European Journal of Family Business (2025) 15 (2), 223-245

uma editorial

EUROPEAN JOURNAL OF FAMILY BUSINESS

http://www.revistas.uma.es/index.php/ejfb

Philanthropy and Corporate Social Responsibility in Business Families: Practices, Governance, and Intergenerational Dynamics

Rosane Dal Magro[1*], **Luis Cisneros**[2]

[1] Montreal University, Canada

[2] Entrepreneurship & Innovation Department, Observatory of Entrepreneurship La Sphère & Business Families Center, HEC Montreal, Canada

Research article. Received: 29-03-2024; accepted: 05-12-2025

JEL CODE
M14

KEYWORDS
Business family, Philanthropy, Corporate social responsibility, Governance, Intergenerational dynamics

Abstract This study explores how business families enact and interrelate philanthropy and corporate social responsibility (CSR), moving beyond firm-centric perspectives to focus on the family as a civic and entrepreneurial actor. Drawing on a multiple case study of Canadian business families, we identify philanthropy and CSR as complementary practices shaped by identity, governance, and intergenerational values. Findings reveal a shift from reciprocity-based engagement to entrepreneurial social innovation, supported by governance mechanisms including decision-making, monitoring, partnerships, and storytelling. Philanthropy offers flexibility for addressing pressing needs, while CSR embeds ethical and sustainable goals into business operations. Together, these practices foster societal value and strategic alignment. The study contributes to this theory by bridging socioemotional wealth and relational governance, and by proposing five testable propositions for future research.

CÓDIGO JEL
M14

PALABRAS CLAVE
familia empresaria, Filantropía, Responsabilidad social corporativa, Gobernanza, Valores intergeneracionales

Filantropía y Responsabilidad Social Corporativa en Familias Empresarias: Prácticas, Gobernanza y Dinámicas Intergeneracionales

Resumen Este estudio explora cómo las familias empresarias llevan a cabo e interrelacionan la filantropía y la responsabilidad social corporativa (RSC), yendo más allá de las perspectivas centradas en la empresa para enfocarse en la familia como un actor cívico y emprendedor. A partir de un estudio de casos múltiples de familias empresarias canadienses, identificamos la filantropía y la RSC como prácticas complementarias moldeadas por la identidad, la gobernanza y los valores intergeneracionales. Los hallazgos revelan una transición de un compromiso basado en la reciprocidad hacia una innovación social de carácter emprendedor, apoyada por mecanismos de gobernanza que incluyen la toma de decisiones, el seguimiento, las alianzas y la narración de historias. La filantropía ofrece flexibilidad para abordar necesidades urgentes, mientras que la RSC incorpora objetivos éticos y sostenibles en las operaciones empresariales. En conjunto, estas prácticas fomentan el valor social y la alineación estratégica. El estudio contribuye a la teoría al tender puentes entre la riqueza socioemocional y la gobernanza relacional, al realizar cinco proposiciones para investigaciones futuras.

https://doi.org/10.24310/ejfb.15.2.2025.19623

*Corresponding author
E-mail: rosane.fernandes.dal.magro@umontreal.ca

1. Introduction

Across the globe, business families significantly shape local economies and social landscapes (Cruz et al., 2021; Kelley et al., 2020; Miroshnychenko et al., 2021). Despite their growing social involvement, research lacks an integrated understanding of how Corporate Social Responsibility (CSR) and philanthropy—two key forms of social engagement (Campopiano et al., 2014; Feliu & Botero, 2016; Häußler & Ulrich, 2024; Rivo-Lopez et al., 2021; Stock et al., 2024) —are enacted, governed, and transmitted across generations. This article addresses this gap by proposing a multi-level, empirically grounded framework explaining how business families legitimize, structure, and innovate in their social practices, and how these practices sustain family continuity, stakeholder trust, and societal impact. CSR and philanthropy reflect the values, identity, and long-term aspirations of business families. Philanthropy—often through family foundations—reinforces commitment to societal welfare while preserving socioemotional wealth (SEW) and family legacy (Feliu & Botero, 2016; Sánchez et al., 2025; Stock et al., 2024). CSR, in contrast, adopts a strategic approach encompassing ethics, sustainability, stakeholder relationships, and operational responsibility (Mariani et al., 2023; Van Gils et al., 2014). Together, they combine altruistic and instrumental objectives, enhancing reputational capital, business continuity, and stakeholder trust (Berrone et al., 2012).

