

**Project /Activity Number:** NC 1030

**Project/Activity Title:** Sustainable Families, Firms and Communities in Times of Change

**Period Covered:** October 1, 2018 to September 30, 2019

**Date of this Report:** 12/2/2019

**Annual Meeting Date(s):** 10/10/2019-10/11/2019

**Participants:** Zuiker, Virginia (University of Minnesota); Marshall, Maria I. (Purdue University); Jasper, Cynthia R. (University of Wisconsin); Masuo, Diane M. (University of Hawaii); Haynes, George W. (Montana State University); Valdivia Corinne, (University of Missouri); Lee, Yoon G. (Utah State University); Niehm, Linda (Iowa State University); Manikowske, Linda (North Dakota State University); LeHew, Melody L. A. (Kansas State University); Jorgensen, Jennifer Jonson (University of Nebraska-Lincoln); Sydnor, Sandra (Purdue University); Wiatt, Renee (Purdue University); Advisor: Wilcox, Michael D. (Purdue University)

**Brief Summary of Minutes of Annual Meeting:**

The meeting was held for two full days October 10 and 11 at the Hyatt Hotel in Minneapolis MN, hosted by Dr. Virginia Zuiker, official representative from the University of Minnesota. She assisted in the planning and organized the two day meeting, which the NC1030 members were very thankful for. Attending were Melody LeHew, Virginia Zuiker, Jennifer Johnson Jorgensen, Sandra Sydnor, Diane Masuo, Cynthia Jasper, George Haynes, Yoon Lee, Renee Wiatt, Corinne Valdivia, Maria Marshall, Linda Manikowske, and Linda Niehm. Dr. Michael Wilcox participated through video conferencing, and spoke with the group at the beginning of the two-day meeting. Dr. Wilcox is the new administrative liaison. He shared with the group his background, and shared that he was happy to be working with NC 1030 as there is work to be done with communities and family firms.

Drs. Marshall and Valdivia welcomed the group providing an overview of the agenda. Dr. Wilcox introduced himself and we invited him to join the bimonthly web meetings we will be holding. We welcomed a new member, Dr. Jennifer Jorgensen, from the University of Nebraska-Lincoln. The focus of the two days annual meeting was the development of collaborative research papers from several existing and new data sets, as well as the opportunity to participate in a review of a decade of research on Family Businesses in a special issue that Dr. G. Haynes and others are leading. We also identified and discussed future research activities. The NC 1030 members had met electronically throughout the year to continue the work that was identified at the 2018 Annual Meeting at Purdue University. A new process of collaborating on research topics and writing was implemented at our annual meeting, focusing most of the time on the development of research products for publication from existing data sets.

Team members at the previous official meeting identified socioemotional wealth as a focus of research moving forward in this area. A second area of interest was connectivity and technology as a source of disruption, which also continued to collaborate during the year. Both groups were able to continue their work at the annual meeting.

## **Day 1, October 10**

**Possible new methods/theory/framework.** Dr. LeHew presented a dataset from Dunn & Bradstreet that she was able to obtain with funds she had available, 5000 names of small to midsize companies in the supply chain on textile and apparel. Dr. LeHew is focusing on the sustainability of systems, in particular textiles and communities. For her own project, she will use small to mid-size firms that are in the full textile and apparel supply chain, such as farmers, apparel and textile manufacturers and retailers. The database includes annual reports or news releases, and you can also search for certain things like sustainability, financials, etc.

**Family Businesses Papers to Review.** Dr. Haynes shared the opportunity to participate in a review of a decade of research on family businesses and invited the group to contribute. The research reviewed consists of articles published in Journal of Family Economic Issues (JFEI) over the past decade. Zuiker, Sydnor, Niehm, Jasper, Valdivia, Lee, Wiatt, Marshall and Masuo agreed to participate and the papers for review were identified, and deadlines established.

**New Data Set.** Dr. M. Marshall presented on the Small Business Values Survey providing updates as well as information so we can send declarations of the research questions members are interested in pursuing this year.

The group spent the afternoon in working groups, Technology as a disruption (LeHew, Jorgensen, Zuiker, Masuo, Lee and Niehm), and the Copreneurs and Subjective Wellbeing group (Haynes, Sydnor, Zuiker, Wiatt, Marshall, and Valdivia), focusing on collaborative papers. The subgroup on technology as a disruption formed in 2018 is currently working with existing data set and new data sets in order to develop and analyze data and to move forward the knowledge base on the use of communication technology to support sustainability of family businesses, responding to the idea that communications technology is a disruptor for small business development. The team is interested in how communications technology enhances or acts as a disruptor for small businesses. The team plans to use Wave 4 of the family business data set and the small and family businesses values survey data collected in 2019. Met as a subgroup of the NC1030 research team on the use of communication technology to support family business sustainability. The subgroup on mindfulness and firm performance developed research products submitted to journals as a result of collaboration.

