
11 spectrum of FBs (Craig *et al.*, 2008).

20 As brand image refers to the general impression of a brand on customers and other stakeholders
21 (Keller, 2003), many scholars also focus their research on the conditions of FB brand creation
22 and maintenance. For instance, consumers' and stakeholders' familiarity with and connection
23 to a brand can explain their attitudes toward FBs (Beck and Prüggl, 2018). However, from the
24 receiver's approach (Botero *et al.*, 2018), or considering the psychological factors of individuals
25 (Elsbach and Pieper, 2019), promoting a firm as an FB has been associated with positive (Binz
26 and Smit, 2013; Gallucci *et al.*, 2015) and negative (Binz Astrachan and Botero, 2018; Wielsma
27 and Brunninge, 2019) outcomes of FB identity attributes. Owing to the heterogeneity of FBs,
28 some decide not to portray an FB image (Van Gils *et al.*, 2019) and communication
29 strategies may vary considerably (Chen *et al.*, 2019; Lude and Prüggl, 2018; Micelotta and
30 Raynard, 2011).

40 Communication of the family-based identity through the FBs' website information has also
41 received considerable attention (Alonso-Dos-Santos *et al.*, 2019; Barroso *et al.*, 2019; Botero *et al.*,
42 2013; Canziani *et al.*, 2020; Micelotta and Raynard, 2011; Zanon *et al.*, 2019). Numerous
43 articles examine the linkages between FB brand and stakeholders' perceptions (Parmentier,
44 2011). Studies have also analyzed the effects on the trust of customers (Nikodemska-Wolowik
45 and Bednarz, 2019; Schellong *et al.*, 2019) or its products (Beck and Kenning, 2015; Binz *et al.*,
46 2013), employee recruitment (Arjis, *et al.*, 2018; Block *et al.*, 2016; Kahlert *et al.*, 2017),
47 financial structure decisions (Thiele and Wendt, 2017), and investors' perceived risk (Lude
48 and Prüggl, 2019), among others. In this regard, it should be noted that firms cannot
49 control all factors that influence the image perceived by people through the brand (Krappe *et al.*,
50 2011). Moreover, as Binz Astrachan *et al.* (2018) point out, the lack of a unified definition,
51 encompassing framework, and an adequate measure of an FB brand present important
52 challenges for the advancement of this research topic.

Cluster 6. Reputation: the equity of an FB brand

This is the second-smallest cluster, with 38 publications and an average citation score of 43.71 citations (TC: 1,661). Figure 1 shows the central position of this thematic cluster on the bibliographic coupling network map, which denotes scholars' interest in the topic. Articles in this cluster analyze different signals transmitted by FBs, understanding that they are the images perceived and evaluated by stakeholders (Fombrun, 1996).

The key area of discussion under this cluster is *reputation*, which can be defined as "a perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all of its key constituents when compared with other leading rivals" (Fombrun, 1996, p. 72). In the context of FBs, reputation becomes a sustainable legacy passed on to subsequent generations (Craig *et al.*, 2008) and, consequently, turns out one of their main intangible resources (Huybrechts *et al.*, 2011).

Many articles examine the relationship between reputation and CSR practices, highlighting the influence of CSR activities on FB reputation (e.g., Block and Wagner, 2014a, b; Du, 2015; Dyer and Whetten, 2006) in an attempt to demonstrate whether FBs show a differentiated performance in this regard. Family concerns about perceived image, sustainable reputation, and the desire to protect the family are some of the FB's motivators for more socially responsible behavior (Cennamo *et al.*, 2012; Dyer and Whetten, 2006). Reputation is also explained by the orientation of the firm toward stakeholders (Bingham *et al.*, 2011), which is an important business goal, not only for commercial objectives, but also for entities as a whole (Danes *et al.*, 2008). Although there may be a time lag with FB's adoption of social and environment-related activities and organizational innovations in relation to non-FBs, their achievements end up converging toward CSR activities (Dolucà *et al.*, 2018). These differences may be caused by firm size, its public or private nature (Hofman *et al.*, 2017), or its multinational character and distance from its home country (Campbell *et al.*, 2012).

FAMILY BUSINESS BRAND AND BRANDING: AN INTEGRATIVE FRAMEWORK

The previous bibliographic coupling analysis enabled us to structure the current research on FB brand and branding into six research clusters. In this section, our objective is to articulate the relationship between the six thematic clusters to outline an integrative framework that links the research themes and offers a complete picture of the main dimensions that involve research on brand and branding in FBs, providing an answer to our RQ3 to help a better understanding of the field. Determining what constitutes an FB brand, the branding process to build a corporate brand identity and project it to stakeholders, and how stakeholders perceive the FB brand remains a significant challenge to the advancement of the field. The lack of a unifying