Yet, scholarly interest remains fragmented, leaving enduring gaps that this study addresses. First, although SEW theory has been central in explaining CSR motivations in family firms, there is still a pressing need for integrative frameworks that connect family dynamics to CSR outcomes across cultures and regions (Cruz et al., 2014; Feliu & Botero, 2016; Rivo-López et al., 2021). In addition, the psychological and cultural drivers behind philanthropic behaviours—particularly during succession and generational transitions—require deeper examination (Kaimal & Uzma, 2024). Compounding these issues, inconsistencies in empirical findings concerning the level and impact of CSR in family-owned firms highlight the need for a more nuanced, contextual analysis (Jiang et al., 2023; Rahman & Zheng, 2023). Finally, despite the critical role of storytelling and transparency, limited attention has been paid to how business families communicate their CSR and philanthropy strategies to stakeholders (Chalmeta & Viinikka, 2017).

To address these gaps, we ask: How are CSR and philanthropy enacted, legitimized, and integrated within business families? Using an inductive, qualitative multiple-case approach, we examine motivations, governance practices, and generational dynamics shaping social engagement in Canadian business families (Miles & Huberman, 1994; Sekaran, 2003). Data from semi-structured interviews and archival sources were analyzed using Gioia's inductive methodology Gioia et al. (2013) to identify first-order concepts, second-order themes, and aggregate dimensions. Findings show that business families transition from a logic of obligatory reciprocity (Mauss, 1923) toward institutionalized mission-driven practices that promote innovation and long-term community development. The social causes addressed include health, education, entrepreneurship, and environmental sustainability. While philanthropy is primarily structured through family foundations, CSR is embedded within business operations and guided by evolving governance models. Many families adopt entrepreneurial approaches to social initiatives, applying strategic and evaluative frameworks to amplify the societal impact.

The article is structured as follows. The opening sections introduce the study's conceptual foundations, outlining key definitions and positioning business families within the broader context of social engagement. Subsequent sections review the main approaches to philanthropy and CSR, setting the stage for the empirical inquiry. The latter part of the article presents the research design in detail, including the qualitative multiple-case study methodology, data collection, and analytical approach. This is followed by an in-depth discussion of the empirical findings, linking them to theory and practice, and highlighting implications for both scholars and practitioners. The article concludes with a set of testable propositions and recommendations for future research to advance a more comprehensive understanding of social innovation in the context of family enterprises.

2. Literature Review

2.1. Conceptual foundations: What are business families and their social engagements?

This study focuses on the concept of the business family, distinguishing it clearly from related figures such as the founder-entrepreneur or the family firm. Unlike research that emphasizes either the individual entrepreneur or the operating firm, our focus is on the family as a strategic unit that owns and manages financial, social, and symbolic assets with a long-term entrepreneurial orientation (Cruz et al., 2021; Habbershon & Pistrui, 2002).

A business family can be defined as a group of individuals linked by kinship who share a strategic vision and who control, through formal and informal structures, a portfolio of assets—including businesses, investments, and foundations—with the intention of preserving, transforming, and transmitting this wealth across generations (Habbershon et al., 2003; Schillaci et al., 2013). These families may no longer operate active businesses but remain united around shared goals, utilizing vehicles such as family offices, investment funds, or philanthropic foundations (Cruz et al., 2021).

Social engagement—such as CSR and philanthropy—is a critical practice through which business families express their values, maintain their identity, and commit to the public good. These practices aim to generate societal value beyond private interests and play a central role in the family reputation, intergenerational continuity, and stakeholder trust (Feliu & Botero, 2016). Philanthropy and CSR are also central components for business families that drive long-term sustainability, reputation enhancements, and stakeholder engagement (Mariani et al., 2023; Stock et al., 2024). These practices are intricately tied to family identities, enriching both the social fabric of their communities and the economic resilience of their firms through strategic CSR engagements (Mariani et al., 2023; Stock et al., 2024).