## **Day 2, October 11**

### **Visit to the Data Center at University of Minnesota**

The NC1030 Research Group visited the Minnesota Research Data Center and was introduced to the IPUMS National Historical Geographic Information System (NHGIS), GeoMarker, Current Population Survey (CPS), and American Community Survey data. The Annual Business Survey (ABS) and the Annual Social and Economic Supplement (ASEC) data were also discussed due to our group's research interests. If secured data is needed for a study, involved group members must contact their closest Federal Statistical Research Data Center (FSRDC) to submit a proposal and become a Special Sworn Status (SSS) contractor.

In the afternoon the official business meeting was held. There was a discussion of the next meeting place, and Dr. Yoon Lee agreed to host at Utah State University in Logan Utah, October 2-3, 2020 (travel day Oct. 1 and 4). Dr. Marshall and Dr. Valdivia were unanimously re-elected as co-chairs for the next two-year period. We also have to start thinking for the 2021 proposal submission (2019-2021); LeHew and Niehm will take some leadership in developing the new proposal.

R. Wiatt proposed a collaborative effort, for the team to articles for a special edition of FIPP, articles for the newsletter as extension publication.

### **NC 1030 Research Objectives:**

- 1) Identify and measure the sources of change and disruption that impact the family/household, the family firm or the community.
- 2) Identify and measure responses to the positive and negative impacts of change and disruption on the family/household, the family business, or the community.
- 3) Determine and inform policy or practice related to family firms.

### **Accomplishments**

We met virtually as a team every other month to strengthen collaborative relationships, and through this mechanism contributed to the development of the Small and Family Businesses Values Survey that Dr. Marshall was developing. Every other month, the NC1030 research team met virtually to discuss their research agenda. These meetings informed the research team of current and upcoming research projects.

A subcommittee was created last year with interested members to study the impact of technology on small family business. This committee met via video conference multiple times in 2018 and 2019 to determine if a manuscript could be developed from the 2016 Wave 4 data. The committee determined there was not enough data to work with the data set. This group collaborated with Dr. Marshall on the Small and Family Values Survey to develop a 10-item scale to be included in the on-line survey in April 2019. A plan is underway to use the data resulting from this survey to develop a manuscript related to technology and social media use by small businesses responding to the survey.

Another group of NC1030 research team members collaborated during the annual meeting with Marshall and Wiatt to identify the questions that are focus of our research for this year.

Data analysis and manuscript development are underway with NC 1030 team members on an initial methods paper regarding family business sustainability in times of economic change. This work utilizes wave 4 findings from the National Family Business Panel Data (NFBPD). A second paper with NC 1030 team members is under development from the NFBPD wave 4 data regarding entrepreneurial and innovative strategies used by family owned businesses in relation to conditions of economic change. New research collaborations were initiated with NC 1030 team members concerning technology and social media use by small family owned firms for business growth and sustainability. Panel data from NFBPD will allow for longitudinal research of family business survival over time, and in particular during recessionary periods. Findings from the three noted papers will provide valuable insight for researchers and family business assistance providers. The NFBPD will also provide preliminary data for a larger planned external grant on family business survival factors and also inform policy decisions.

NC1030 researchers from Hawaii, Nebraska, Utah and North Dakota, completed an article accepted for presentation at the USASBE Interdisciplinary & Experiential Entrepreneurship Education 2020 Conference. The competitive research paper addresses the role of owner and community involvement on business success in small family businesses. This presentation will

reach a variety of audiences, which include entrepreneurship educators, researchers, program leaders, center directors, as well as policymakers.

Dr. George Haynes was invited to develop a critical review of the literature and state of the art for *Journal of Family and Economic Issues*. Haynes is well respected in the field and this group is particularly well situated to contribute to the review because of the nature of NC1030's focus. Working with the NC1030 research team, tasks were identified to develop an invited manuscript for the *Journal of Family and Economic Issues* as a critical review of the family business literature that has been published over the last decade. Members from NC 1030 will collaborate in this effort.

Dr. Masuo and co-author James Tamayose completed an article scheduled for publication in the October issue of the *Purdue Initiative for Family Firms Newsletter*. The reviewed article, *The Emotional Side of Succession Planning in Family Farm Businesses*, raises awareness of the importance of considering the emotional aspects of succession planning, given the dynamic nature of business owners' feeling about retiring and passing on their farm businesses, and the more complex nature of intergenerational land and business transfers that are inherent in farm businesses.