1 conceptualization of FB brand has also led to different understandings and difficulties in its
2 delimitation, operationalization, and measurement (Arzubiaga *et al.*, 2022; Binz Astrachan *et*
3 *al.*, 2018), making it difficult to unveil the pillars and interrelationships underpinning brand
4 and branding in FBs.
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8 As a follow-up to Balmer's work (2001), we organized the major research topics in each cluster
9 taking into account key areas of corporate branding in the context of FBs. They are *identity*,
10 *brand*, *image*, and *reputation*. Figure 3 illustrates the conceptual interrelationships between
11 them.
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16 **[Figure 3 here. Integrative framework of family business brand and branding]**
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18 According to our framework, the distinctive features of the corporate identity, identified in
19 clusters 1, 2, 3, and 4, determine the corporate brand identity of an FB, the first level of our
20 framework. Corporate brand identity is built on corporate identity, a concept within the
21 management literature with two dominant levels of analysis, namely marketing and
22 organizational domain (Balmer, 2008). The internal approach helps to determine "what we do"
23 and "who we are" as organization (Albert and Whetten, 1985). The answer to these questions
24 identify the aspects of the firm's organizational identity (Dyer and Whetten, 2006).
25 The organizational identity is an interpretative conception derived from a process of sense-
26 making among firm's members that determines their shared meaning regarding the
27 central and distinctive features of the firm. This allows top management to define the
28 organization, and legitimize and differentiate it from others (Hatch and Schultz, 2002).
29 This is an internal perspective from which the organization determines how it wishes to be
30 presented to external audiences —what is its corporate identity. In other words, what are
31 the main organizational traits to be projected by the organization to its stakeholders
32 (Balmer and Grey, 2003; Cornelissen *et al.*, 2007; Hatch and Schultz, 2002). In the FB
33 context, through various identity theories, clusters 1 to 4 aim to answer a key question in FB
34 brand research: *How does family influence make a corporate brand different?* Based on
35 Balmer (2008) and Cornelissen *et al.*, (2007), among other scholars, our integrative
36 framework shows corporate identity connects with the concept of organizational identity to
37 provide the platform upon which FB builds its brand identity.
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52 The second level of the integrative framework is related to a brand management system (Kim
53 and Lee, 2007; Lee *et al.*, 2008), which is considered the heart of the marketing ecosystem. A
54 brand management system represents "the way firms should conceive and develop the
55 management of their brands to facilitate the creation and maintenance of strong brands in the
56 long term" (Santos-Vijande *et al.*, 2013, p. 148). A brand management system is related to
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1 and “when” the FB’s uniqueness should be included or communicated in the FB brand. As Krappe
2 *et al.* (2011) point out, the strength of a corporate identity and a corporate brand is strongly
3 related to the degree of compliance between these two elements. According to our framework,
4 branding strategy seeks FB to communicate and project the uniqueness of its brand identity,
5 allowing the construction of a strong and recognized brand that ultimately enhances its
6 perceived image by its stakeholders.
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12 The third level of our integrative framework is related to cluster 5. It attempts to answer, from
13 different angles, the question of *what are the elements of a family-based corporate identity to*
14 *be included into the FB branding.* In other words, cluster 5 connects the internal and external
15 dimensions of FB brand and explores what traits of the FB’s family-based identity should
16 communicate through branding strategy. This strategy determines how the owners and leaders
17 of FBs “choose to portray the family nature of their business to stakeholders” (Binz Astrachan *et*
18 *al.*, 2018, p. 4).
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24 Finally, cluster 6 represents the last stage of our integrative framework, which attempts to
25 answer the question of *how stakeholders perceive the FB brand in terms of reputational*
26 *uniqueness.* A brand management system should facilitate the creation of a solid brand that
27 stakeholders recognize and ultimately enable the FB brand to be perceived as a distinctive
28 attribute of its reputation. As Binz Astrachan *et al.* (2018) point out, the deep connections
29 between the family and business provide a unique identity and organizational culture to
30 communicate to external audiences.
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37 In this way, our framework draws a multi-stage construction process of corporate brand that
38 allows the articulation between concepts and processes that begins on the inside of the FB when
39 its corporate brand identity is defined and ends with the perception by stakeholder about the
40 FB. Thus, we propose an inside-out model in which corporate identity—a concept based on the
41 organizational identity of the firm—is considered an antecedent of corporate brand. However,
42 the elements integrated into the framework could also be managed conversely; that is, it could
43 follow an outside-in orientation that begins by analyzing the perceived brand image from
44 stakeholders and, from there, creates a corporate brand identity (Bravo *et al.*, 2017). Thus,
45 corporate identity could be considered both an antecedent and consequence of corporate brand
46 and branding (Gotsi and Wilson, 2001). According to Fetscherin and Usunier (2012, p. 744), “the
47 causality may sometimes run both ways between key concepts,” which provides opportunities
48 for future research. New studies can help to deepen the interconnection between the internal
49 and external approaches of FB brand. Nevertheless, as many scholars both in management (e.g.,
50 Balmer, 2008; Brown *et al.*, 2006; Cornelissen *et al.*, 2007) and family business fields (e.g.,
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1 Arzubagi *et al.*, 2022; Binz Astrachan *et al.*, 2018; Fetscherin and Usunier, 2012) point out, one
2 of the issues that needs more attention is clarifying the scope of concepts that are so closely
3 related. The lack of terminological clarity makes it difficult to adequately articulate those terms
4 in conceptual models.
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8 To guide future research, new research questions are proposed, which are organized according
9 to our integrative framework following an internal and external approach to advance in the
10 understanding of the meaning, the implications, and the challenges involved in the creation of
11 a corporate identity and corporate brand in the FB context (see Table IV). Moreover, these
12 questions can serve as a basis for future research.
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17 **[Table IV here. Some questions to guide future research]**
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19 **DISCUSSION AND CONCLUDING REMARKS**