2.2. Dual logic of CSR and philanthropy in business families

CSR and philanthropy reflect a dual logic that integrates both altruistic and strategic orientations. This duality is often explained through the lens of SEW, which encompasses emotional, reputational, and relational assets that family owners aim to preserve (Van Gils et al., 2014). Also, business families often prioritize their SEW—defining their identity, legacy, and emotional ties to their community—when engaging in CSR and philanthropic activities. This prioritization differentiates them from non-family owners, which may focus more narrowly on maximizing shareholder wealth (Campopiano et al., 2019; Sánchez et al., 2025). While philanthropy is often seen as the benevolent extension of the family's identity and community values, CSR represents a more structured set of practices embedded in the firm's operations to align with ethical, social, and environmental expectations (Mariani et al., 2023; Rivo-López et al., 2021).

Strategic philanthropy integrates corporate and social objectives, allowing business families to use organizational resources to address societal challenges while reinforcing business competitiveness (Purwatiningsih et al., 2024). This model has historical precedents—early 20th-century families used philanthropy to legitimize their activities and build operating stability (Feliu & Botero, 2016).

Philanthropic foundations serve as formal platforms for innovation, social capital development, and intergenerational engagement, often acting as incubators for new social initiatives (Fitzgerald et al., 2010; Lamb & Butler, 2018).

In the case of family-owned SMEs, they typically implement CSR and philanthropic activities in a less formalized but deeply values-driven way and community-rooted manner (Campopiano & De Massis, 2015; Jayakumar, 2016). These initiatives are often perceived as more authentic, especially by younger generations who demand visible, value-based social commitment (Kim & Austin, 2020). Storytelling and intergenerational narratives reinforce this authenticity, helping families maintain legitimacy and commitment to societal purpose (Maclean et al., 2013; Pan et al., 2018).

2.3. Governance as an enabler of social strategy

The governance structures of business families significantly shape how CSR and philanthropy are enacted. Governance, in the context of a business family, is defined as the set of mechanisms, processes, and structures—both formal (e.g., family assemblies, family councils, boards, protocols) and informal (e.g., trust, shared values, identity)—that guide collective decision-making and resource allocation (Aronoff & Ward, 2011; Gersick et al., 1997; Mustakallio et al., 2002). Nason et al. (2019) distinguish rentier families - defined as families that have become increasingly capitalized - with static governance from those with participatory, adaptive, and entrepreneurial governance. These differences influence the scope, innovation potential, and sustainability of social engagement.

Within this framework, philanthropic practice often serves as a learning platform, providing family members with valuable business, family, and personal skills (Feliu & Botero, 2016). Family foundations help institutionalize legacy and function as vehicles for aligning social goals with broader business strategies (Rey-Garcia et al., 2020; Schillaci et al., 2013), thereby reinforcing the long-term vision of the business family.

When CSR initiatives are strategically aligned with family governance, they can strengthen stakeholder trust, enhance brand legitimacy, and sustain enduring community relationships (Campopiano & De Massis, 2015; Van Gils et al., 2014). Nevertheless, such alignment also brings to light potential ethical tensions, including opacity, limited accountability, and the concentration of social influence in private hands (Harvey et al., 2021; Hellsten & Mallin, 2006). Mitigating these risks requires the implementation of robust, transparent, and participatory governance systems that ensure both effectiveness and legitimacy.

2.4. Dynamics and evolution of social engagement in business families

Social engagement in business families evolves through multiple trajectories. They often start from a logic of reciprocal obligation (Mauss, 1923) and gradually professionalize toward structured and strategic practices. CSR and philanthropy are increasingly perceived not as isolated practices but as interlinked components of a broader social strategy.

Philanthropy channels enable families to leverage their entrepreneurial skills and networks to innovate in social value creation (Rey-Garcia et al., 2020; Shaw et al., 2013) in education, healthcare, environmental protection, and entrepreneurship, while reinforcing the cross-generational collaboration. CSR, particularly in SMEs, reflects relational trust, embeddedness, and long-term commitment to community development (Castejón & López, 2016; Spence, 2016).