Dr. Virginia Solis Zuiker, in collaboration with University of Minnesota researchers Dr. Hye-Young Kim and Alanna Norton (graduate student) completed an article accepted for presentation at the 2019 American Collegiate Retailing Association conference. The competitive paper examines consumer motivations to attend farmers markets in Minnesota using the concept of embeddedness building on the works by Feagan and Morris (2009). This presentation reached a variety of audiences, which included educators and researchers from business schools, liberal arts, economics, human ecology, textiles, design, and apparel.

Data collection was completed in 2018 for a study of small quilt shops in North Dakota and Minnesota. Analysis of the data will continue in the coming year to understand how the entrepreneurial savvy of these business owners contributes to business success. The findings of this study will advance knowledge and shape educational programming and may be disseminated via workshops, classroom instruction of apparel/ retail merchandising students, conference presentations, and journal publications. Identification of a model will stimulate future research and identify effective outreach opportunities. Sharing findings will help communities and family businesses increase resilience and achieve their goals. Sharing knowledge with undergraduate students may encourage their own interest in pursuing entrepreneurial opportunities as an opportunity exists to work with a new Entrepreneurship Center created at NDSU.

Marshall and Valdivia collaborated in a proposal on Rural Small Businesses Recovery and Resilience to Natural Hazards focusing on Women and Minority Owned Small Businesses that has been funded by AFRI USDA to conduct research for the next three years. Marshall and Valdivia collaborated in the development of a proposal for AFRI NIFA that was successful and will support research to understand the strategies of small minority and women businesses in recovering from disasters. The research integrates past findings from research on perceptions of risk and feelings of dread of extreme events impacting the livelihoods of families.

Maria Marshall and Renee Wiatt developed a survey titled *The Small Business Values Survey* for small business owners and collected data in April 2019. Three peer reviewed publications were published. NC 1030 members worked at the annual meeting to identify research papers that they will collaborate on during 2019-2010.

Dr. Marshall continues to provide resources that include the Purdue Institute for Family Business (PIFB formerly PIFF) quarterly newsletter, and extension publications, research articles focused on four core areas: strategic planning, estate and financial planning, succession planning, and maintaining family bonds. Nine workshops were conducted that focused on succession planning in farm and non-farm family businesses. Extension educators from the Purdue Succession Planning Team were trained on conflict modes using the TKI assessment. A new signature program for Extension educators was developed titled: *Family Business Management 101*.

### **Expected Outcomes and Impacts**

By working collaboratively with the NC1030 research team, it is anticipated that more research productivity will be accomplished that will inform professionals and policy makers working with family business owners and small business owners.

Findings from the Farmer's Market patronage presentation suggest that both social and spatial embeddedness values influenced Farmer's Market patronage, which was similar to Feagan and Morris (2009) study in Canada. Additionally, money and convenience were also important factors in determining the frequency of visiting a Farmer's Market as a market to shop.

Four research topics were pursued and accomplished during this period. The first research topic used data from the 2003-2005 National Minority Business Owners Surveys (NMBOS). The purpose of this study was to examine the effect of business-ownership motives and family goals on business success and family life satisfaction among immigrant Mexican and Korean business owners. The findings of this study indicate that Mexican immigrant family business owners reported higher levels of family life satisfaction as compared to Korean family business owners while most of the business-ownership motives were quite similar. This study concludes that business motives, family tension, satisfaction with community support, and owners' human capital and business characteristics were important predictors of being successful business owners among Mexican and Korean immigrant business owners. The publication from this study can be found in *Management Issue – Problemy Zarzadzania* during this period.

The second research topic examined the relationship between community capital and small firm success after Hurricane Katrina. The main research question was "to what extent does individual community capital and aggregate community capital influence small firm success after a natural disaster". The results indicate that the effects of both individual and aggregate community capital were statistically significant in predicting firm success after a natural disaster. Specifically, the individual community capital (familiarity of neighbors, friends, and emotional attachment to the community) was positively associated with the perceived business success among the owners. The findings suggest that as firm owners perceived their community strong, they had higher levels of perceived business success. The results also show that business owners' racial background, sole business ownerships, and older businesses decreased the level of perceived

firm success, whereas business size increased the levels of perceived success. The findings were presented at the 2019 *American Council on Consumer Interests (ACCI) Annual Conference*.