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21 To achieve a better understanding of the contributions related to brand and branding in FBs and
22 to provide the right dimension of the scope of the published literature, the present study takes
23 a bibliometric approach. To the best of our knowledge, there is an absence of bibliometric
24 studies that address this subject. Using a bibliographic coupling analysis method, this review
25 intends to address this lacuna by refining and extending previous studies.
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30 In accordance with preceding reviews, this study confirms that research on brand and branding
31 in FBs has grown in several ways. Hence, bibliographic coupling analysis structured the current
32 research into six thematic clusters. Four of them followed an internal approach, whereas the
33 other two followed an external approach. The internal approach focuses on family business
34 identity (Cluster 1) and the distinctive features of family firms — the socioemotional wealth
35 perspective (Cluster 2), the influence of non-economic factors (Cluster 3), and the continuity of
36 the family legacy and succession of the business (Cluster 4) — to examine their influence in
37 building a corporate brand identity. The second approach is external and focuses on what and
38 how a family business brand is communicated and perceived by stakeholders, attempting to
39 understand the factors influencing the creation of a well-recognized FB brand that defines the
40 identity of the business (Cluster 5), and on the influence of family business branding on its
41 reputation (Cluster 6). The external approach, which follows a marketing perspective, seems
42 quite limited in the FB literature, given that FB brand research has mainly been conducted in the
43 organizational arena.
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54 Moreover, we propose a framework that integrates the main research themes into the
55 bibliographic coupling map (Figure 3). We consider this as the final and main contribution of the
56 study, as the framework relates to the various stages involved in the construction of a corporate
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1 brand in the FB context. In this way, our framework offers an overview of the main dimensions
2 of FB brands and branding. The identification of the FB identity determines the basis for
3 building its corporate identity. The brand-building process continues with the definition and
4 delimitation of the FB's unique values and attributes, including the desired family based
5 identity that, according to upper leaders, renders the FB brand distinctive in the market. It is
6 at this point that corporate identity management, in general, and the development of a
7 brand strategy, in particular, takes on special relevance, as it requires determining the
8 desirable traits projected to stakeholders through communications, behaviors, and symbols
9 (Brown *et al.*, 2006). The process concludes with the analysis of the impressions that
10 stakeholders have of the FB (i.e., reputation).

11 *Theoretical implications*

12 This study contributes significantly to the research by integrating interrelated concepts and
13 perspectives of corporate brands and branding in FBs. Our proposed framework incorporates
14 the internal and external perspectives of FB brands and branding, which may serve as a vehicle
15 for understanding the relationship between internal identity and management to build and
16 communicate an FB brand.

17 The study shows that existing literature has mainly adopted an internal perspective, focusing
18 on investigating the link between the identity of the family and the FB, and particularly on how
19 the FB's unique characteristics, such as family values and culture, are differentiating features
20 from non-family firms (Alonso-Dos-Santos *et al.*, 2019). Following an organizational identity
21 approach, these studies examine the uniqueness of family identity and its importance in
22 building a solid family based business (Botero *et al.*, 2013; Micelotta and Raynard, 2011). Other
23 scholars have analyzed family heritage as a part of FB identity, exploring the role of business-
24 owning families and their embeddedness in the FB history and dynamics (Blombäck and
25 Burnninge, 2013; Spielmann *et. al.*, 2021). Using organizational behavior theories as a
26 basis, research has considered family identity as a way to strengthen FB identity
27 (Shepherd and Haynie, 2009; Sundaramurthy and Kreiner, 2008). FB identity represents the
28 connection between the family and the firm (Zellweger *et al.*, 2010); that is, the values and
29 beliefs of the founders of the firm that are maintained and (re)expressed by FB members
30 (Sundaramurthy and Kreiner, 2008).