Intergenerational shifts are a part of the evolutionary process in the family and in the firm (Amonarriz et al., 2024) contribute to expanding the scope of social practices. Newer generations advocate for causes like environmental justice, diversity, equity, and inclusion (Jayakumar, 2016), aligning business families with global standards of responsible behaviour. This enhances adaptability and fosters resilience in the face of changing social norms (Schulze & Bövers, 2022).

Recent literature has emphasized the unique interplay between philanthropy and CSR in family firms, highlighting how these practices are not only shaped by strategic considerations but also deeply rooted in family values and long-term orientation (Terrón-Ibáñez et al., 2022). Business families often engage in philanthropy to reinforce their social legacy, while CSR offers a more formalized channel through which values are integrated into business strategy (Aparicio & Iturralde, 2023). This alignment between purpose and practice is further supported by strong governance structures that help coordinate social initiatives, ensure intergenerational continuity, and respond to new social and environmental demands (Hernández Linares & Arias-Abelaira, 2022; Pereira-Otero & Gallo, 2023). Moreover, impact investing is emerging as a bridging mechanism between philanthropy and CSR, enabling families to align social purpose with financial performance (Cruz et al., 2021).

Despite the recent growing literature, several critical gaps persist in understanding CSR and philanthropy within business families. First, there is a lack of integrative theoretical frameworks linking family dynamics, governance, and social engagement across diverse contexts (Cruz et al., 2014; Feliu & Botero, 2016; Rivo-López et al., 2021). Most existing studies focus on SEW but overlook other explanatory dimensions. Second, empirical research remains overly concentrated in Western contexts. The effects of internationalization on CSR practices are underexplored (Dung & Giang, 2022, as are cultural and institutional influences on philanthropic strategies. Third, the motivations behind social engagement—particularly during succession—are still insufficiently theorized. Psychological and cultural drivers, including agency dynamics and identity construction, deserve more attention (Kaimal & Uzma, 2024). Fourth, the findings on the relationship between family ownership and CSR are contradictory. Some studies highlight positive effects (Marques et al., 2014), while others emphasize limitations due to risk aversion and conservative practices (Rahman & Zheng, 2023). All these points need to consider the nuances of governance diversity (Jiang et al., 2023). Lastly, the strategic strand of CSR and philanthropic efforts remains under-researched. Since most literature focuses on outcomes without analyzing how business families legitimize, narrate, and amplify their social actions to stakeholders (Chalmeta & Viinikka, 2017).

In sum, addressing these research gaps is essential for a more holistic understanding of how CSR and philanthropy are enacted and interrelated within business families. Future studies should prioritize the integration of multilevel frameworks, diverse empirical settings, and dynamic governance perspectives to better explain how business families engage with society and how these engagements evolve over time.

3. Methodology

Adopting an exploratory approach to investigate how philanthropy and CSR are enacted within business families and their firms is justified both theoretically and empirically. These practices are shaped by complex dynamics involving identity, values, governance, and socioemotional factors, which evolve over time and across generations (Campopiano et al., 2019).

The SEW framework, while influential, does not fully capture the diversity of motivations behind CSR engagement, especially in multigenerational contexts (Izzo & Ciaburri, 2018). Family firms, as the organizational expressions of business families, also exhibit prosocial behaviours—such as community welfare and intergenerational solidarity—that differ significantly from non-family firms, requiring qualitative exploration to understand their unique logic and institutional forms (Campopiano et al., 2013; Pratono & Han, 2022). Governance and family identity play a central role in shaping social strategies, with feedback loops that influence philanthropic commitments over time (de Groot et al., 2022). Furthermore, key constructs like family firm efficacy and legitimacy remain underdefined, calling for inductive inquiry to clarify how they intersect with CSR and philanthropy (Kayid et al., 2022). Scholars have also highlighted gaps in connecting CSR to sustainability and in applying historical perspectives to understand its evolution across generations (Fonseca & Carnicelli, 2021; Hamilton, 2011). Finally, while CSR and philanthropy have often been studied separately, their interdependent role within the broader configuration of family, ownership, and business systems remains under-theorized, reinforcing the need for an exploratory, process-oriented research design.