The third research topic utilized data from the fourth wave of data collected for the National Family Business Survey (NFBS). Data for the NFBS was originally collected in 1997, 2000, and 2007, National Family Business Panel. The fourth wave of data collected in 2016 was the final round of a longitudinal study that followed a cohort of family businesses that continued to operate over a 20-year period. Using the data from the 2016 NFBS, we attempted to examine how the level of owner involvement in the community (high involvement versus low involvement) and community involvement in local businesses (high involvement versus low involvement) influenced perceived business success and goal achievement in long-standing family businesses. The findings suggest that the more a family business is involved in the community, the greater perceived success the business has achieved. When seeking a profit, business owners also tend to be more involved in the community than owners not seeking a profit. This paper is titled, "Owner and Community Involvement and Business Success in Small Family-Owned Business," has been accepted for presentation in the Competitive Research Papers Track at the 2020 Annual Meeting of the *United States Association for Small Business and Entrepreneurship (USASBE)* which will be taking place January in New Orleans, Louisiana. The fourth research topic used data from the 2013 and 2015 Small Business Survival and Demise after a Natural Disaster Project (SBSD). The purpose of this study was to examine the impacts of cash flow problems and financial intermingling between the family and the business systems on small business recovery and resilience after a natural disaster. The results of the probit regression show that cash flow problems before the disaster and financial intermingling between the business and the family have no influence on small business survival in the short-run. However, cash flow problems and financial intermingling do have an effect on small business resilience after Hurricane Katrina. Business and owner conditions pre-Katrina had an influence on business survival whereas owner characteristics affected business resilience. We completed the manuscript and plan to submit this paper to *Journal of Contingencies and Crisis Management* at the end of October.

Based on the research completed with NC-1030 members, it has been determined that family businesses that are more involved with their communities tend to foster highly-involved communities that reciprocate support and resources. Results from this study also help guide entrepreneurship education, as it has been determined that strategies for being socially responsible to the community are important for entrepreneurs and the communities in which they serve.

Data collection was completed in 2018 for a study of small quilt shops in North Dakota and Minnesota. Analysis of the data will continue in the coming year to understand how the entrepreneurial savvy of these business owners contributes to business success. The findings of this study will advance knowledge and shape educational programming and may be disseminated via workshops, classroom instruction of apparel/ retail merchandising students, conference presentations, and journal publications. Identification of a model will stimulate future research and identify effective outreach opportunities. Sharing findings will help communities and family businesses increase resilience and achieve their goals. Sharing knowledge with undergraduate students may encourage their own interest in pursuing entrepreneurial opportunities as an opportunity exists to work with a new Entrepreneurship Center created at NDSU.

The findings from the first research about Mexican and Korean immigrants can inform researchers and practitioners (i.e., educators, family professionals, and consultants), as well as government policy makers, on the factors associated with being a successful immigrant business owner from the perspective of entry motivation, family life satisfaction, and business success. Based on this study, the more successful immigrant family business owners become, in both business and family dynamics, the larger their collective economic and social contribution to businesses, community, and society can be expected.

The findings from the research about Katrina and small business success can provide insights for business consultants, community or organizational leaders, and policy makers to recognize the association between community capital, community leadership, and community unity to business success in the coastal area. This study supports the importance of community strength and its impact on business success after a natural disaster. It is also important for business owners to be aware that communities without businesses” or “businesses without communities” don’t exist. The Katrina study informs policy by suggesting that perceptions of strong community and communities pulling together positively impact the perceived success of small business owners.

Community Capital and Small Firm Success after a Natural Disaster. Using data from the 2013 Small Business Survival and Demise after a Natural Disaster (SBSD) project, the primary purpose of this study was to examine the relationship between community capital and small firm success after Hurricane Katrina. Specifically, this study examined to what extent individual and aggregate community capitals influence small firm success after a natural disaster. The two main research questions are: 1) Did individual’s (owner’s) community capital affect small firm success after Hurricane Katrina? 2) Did aggregate community capital influence small firm success after Hurricane Katrina? Firm success was measured by the level of perceived success by firm owners. This research shows that perceptions of strong community and communities pulling together positively impacted firm perceived success.

In regards to research from the fourth wave (2016), since our sample focused on long-standing family businesses, it became clear that success is tied to the level of business owners’ community involvement. This study supports that business owners’ involvement in the community helps to build social capital and Corporate Social Responsibility (CSR). Family business owners in this study stated that they were willing to help other businesses in their community. Based on the findings of this study, it is clear how important future research on understanding community involvement on business success is. The findings of this research can be used by business and entrepreneurship professionals, as the interactions and relationships between a community and its family businesses can be crucial in growing and sustaining a family business.

The findings from the study using the 2013 and 2015 Small Business Survival and Demise after a Natural Disaster Project (SBSD) shows that cash flow problems and financial intermingling have differing effects on recovery and resilience in small businesses following a natural disaster. Recovery is a short-term state measured by a business operating (versus being closed). This research makes a contribution to the literature by examining how the influences of cash flow problems and financial intermingling have different effects on short-term recovery and long-term sustainability after a natural disaster. While financial intermingling is not advised for any business venture, this research specifically supports the impact of financial intermingling after a natural disaster. If businesses are expected to be prepared and able to support their business

during a period of recovery and resiliency without financial intermingling, they can be expected to be more successful and sustainable in the long-run.