31 Recently, FB scholars have begun to incorporate the external perspective of corporate brands,
32 trying to understand the associations triggered by the FB label in brand and branding
33 strategies (Jaufenthaler, 2022). Social identity theory serves as a basis to relate the identity,
34 image, and reputation of FBs (Binz Astrachan *et al.*, 2019; Cuevas-Lizama *et al.*, 2021) and
35 shows that brand and branding strategies are powerful marketing resources for building an FB
36 brand (Beliaeva *et*

1 *al.*, 2022). Empirical evidence also shows that incorporating the family's last name into the firm
2 name may be considered a reputational tool (Deephouse and Jaskiewicz, 2013),
3 which encourages the development of relationships with stakeholders (Berrone *et al.*,
4 2012) and increases consumer engagement (Chaudhary *et al.*, 2021; Gallucci *et al.*, 2015;
5 Rovelli *et al.*, 2022). Building on stakeholder and signaling theories, other studies have
6 broadened the scope of FB brands and branding research to diverse stakeholder groups
7 beyond consumers such as jobseekers, investors, and lenders. These studies have attempted
8 to delve into the perceptions associated with an FB brand among different stakeholder
9 groups (Arzubiaga *et al.*, 2022; Jaufenthaler, 2022). A central assumption of these
10 studies is that FB status and family backstory may help stakeholders reduce market
11 asymmetries (Spielmann *et al.*, 2022).

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To build a well-established FB brand, a branding strategy demands long-term actions that are
beyond the scope of operational marketing mix activities. Therefore, a corporate brand must
be well-founded and coherent with its corporate identity (Balmer, 2008). Corporate identity
should also be closely linked to corporate brand image, because the perception of the general
public can be influenced by marketing strategies, media coverage, or external dynamics
(Barnett *et al.*, 2009; Jaufenthaler, 2022; Krappe *et al.*, 2011). Therefore, a cross-fertilization
view is needed in the investigation, which is even more necessary in the case of FBs that
experience rapid growth. In this regard, it is important to advance the delimitation of
corporate branding to facilitate its operationalization and measurement (Arzubiaga *et al.*,
2022; Binz Astrachan *et al.*, 2018).

Practical implications

This study offers a novel integrative framework that can help managers to identify a broad
range of issues that must be considered regarding corporate branding in FBs. Our study
contributes to raising awareness that the brand creation process, that is, the external
projection of the firm's image and reputation, is not built solely on communication actions.
The brand should contain the essence of corporate identity and reflect its internal vision,
which is projected to the audience through the firm's behavior and the strategies adopted
by top management. This holistic and multidisciplinary view of brand management highlights
that the responsibility of the FB brand strategy also rests on the top management,
broadening the boundaries of the marketing departments.

This study can also help FBs owners and managers understand the processes and results
involved in the construction and communication of a corporate family based brand, and the
importance of considering different stakeholder groups' standpoints. As Velasco-Vizcaino *et al.*
(2021) assert, the ability of FBs to manage their corporate brand may be considered one of
the most prominent socioemotional priorities since it can be a source of competitive
advantage.

1 Hence, FBs owners and family members involved in the businesses must support marketing
2 strategies that aim to develop their FB brand. In summary, this study shows that FB brand and
3 branding research entail both opportunities and challenges for academics and practitioners.
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6 *Limitations and future research*

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9 Some emerging research areas and suggestions for future research were also noted. First,
10 evidence on factors that encourage, drive, or prevent communicating the FB status remains
11 scattered, as does the influence of the family in determining and managing the corporate
12 brand (Andreini *et al.*, 2020; Babin *et al.*, 2017; Botero *et al.*, 2013). The effect of being an FB
13 and how its specific attributes are communicated to and understood by stakeholders
14 remain poorly understood (Jaufenthaler, 2022; Krappe *et al.*, 2011; Spielmann *et al.*,
15 2022), which makes it difficult to clarify the uniqueness, construction, and management
16 of an FB brand (Blombäck and Ramírez-Pasillas, 2012). Second, besides some
17 interesting contributions related to family involvement and the communication of the FB
18 brand (Barroso-Martínez *et al.*, 2019; Datta and Mukherjee, 2022; Sundaramurthy and
19 Kreiner, 2008), few studies have explored this topic, which opens the door for future
20 research. Third, as noted previously, stakeholders' brand awareness is the result of a
21 combination of brand mindfulness and brand image (Keller, 2003). Delving into FB brand
22 awareness opens new opportunities for future research, especially in aspects related to
23 brand equity and the perceptions of customers and other stakeholders (Andreini *et al.*,
24 2020; Datta and Mukherjee, 2022; Jaufenthaler, 2022; Rovelli *et al.*; 2022). Fourth, in
25 recent years, there has been growing interest in exploring FBs' heterogeneity from
26 different angles (e.g. Abella-Garces and Ferrer, 2022; Daspit *et al.*, 2021) and therefore, it
27 would be wrong to believe that there can be a single brand strategy for FBs. With some
28 notable exceptions (Beck and Prügl, 2018; Botero *et al.*, 2018), there have been few
29 opportunities to analyze branding strategies with respect to different FB brands. From a
30 marketing perspective, it is essential to develop a contextual approach that captures the
31 perceptions, feelings, and emotions that emerge from external audiences about brands
32 adopted by FBs. Fifth, corporate image not only depends on the planned
33 communications and behaviors of the firm but may also be influenced by facts, situations,
34 and forces that can be outside the firm's control and management capacity. In the
35 specific case of FBs, they are exposed to both family and business events. However, few
36 studies have focused on perceptions associated with a business-owning family in relation to
37 corporate brands (Parmentier, 2011). Moreover, to the best of our knowledge, no study
38 has analyzed the image management of family members in relation to the perceived FB image
39 by the public.
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1 Inevitably, this review is constrained by research limitations that should be acknowledged. First,
2 the dataset was collected from the WoS database, overlooking other potential sources of
3 information (e.g., Scopus and Google Scholar). Furthermore, the search was limited to English-
4 language peer-reviewed articles and reviews, excluding books, conference papers, and other
5 resources. It would be interesting to broaden the scope of research in the future. Second,
6 although a bibliometric analysis facilitates in objectively identifying thematic clusters, many
7 articles in the dataset reveal aspects that are present in several clusters. Therefore, an in-depth
8 reading should complement bibliometric analysis. The third limitation is related to the authors'
9 interpretative intervention in building an integrative framework.