In relation to this exploratory orientation, we adopted a qualitative multiple-case study design, as recommended by Sharma (2004) and Patton (1990). This approach allows a rich contextual understanding of the historical, cultural, social, economic, and ethical dimensions that shape family-driven social engagement. Families on the study were selected based on multigenerational involvement and active participation in philanthropic or CSR practices, ensuring purposeful case selection aligned with process theory (Bizzi & Langley, 2012).

Our research follows an inductive logic, aiming to develop theory from empirical observations rather than to test predefined hypotheses. In line with Gioia et al. (2013), our analytical approach moves from informant-centric codes to researcher-driven themes and aggregate dimensions, allowing a grounded conceptual framework to emerge from the data. This inductive orientation has proven particularly relevant in recent research, such as Díaz-Moriana et al. (2025), where the Gioia methodology is explicitly applied to unpack dynamic and processual phenomena. This reinforces the suitability of our method to explore how social engagement is enacted and transmitted within business families over time.

Data collection combined semi-structured interviews with family members and stakeholders, as well as archival materials such as foundation reports and governance documents. Following Gioia's (2013) systematic approach to inductive qualitative research, we developed a grounded conceptual model linking family identity, governance, and social engagement. Our retrospective design (Leonard-Barton, 1990) enabled us to trace the evolution of philanthropic and CSR practices across generations, illuminating not only what business families do in terms of social responsibility but also how and why these practices emerge and evolve within broader systems of family governance and identity.

By applying an inductive analytical lens (Stake, 2006; Williams, 2000) and addressing key challenges in process research, this study uncovers both well-documented and underexplored aspects of business families' social engagement, contributing to a deeper understanding of the strategic and identity-driven nature of their philanthropic and CSR commitments.

3.1. Case selection

Our research focuses on Canada, a global leader in social responsibility initiatives. Despite the high rate of Canadian involvement in some form of social responsibility, 91% compared to 81% globally, and Canadian family firm owners' engagement in philanthropic activities, 56% compared to 42% globally (PwC, 2021), the data on the subject are scarce. We have faced, as well, many challenges to access the field, like those identified by Fraser (1987), including a high rate of interview refusals. To address these difficulties, we adopted the strategies proposed by Cadieux (2007) and Deschamps et al. (2014), leveraging professional and personal networks to gain access to our target group in Quebec.

Given the complexities of our research, we followed Stake's (2006) recommendation for multiple-case studies, which enhances external validity and mitigates observer bias (Leonard-Barton, 1990). While there is no definitive number of cases required for a multiple-case study, Stake suggests that 4 to 10 cases allow for robust data collection and cross-case analysis. We selected five information-rich cases using purposeful sampling (Patton & Appelbaum, 2003) to explore features relevant to our study (Denzin & Lincoln, 1994). These cases, reflecting diverse profiles, offered a strong empirical foundation for understanding the complex social practices of business families (Stake, 2005; Strauss & Corbin, 1998).

As part of a larger project involving archival and interview data, we established clear selection criteria (Miles & Huberman, 1994). Each business family had to be at least in its third generation and actively involved in philanthropy or CSR. Participants included two family members from different generations. These criteria are important to promote richness and diversity in the sample, as well as for validation purposes (Collin & Ahlberg, 2012). However, one case has only one participant, but we included it due to its significant contribution to cross-case analysis and the study's coherence.

During the case selection process, we identified families who had sold their businesses but continued to operate collectively as investors and philanthropists. Recognizing the significance of this shared characteristic in advancing our objective of highlighting the business family concept, we included three such families in our study. This decision emphasizes the importance of capturing diverse yet interconnected phenomena, aligning with Yin's (2014) dual logic of replication and contrast in case selection.

By employing retrospective analysis, we mitigated the challenges associated with reconstructing past events, as noted by Leonard-Barton (1990). This approach allowed us to explore the social practices of business families while avoiding retrospection bias using multiple data sources and real-time observations when feasible (Bizzi & Langley, 2012). Ultimately, this comprehensive methodology strengthens the external validity of our research design and provides nuanced insights into the social contributions of Canadian business families. Table 1 presents the characteristics of the families participating in the study.