### **Grants Submitted/ In Review/ Awarded**

USDA-NIFA-AFRI: *Rural Small Business Recovery and Resilience to Natural Hazards: A Focus on Women and Minority Owned Small Businesses*, (6/2019-5/2022), \$499,999.84, PI and Project Director, Co-PIs: B. Katare (Purdue) and C. Valdivia (University of Missouri).

North Central Extension Risk Management Education.: *Farming Together: Enhancing Your Worth as a Farm Business Partner*. (2019-2020). \$41,628. Nees, J., Heckaman, K., Schroeder, D., Held, N., Mason, L., and Wiatt, R.

### **Publications**

Armstrong, C. M., & LeHew, M. L. A. (2018). Shifting the Dominant Social Paradigm in the apparel industry: Acknowledging the pink elephant. In K. A. Miller-Spillman, A. Reilly, & P. Hunt-Hurst (eds.) *The Meaning of Dress* (4<sup>th</sup> edition).

Carriere, D. M.I. Marshall, and J. Binkley. 2019. Response to Economic Shock: Impacts of Recession on Rural-Urban Suicides in the United States. *Journal of Rural Health*, 35(2):253-261.

Fiore, A. M., Hurst, J. L., Niehm, L. S., Chung, T. L., Karpova, E., Sadachar, A., & Testa, D. S. (2018). Global and entrepreneurial perspectives for enhancing retailing education: Development of a hybrid graduate course focused on US and Indian small businesses. *Journal of Higher Education Theory and Practice*, 18(3), 11-25.

Haynes, G. W., Danes, S., Schrank, H., & Lee, Y. (2019). Survival and Success of Family-Owned Small Businesses after Hurricane Katrina: Impact of Disaster Assistance and Adaptive Capacity, *Journal of Contingencies and Crisis Management*. <http://dx.doi.org/10.1111/1468-5973.12245>

Hiller Connell, K. Y., & LeHew, M. L. A. (2020). Fashion: An unrecognized contributor to climate change (Chapter 6). In E. Karpova and S. Marcketti (eds.) *The Dangers of Fashion: Towards Ethical and Sustainable Solutions*. London: Bloomsbury Publishing.

Johnson Jorgensen, J., & Ha, Y. (2019). The Influence of Electronic Word-Of-Mouth via Social Networking Sites on the Socialization of College-Aged Consumers. *Journal of Interactive Advertising*.

Johnson Jorgensen, J., & Sorensen, K. (In Press). Acceptance of Virtual Reality When Browsing for Apparel. *International Journal of Electronic Marketing and Retailing*.

Li, W. and M.I. Marshall. Gender and Business Owner Satisfaction: The Case of Farm and Non-Farm Family Businesses in the Midwest. Accepted 2019. *Journal of Family Business Management* December 2018.

Manikowske, L., Lee, J., & Park, K. (2019). Use of social media by small fashion retailers and their customer engagement. *International Journal of Costume and Fashion*, 19(1), 51-68.

Son, J., Niehm, L.S., Russell, D., & Lee, J. (2019, April). Assessing the social media use and needs of small rural retailers: Implications for extension program support. *Journal of Extension*, 57(2), 2RIB2.



Sorensen, K., & Johnson Jorgensen, J. (2019). Millennial Perceptions of Fast Fashion and Second-Hand Clothing: An Exploration of Clothing Preferences Using Q Methodology. *Social Sciences*, 8(244), 1-13.

Tang, R., Hurst, J., Niehm, L.S., Fiore, A.M., Dore, A., & Jablon-Roberts, S. (2019). Re-conceptualizing the hierarchical service quality model: The case of agritourism events. *Journal of Event Management*. <https://doi.org/10.3727/152599519X15506259856435>

Torres, A.B., M.I. Marshall, and S. Sydnor. 2019. Does Social Capital Pay Off? The Case of Small Business Resilience after Hurricane Katrina. *Journal of Crisis and Contingencies Management*, 27(2): 168-181.

Valdivia, C. and Yager, K. (2019). Adapting to Climate Change in the Andes: changing landscapes and livelihood strategies in the Altiplano. Chapter 41 In Cupples, J., M. Palomino-Schalscha and M. Prieto (eds) *The Routledge Handbook of Latin American Development*. Routledge International. Pp. 480-499. ISBN:1138060739.