10 We hope that the proposed framework provides a more cohesive understanding of FB brands
11 and branding, and that the identified limitations and possible future directions can provide
12 guidelines for scholarly advances in the field. In addition, practitioners can extract ideas to
13 understand the complexity and importance of a corporate brand.

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Table I. Overview of literature reviews on brand and branding in family businesses

Author(s) (year)	Source Title	Type of review	Dataset	Main findings
Beck (2016)	Journal of Family Business Management	Structuring the publications following the organizational identity framework	41 articles published between 1979 and 2016	Structures the literature regarding the effects of being a family firm on organizational identity, intended brand image, construed brand image, and reputation to derive some future research questions
Bravo et al. (2017)	Journal of Evolutionary Studies in Business	Structuring the publications linking organizational and marketing concepts.	Previous dataset used by Beck (2016)	Contextualizes the concept of brand management and presents six current brand-related issues in the family business context. Three regarding the brand identity built by the organization, other three regarding the stakeholders' brand perception.
Sageder et al. (2018)	Review of Managerial Science	Systematic literature review	73 articles published until 2015	Provides an overview of the state of research on the reputation and image of family firms. The review also discusses the distinct perceptions of family firms in different regions alongside the financial and non-financial outcomes.
Binz-Astrachan et al. (2018)	Journal of Family Business Strategy	Qualitative literature review applying a system approach.	91 publications (articles, working papers, dissertations, conference papers, practitioner papers, master's theses, and reports)	Describes and delineates the terms identity, image, reputation, and brand that emerge from prior research. With this base, the study explains why identity, image, and reputation represent different aspects of the family business brand system.
Andreini et al. (2020)	Family Business Review	Qualitative literature review that integrates a systematic approach with an inductive ontological analysis	83 articles	Categorizes the papers according to how consumers form meanings about the firm's family nature. Moreover, groups the papers according to the micro, meso, and macro codification analysis to identify separate levels corresponding to as many social contexts in which meanings were formed.

Table II. Search protocol

WoS database	Social Science Citation Index (SSCI), Emerging Sources Citation Index (ESCI)
Time period	Up to December 2020
Document type	English-language article or review
Categories	Business, Management
Topic tab	Title, Keywords, and Summary
Search term	[(‘family firm*’) OR (‘family business*’) OR (‘family enterprise*’) OR (‘family influence*’) OR (‘family owner*’) OR (‘family SME*’) OR (‘family control*’) OR (‘family involvement’) OR (‘family capital’) OR (‘founder* firm*’)] AND [(‘identity’) OR (‘brand*’) OR (‘image’) OR (‘reputation’) OR (‘name’)]
Dataset	449 bibliographic references