Table 1. Family profile

Family	Family Generations Currently	People interviewed	Family firm Sector/ Industry	Philanthropic Family Foundation	Year of PFF** creation
1	Three generations	2 family members	Publishing	No	NA
2	Three generations	1 family member	Pharmaceutical	Yes	1991
3*	Five generations	2 family members	Services - Insurance	Yes	1990
4*	Three generations	1 family member 1 executive non-family member	Services - Technology	Yes	2000
5*	Fourteen generations	1 family member 2 executive non-family members	Media Company	Yes	1990

* Their companies were sold in the '90s.

** Philanthropic Family Foundation

3.2. Data collection

The data for this study were collected through semi-structured interviews and secondary sources (Patton, 1990). We began by gathering preliminary information from company and foundation websites, annual reports, and other publicly available publications, including newspapers. All interviews were fully recorded and transcribed for detailed analysis. The interview guidelines covered a range of topics, including family history, business history, foundational values, the involvement of the next generation, decision-making processes, and the nature of the family's and company's engagement in social causes.

Individual meetings were scheduled for the semi-structured interviews, which were conducted in a respectful and supportive atmosphere. Most interviews took place in person, with only one conducted via the Zoom platform. Table 2 presents an overview of the interviewees' profiles.

Interestingly, the questions posed during the interviews often prompted participants to reflect deeply on their extended family history and the journey that led them to their current circumstances (Musson, 1998). In some cases, this reflection inspired new ideas for practices they could implement. This reflective process helped establish a trust-building process between the researcher and the interviewees, ensuring the quality and depth of the information collected (Deschamps et al., 2014).

Table 2. Interviewee profiles

Participant	Family Member	Generation	Gender	Age range	Position
Family 1 E1.1G E1.2G	 Yes Yes	 1st 2nd	 F F	 60-70 40-50	 Matriarch Family Office President
Family 2 E2.2G	 Yes	 2nd	 F	 40-50	 CEO Philanthropic Family Foundation
Family 3 E3.3G E3.4G	 Yes Yes	 3rd 4th	 M M	 60-70 30-40	CEO Family Financial Holding Member of the Board of directors, PFF*
Family 4 E4.2G E4.PFF	 Yes No	 2nd	 M M	 50-60 40-50	Member of the Board of directors, PFF* Vice-president Philanthropic Family Foundation
Family 5 E5.12G E5.PFF E5.FO	 Yes No No	 12th	 M M F	 70-80 40-50 50-60	 Patriarch Philanthropic Family Foundation Family Office President

*PFF: Philanthropic Family Foundation

We established detailed procedures to guide the research process and ensure the study's qualitative rigour (Yin, 2014). To contextualize each case, we first gathered preliminary data from various sources, including books, company and foundation websites, annual reports, newspapers, and magazines. A structured questionnaire was then designed to facilitate the collection of relevant data. Next, we formulated and sent out invitations to potential participants. Before conducting the interviews, all participants were fully informed about the research objectives, the specifics of their participation, the interview content, and how the findings would be published. The validation process relied on multiple data sources (see Table 3). Primary data were collected through interviews with both family and non-family members. Within the family group, participants from different generations were included to capture diverse perspectives.

Secondary data were collected in two phases: before and after the interviews. This included materials such as books and videos provided by the participants, offering rich insights into their families, businesses, and foundations.