Yager, K., C. Valdivia, D. Slayback, E. Jimenez, R. I. Meneses, M. Brach, D. Romero, A. Romero, A. Palabral, A. Hubbard, P. Pacheco, A. Calle, A. Humber, G. Zeballos, O. Yana, D. Ulloa. (2019). Socio-ecological dimensions of Andean pastoral landscape change: bridging traditional ecological knowledge and satellite image analysis in Sajama National Park, Bolivia. *Regional Environmental Change*. 19(5): 1353–1369

Zimbroff, A., & Johnson Jorgensen, J. (In Press). A Subjective Assessment of Young Adult Attitudes toward Entrepreneurship in Bangladesh. *International Journal of Entrepreneurship*.

#### **Peer Reviewed Extension Publications**

Masuo, D. & Tamayose, J. (2019). The Emotional Side of Succession Planning in Family Farm Businesses. *Purdue Initiative for Family Firms Newsletter*. October. (Objective 3)

Wiatt, R. and M. Marshall. (2019). “Small Business Recovery Following a Natural Disaster?”. *Purdue Agricultural Economics Report, June 2019*, 14-15.  
[https://ag.purdue.edu/agecon/Documents/PAER%20June%202019\\_FINAL.pdf](https://ag.purdue.edu/agecon/Documents/PAER%20June%202019_FINAL.pdf).

Wiatt, R. (2019). “Creating a Culture of Collaboration in Family Businesses”. *Indiana Nursery & Landscape News, January/February 2019*, 13-14. Available at:  
[https://issuu.com/inlanews/docs/inla\\_janfeb2019\\_issuu?e=1826740/66793183](https://issuu.com/inlanews/docs/inla_janfeb2019_issuu?e=1826740/66793183).

#### **Purdue Institute for Family Business Quarterly Newsletter Articles**

1. *Sustainability: Some tips on protecting your business from a natural disaster* by Holly Schrank, Anna Josephson, and Maria I. Marshall, 2018.
2. *More people, more problems? Governance in family business* by Maria I. Marshall, 2018.
3. *All family businesses need some type of governance* by Maria I. Marshall, 2019
4. *Power of attorney: Why do you need one?* By Renee Wiatt, 2019.
5. *Does insurance aid in small business recovery following a natural disaster?* By Renee Wiatt and Maria I. Marshall, 2019.

#### **Databases**

Marshall, M. I. and Wiatt, R. (2019). Small Business Values Survey [data file and codebook]. Purdue Institute for Family Business, Purdue University. Unpublished data.

#### **Manuscripts Submitted/ In Review/Under Revision**

Edobor, E.W. and M.I. Marshall. (submitted August 2019) Earth, Wind, Water, Fire, and Man: How Disasters Impact Firm Births in the United States. *Natural Hazards*.

Figueroa-Armijos, M. and C. Valdivia (in review) “Entrepreneurship as a Sustainable Livelihood Strategy: The Role of Acculturation for Latinos in Rural Communities in the U.S.” *Change and Development*.

Jorgensen, J. and Sorensen, K. (in review). Negative e-WOM Resulting from Political Posts on Social Media: A Case Study of a Small Retailer’s Crisis.

Johnson Jorgensen, J., and Sorensen, K. (In Review). Visual Communication Strategies of Urban and Rural Boutiques on Social Networking Sites.

Jorgensen, J., Masuo, D., Manikowske, L., and Lee, Y. (2019). Owner and community involvement and business success in small family-owned businesses. Competitive Research Paper submitted to United States Association of Small Business and Entrepreneurship (USASBE) Conference

Marshall, M.I. and H. Schrank. (submitted April 2019) Sink or Swim? Impacts of Owner’s Post-Katrina Management Strategies on Small Business Survival and Recovery. *JSBM*.

McDonald, T.M. and M.I. Marshall. (submitted Sept. 2019) The Effect of Adaptation and Mitigation for Small Businesses Impacted by Hurricane Katrina. *IJDRR*.

Niehm, L.S., Hurst, J.L., Fiore, A.M., Son, J., and Sadachar, A. (in review). Where the rubber meets the road: Small business operators’ innovative marketing strategies and their relationship to business success. *Journal of Small Business Strategy*. Under review.

Norton, A., Kim, H-Y., and Zuiker, V. S. (submitted June 2019). Consumer embeddedness and motivations for farmers market patronage: A qualitative exploration in Minnesota, USA. *International Journal of Retail & Distribution Management*

Son, J. and Niehm, L.S. (in review) Social media and entrepreneurial marketing (EM) in changing rural environments. *Journal of Small Business and Entrepreneurship*.

Sorensen, K., & Johnson Jorgensen, J. (in review). “Hey Alexa, Let’s Shop”: Millennials’ Acceptance of Voice-Activated Shopping.