Table III. Key summary of clusters with the most characteristic features

Cl.	TC, TP	TC/TP	Main Sources	Most cited papers	Prominent authors	Main theories
1	1,490 34	43.82	Bus. Hist. (4), Entrep. Theory Pract. (3), Fam. Bus. Rev. (3)	Miller et al (2008), (502); Miller et al (2011), (316); Vallejo (2008), (75); Kashmiri & Mahajan (2010), (67); Berghoff (2006), (60).	Le Breton-Miller (5); Miller (5); Jaskiewicz (3)	Social identity theory (5), institutional logics (4), Agency theory (3), Institutional Theory (2), SEW (2), Social capital approach (2)
2	2,412 54	44.67	Fam. Bus. Rev. (8), Entrep. Theory Pract. (6), J. Fam. Bus. Manag. (6), J. Fam. Bus. Strateg. (3), J. Prod. Innov. Manage. (3)	Berrone et al (2012), (952); Deephouse & Jaskiewicz (2013), (323); Patel & Chrisman (2014), (180); Schepers et al (2014), (93); Sciascia et al (2014), (88).	Gomez-Mejia (2); Jaskiewicz (2); Steijvers (2); Voordeckers (2); Kellermanns (2)	SEW (31), Organizational identity theory (4), Social identity theory (2)
3	3,451 92	37.51	Corp. Gov. (8), Fam. Bus. Rev. (6), J. Fam. Bus. Strateg. (5), J. Bus. Ethics (4), Entrep. Theory Pract. (3), Asia Pac. J. Manag. (3), Acad. Manage. J. (3), J. Bus. Econ. Manag. (3), Soc. Responsib. J. (3)	Berrone et al (2010), (768); Dyer & Whetten (2006), (491); Kim et al (2008), (233); Craig et al (2008), (163); Miller & Le Breton-Miller (2011), (153).	Gomez-Anson (3); Kim (3); Le Breton-Miller (2); Miller (2)	Agency theory (43), CSR perspective (11), SEW (6), Social identity theory (4)
4	3,581 149	24.03	Entrep. Theory Pract. (19), Fam. Bus. Rev. (13), J. Fam. Bus. Strateg. (11), Int. Small Bus. J.-Res. Entrep. (10), J. Fam. Bus. Manag. (9), Int. J. Entrep. Behav. Res. (7), Int. J. Gend. Entrep. (5), Organ. Stud. (4)	Zellweger et al (2013), (257); Sundaramurthy & Kreiner (2008), (157); Hamilton (2006), (147); Salvato et al (2010), (136); Shepherd & Haynie (2009), (134).	Hamilton (4); Nordqvist (3); Sundaramurthy (3); Chirico (3); Sharma (3); Shepherd (3); Dawson (3); Jack (3); Lambrechts (3); Smith (3)	Social identity theory (15), Grounded theory approach (14), Organizational identity theory (5), Resource based view (4), Entrepreneurial identity (4), Stewardship theory (4)
5	1,478 62	23.84	J. Fam. Bus. Strateg. (16), J. Fam. Bus. Manag. (8), Entrep. Theory Pract. (4), Fam. Bus. Rev. (4)	Binz- Astrachan et al (2014), (238); Micelotta & Raynard (2011), (108); Orth & Green (2009), (101); Binz et al (2013), (85); Sageder et al (2018), (84).	Binz Astrachan (8); Prugl (6); Botero (6); Beck (4); Hair (3); Lude (3)	Signaling theory (6), Grounded theory approach (4), Organizational identity theory (4), social identity theory (2), Stakeholder theory (2), Stewardship theory (2)
6	1,661 38	43.71	J. Bus. Ethics (6), Entrep. Theory Pract. (4), Fam. Bus. Rev. (3)	Cennamo et al (2012), (293); Campbell et al (2012), (243); Bingham et al (2011), (129); Block & Wagner (2014), (116); Zellweger et al (2012), (101).	Zellweger (3); Block (3); Wagner (3); Kellermanns (2); Du(2)	Stakeholder theory (8), Agency theory (3), CSR perspective (2), Institutional Theory (2), Resource based view (2), Social capital approach (2), Stewardship theory (2)

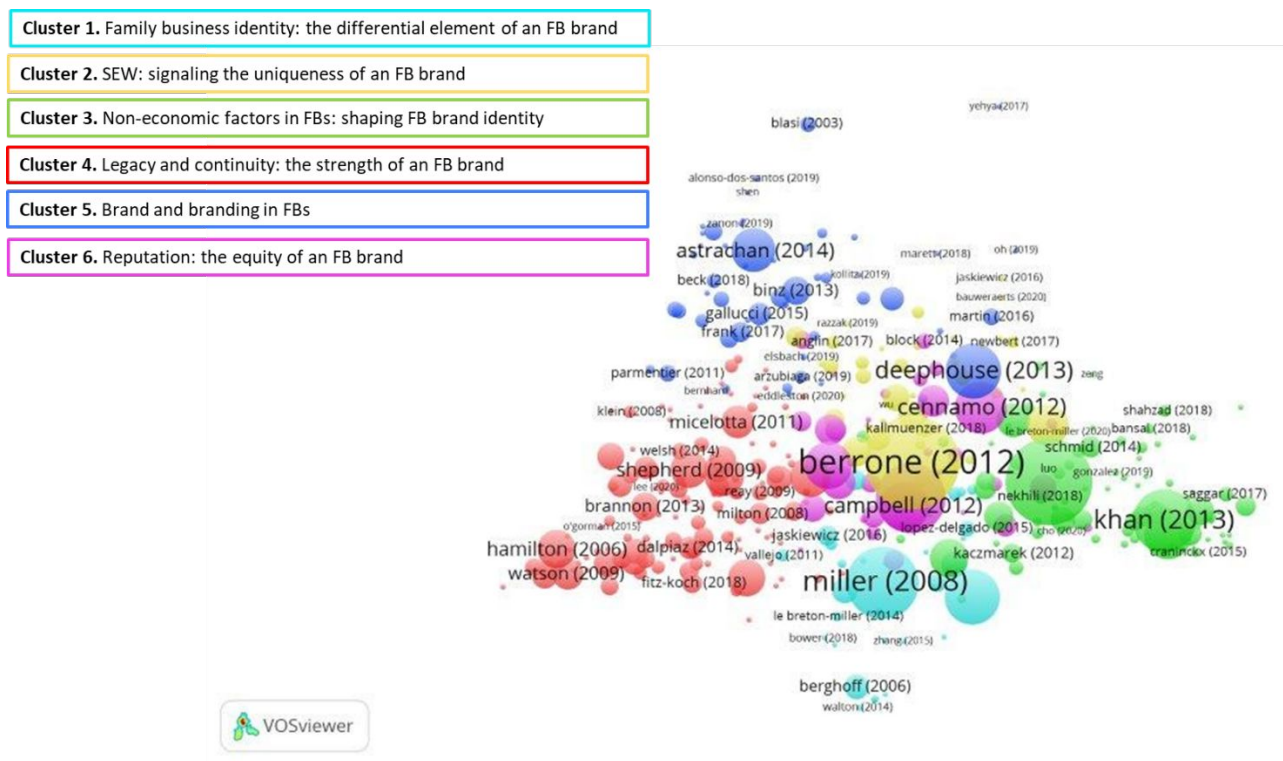
CL1, Family business identity: the differential of a FB brand, CL2, Socioemotional wealth: signaling the uniqueness of a FB Brand, CL3, Non-economic factors in FBs: shaping a FB brand identity, CL4, Legacy and continuity: the strength of a FB brand CL5, Brand and branding in FBs CL6, Reputation: the equity of a FB brand. In the top cited papers column, the citations of the article are indicated in parentheses.