Valdivia, C., A. Morales, O. Rojas Perez and Lisa Y. Flores. (revising) Subjective Well-Being among Latina/o Immigrants in New Settlement Communities. Submitted to *Journal of Latina/o Psychology*.

Valdivia, C., A. Payen, A., and L. Y. Flores. (in preparation/revising) Individual and contextual factors explaining Latino entrepreneurship in Rural Communities of the Midwest.

Wiatt, R.D., Lee, Y., Marshall, M.I., and Zuiker, V. The Effect of Cash Flow Problems and Resource Intermingling on Business Recovery and Resilience after a Natural Disaster. Will submit to *Journal of Contingencies and Crisis Management* at the end of October.

Zimbroff, A., and Johnson Jorgensen, J. (in review). An Assessment of Regional Entrepreneurship Ecosystems in Queensland, Australia Using a Mixed Methods Approach.

### **Refereed Presentations**

Carpenter, C., Dudensing, R., Loveridge, S., Niehm, L.S., and McKinney, S. (2018). Community Opportunity Matching: Mining Big Data for Decision Making in Business Development. Research presentation at the Annual *International Conference of the Community Development Society (CDS)*, July 22-25, 2018, Detroit, MI.

Diddi, S., and LeHew, M. L. A. (2018, November). Establishing research action networks to address challenges in a changing marketplace. [Special Topic Session]. *Proceedings of the International Textile and Apparel Association*. Online publication pending.

Fiore, A.M., Hurst, J.L., Niehm, L.S., Chung, Doreen (Telin), Sadachar, A., Pookulangara, S., Armstrong, C., and Testa, D. (2018). Addressing opportunities and challenges for retail entrepreneurship in the US and India: Innovative learning modules for a synchronous online graduate course. Research presentation at the *United States Association for Small Business and Entrepreneurship (USASBE) Annual Conference*, January 10-14, Hollywood, CA.

Haynes, G.W., Lee, Y., Marshall, M., Niehm, L., and Musser, K. (2019). Community capital and small firm success after a natural disaster. Paper was presented at *the 2019 American Council on Consumer Interests (ACCI) Annual Conference*, Arlington, VA. (Objectives #1 & #2)

Haynes, G.W., Lee, Y., Marshall, M., Niehm, L.S., and Musser, K. (2019). Community Capital and Small Firm Success after a Natural Disaster. Paper presented at the *2019 American Council on Consumer Interests Annual Conference*. Arlington, VA, May 21-23, 2019.

Jorgensen, J.J., Masuo, D., Manikowske, L., and Lee, Y. (2020). Owner and Community Involvement and Business Success in Small Family-Owned Businesses. USASBE 2020, New Orleans, Louisiana, January 3-7, 2020.

Kim, H-Y., Norton, A., and Zuiker, V. S. (2019). Consumer embeddedness and motivations for farmers market patronage: A qualitative study. *American Collegiate Retailing Association*, Tucson, AZ, April 4-6, 2019.

Niehm, L.S. and Thorsson, P. (2019) Is There a “Best” Amount of Planning? A Discussion and Research Review. (2019). Research presentation at the *United States Association for Small Business and Entrepreneurship (USASBE) Annual Conference*, Saint Petersburg, FL, January 24-27, 2019.

Niehm, L.S., McKinney, S., Bakhshian, S., Hurst, J., Chung, T., Fiore, A.M., and Tang, L. (2018) Challenges, opportunities, and business needs in the changing retail environment: Assisting underserved retail entrepreneurs through business networks. (2018). Research presentation at the *75th Annual International Textiles & Apparel Association (ITAA) Conference* Cleveland, Ohio, November 7-10, 2018.

Niehm, L.S., McKinney, S., Carpenter, C., Dudensing, R., and Loveridge, S. (2019). Using Big Data for Rural Decision Making and Economic Development: Opportunity Matching for Small Businesses and Communities. Research presentation at the *United States Association for Small Business and Entrepreneurship (USASBE) Annual Conference*, Saint Petersburg, FL, January 24-27, 2019.

Patwary, S. and LeHew, M. L. A. (2019, July). *Dissemination of textile and apparel environmental information on facebook*. Poster presented at Sustainability in Fashion: Regent’s University and ITAA Joint Conference, London, UK

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Rodriguez-Alcalá, M., S. Jeanetta and C. Valdivia. (2019). A Growing and Underreported Trend —A Growing Population — Hispanic Farmers in the Midwest. *C-FARE Fall Webinar Series*. September 24. Washington, DC. (invited)

Saha, K. and LeHew, M. L. A. (2019, July). *A shift from fossil fuel to renewable energy in the fashion industry: A potential sustainability solutions?* Poster presented at the Sustainability in Fashion: Regent’s University and ITAA Joint Conference, London, UK

Tan, H. and Niehm, L.S. (2018). Latino Bi-Cultural Entrepreneurs’ Business Integration in Iowa Communities. Research presentation for the 13<sup>th</sup> Annual *Cambio de Colores Conference*, University of Missouri, Kansas City, Kansas City, MO, June 6-8, 2018.

Tan, H. and Niehm, L.S. Latino retail entrepreneurs' contributions to community and economic development in Iowa: A community leader perspective. (2018). Research presentation at the 75th Annual *International Textiles & Apparel Association (ITAA) Conference* Cleveland, Ohio, November 7-10, 2018.

Valdivia, C., K. Yager, S. Rojas, A. Romero and K. Bedregal. (2019). *Sayañas, Peatlands, and the Sajama National Park: Climate Change Adaptation in the Bolivian Andes*. Session 1G. *Governing Mountain Commons: Challenges and Opportunities for Sustainability in Contexts of Change*. In *Defense of the Commons: Challenges, Innovation and Action*. 17<sup>th</sup> Global Conference of the International Association for the Study of the Commons. July 1-5, Pontificia Universidad Católica del Perú, Lima Peru.

Valdivia, C., S. Rojas, K. Yager, and B. Bekee. (2019). *Landscapes, Livelihoods and Resilience in the Context of Climate Change in the Bolivian Altiplano*. Presented in track Session: *Strategies to adapt to and mitigate the effects of climate change in Latin America*. Annual Conference of the Agricultural and Applied Economics Association. July 23, Atlanta, GA.

Wiatt, R., M.I. Marshall and R. Musselman. "Management and Ownership Transfer: The Case of Mid-Western Family Businesses". Selected Paper Presented at: 2019 Small Business Institute Conference, Spring 2019. *Conference Proceedings*, 43(1), 52-68. Available at: <http://smallbusinessinstitute.biz/resources/Documents/Proceedings/2019%20SBI%20Conference%20FinalProceedings%202-11-2019%20v1%5B59759%5D.pdf>.

Wiatt, R.D., and M.I. Marshall. "Culture of Collaboration and Profit in Family Businesses". 2019. AAEA Meeting, Atlanta, GA. July 2019.

### **Outreach Presentations**

M. Marshall: January 10, 2019: *From Conflict to Resolution*, Green Expo, Indianapolis, IN

M. Marshall: January 11, 2019: *From Conflict to Resolution (Spanish)*, Green Expo, Indianapolis, IN

R. Wiatt: January 24, 2019: *Power of Attorney and Building Your Team*, Succession Planning Workshop, Hancock County, Greenfield, IN

M. Marshall and R. Wiatt: February 12, 2019: *Succession Planning and Empowerment of the Next Generation*, Horticultural Congress, Indianapolis, IN

M. Marshall: February 20, 2019: *Starting Your Own Ag Related Business*, Women in Ag Conference, Plymouth, IN

R. Wiatt: March 4, 2019: *Power of Attorney and Building Your Team*, Succession Planning Workshop, Benton County, Fowler, IN

R. Wiatt: March 13, 2019: *Contingency Planning and Getting the Best Resolution Out of Conflict*, Annie's Project, Purdue Extension – Jasper County, Wolcott, Indiana

R. Wiatt and M. Marshall: May 15, 2019: *Using the Thomas Kilmann Method to Reach a Resolution in Conflict*, Succession Planning Team Annual Retreat, West Lafayette IN

R. Wiatt: August 6, 2019: *Succession Planning for Farm and Family Businesses*, Copacol Cooperative Group from South Brazil, Exelencia Copacol Series, Purdue University, West Lafayette, IN

### **Abstracts of Journal Articles from collaborative work with NC1030 members.**

**The impact of business ownership motives and goals on success in immigrant-owned family businesses.**

**Abstract.** While the long-term economic and cultural contributions made by immigrants throughout the American history have been well documented, few empirical studies have provided information on how more recent immigrant family business owners are successful in the United States. Two large groups of immigrant small-business owners are Mexican and Korean immigrants. Mexican and Korean immigrant business owners in the U.S. might have different business ownership motives and goals that influence their business success. Employing data from the 2003–2005 National Minority Business Owners Surveys (NMBOS), this study explored the effect of business ownership motives and family goals on business success and family life satisfaction among immigrant Mexican and Korean business owners. The findings of this study indicate that Mexican immigrant family business owners reported higher levels of family life satisfaction as compared to Korean family business owners, while most of the business ownership motives are quite similar. Implications of research findings for immigrant family business researchers, practitioners, and policy makers are discussed along with future research agenda.