Table IV. Some questions to guide future research

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6	Cluster 1: Family business identity: the differential element of an FB brand
7	<ul style="list-style-type: none"> • What is the impact on brand image and reputation (external perspective) when organizational identity (internal perspective) does not match with the family-based brand identity (FB brand promise)?
8	<ul style="list-style-type: none"> • How can family business status be combined with other brand positioning attributes to reinforce family brand identity?
9	<ul style="list-style-type: none"> • Are there differences in the corporate identity of a lone founder versus a family-owned business?
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14	Cluster 2: Socioemotional wealth: signaling the uniqueness of an FB brand
15	<ul style="list-style-type: none"> • When several successions take place and the SEW decreases over generations, how can FB identity and associated brand strategies be maintained?
16	<ul style="list-style-type: none"> • Could digitalization and teleworking diminish the SEW, negatively influencing the family-based brand identity?
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20	Cluster 3: Non-economic factors in FBs: shaping FB brand identity
21	<ul style="list-style-type: none"> • Are there any specific behaviors of family shareholders or social events that can prevent a brand crisis? Is there any marketing tool or mix of integrated marketing communications recommended to solve this specific brand crisis?
22	<ul style="list-style-type: none"> • How can we dissociate the effects of a family member's misbehavior on the image of the family business to avoid a brand crisis?
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27	Cluster 4: Legacy and continuity: the strength of an FB brand
28	<ul style="list-style-type: none"> • Do organizations and family members have any implicit message-enforcing behaviors that determine the family firm's brand image (external view)?
29	<ul style="list-style-type: none"> • Does family firm brand image (external view) increase or diminish non-family members' motivation and involvement?
30	<ul style="list-style-type: none"> • Does family involvement influence family-based branding strategies?
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35	Cluster 5: Brand and branding in FBs
36	<ul style="list-style-type: none"> • How does ownership influence the corporate strategy of a family business?
37	<ul style="list-style-type: none"> • Could the integrated marketing communications approach of the FB brand reinforce the commitment of both internal and external stakeholders and their alignment with a firm's values and goals, and vice versa?
38	<ul style="list-style-type: none"> • Could the interactions among product and brand portfolio characteristics (with a name or family nature identification) reinforce (or not) corporate brand equity and the recognition of the family brand by external stakeholders?
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44	Cluster 6: Reputation: the equity of an FB brand
45	<ul style="list-style-type: none"> • To what extent can an FB brand reputation improve corporate reputation in reputational rankings?
46	<ul style="list-style-type: none"> • Is FB brand reputation related to the higher level of commercial results as customer loyalty (satisfaction and/or repurchase intention)?
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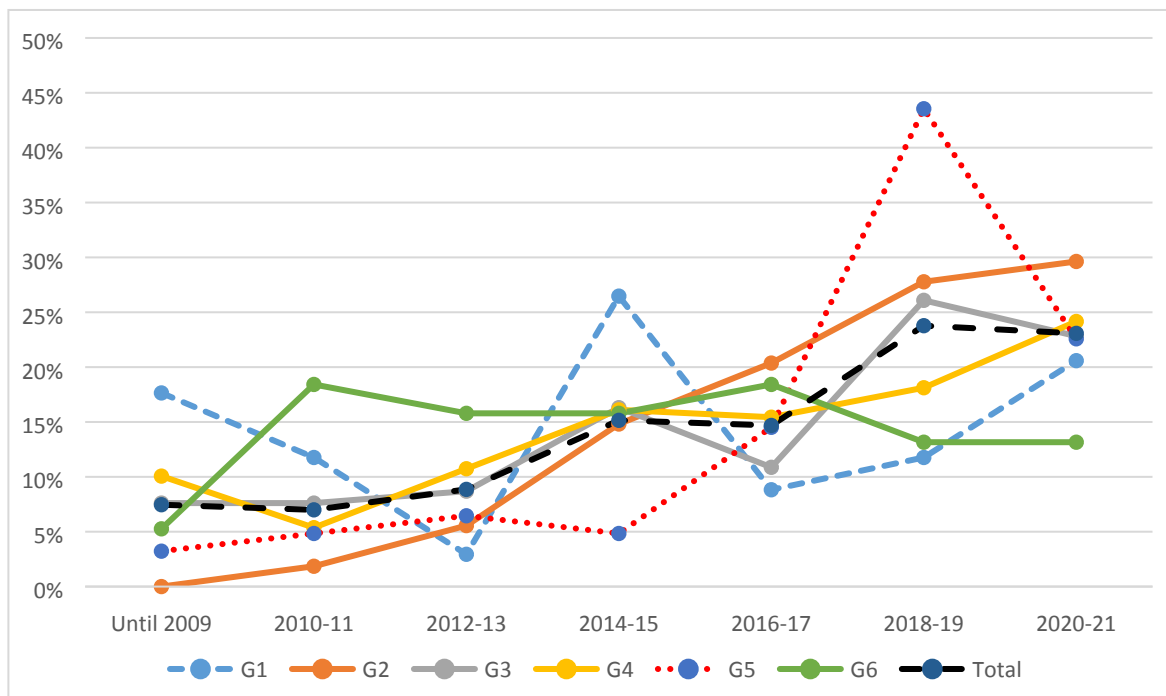
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Figure 1. Bibliographic coupling network of publications



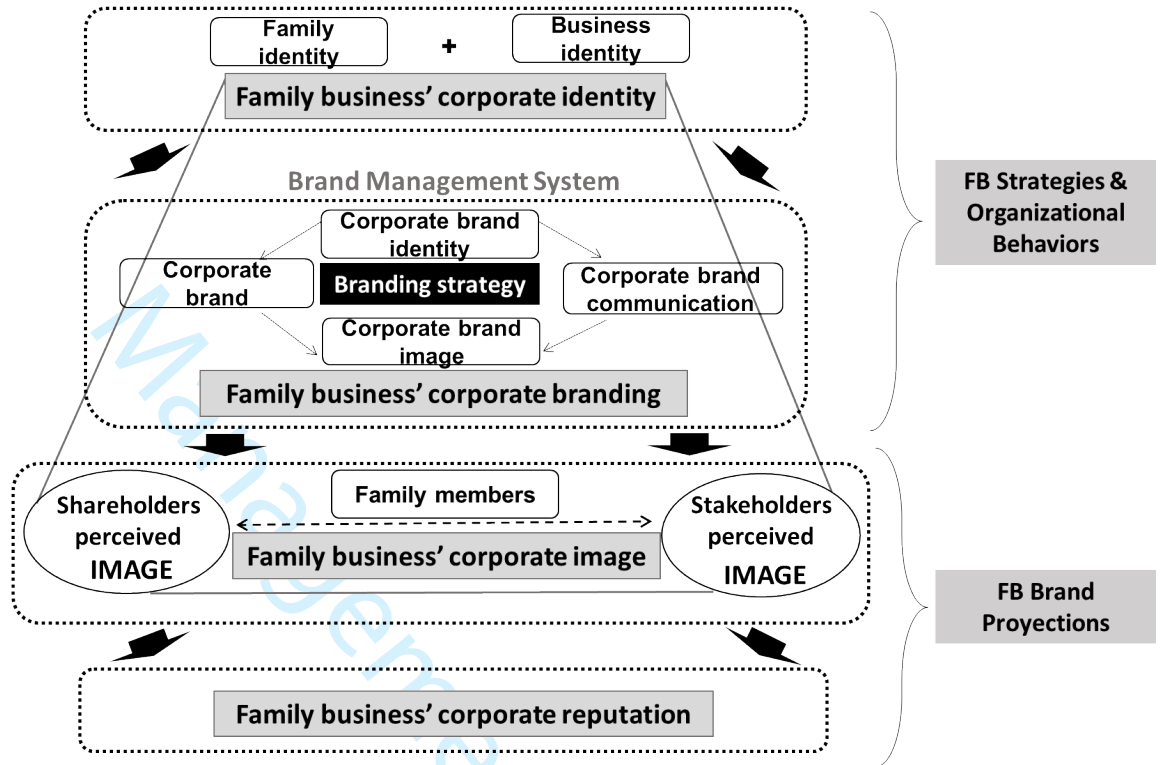
Management Decision

Figure 2. Evolution of the six bibliographic coupling clusters



The figure shows the percentage of articles published every two years in relation to the total number of articles published in each of the clusters.

Figure 3. Integrative framework of family business brand and branding



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