Table 3. Data collection: characteristics and sources

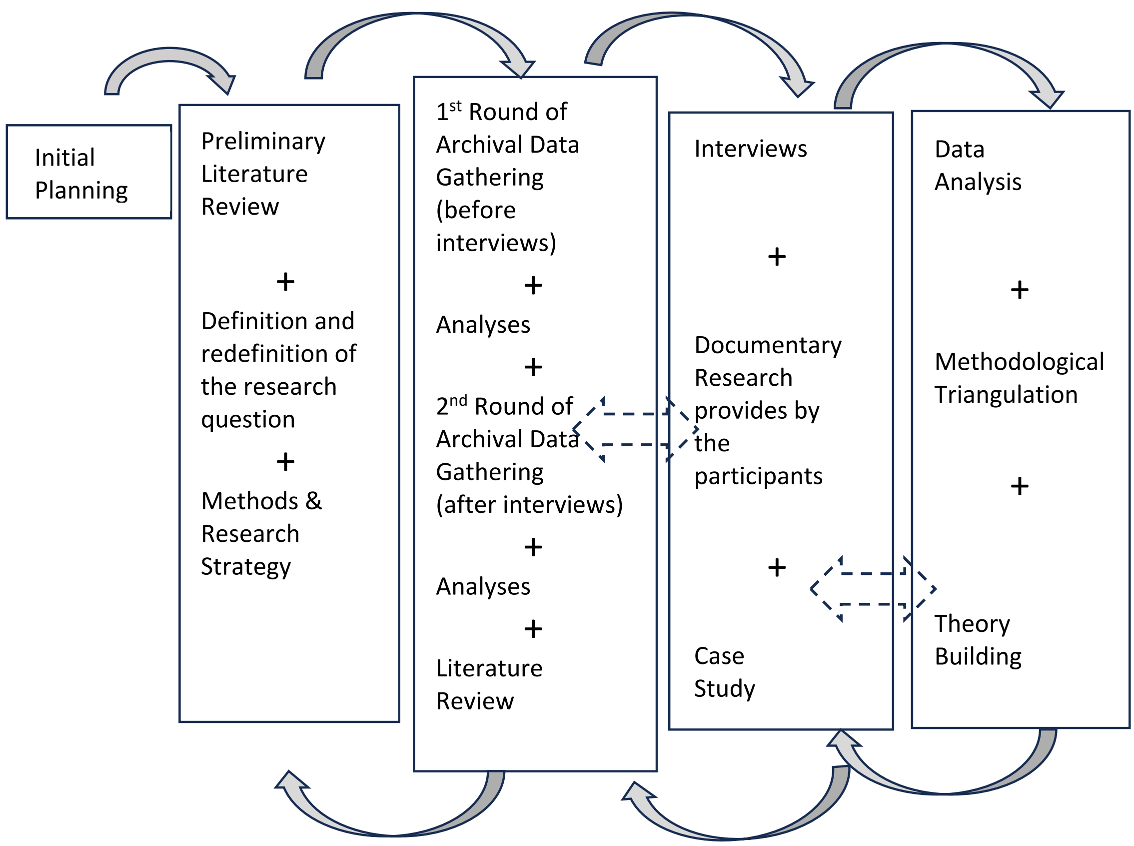
Interviews			Documentary support	Secondary Sources
Participant	Place	Duration		
Family 1 E1.1G E1.2G	Family home Family office	2hs	audio recording and researcher notes	Company website, family and company history book, company website, local newspapers: La Presse, Les Affaires
Family 2 E2.2G	PFF*	1h10	audio recording and researcher notes	PFF website, Company website, charitydata.ca, local newspapers: La Presse, Montreal Gazette

Interviews			Documentary support	Secondary Sources
Participant	Place	Duration		
Family 3 E3.3G E3.4G	Financial holding PFF	1h50	audio recording and researcher notes	Reports and internal documents
Family 4 E4.2G E4.PFF	PFF PFF	1h40	audio recording and researcher notes	PFF website, family history book, philanthropic family foundation book, charitydata.ca, two publications from the Canadian Philanthropy Partnership Research Network
Family 5 E5.12G E5.PFF E5.FO	Family home PFF Family office (by Zoom)	2h30	audio recording researcher notes and Zoom record	PFF website, charitydata.ca, local newspapers: La Presse, the Globe and Mail, videos on YouTube, many family's history

*PFF: Philanthropic Family Foundation

The use of a multiple-case study approach enabled us to identify similarities and differences across cases through cross-case comparisons. This process fosters a holistic understanding and helps mitigate researcher bias (Stake, 2006). Through iterative analysis, we empirically compared our findings with those previously reported in the literature inspired by grounded theory (Strauss & Corbin, 1998). Figure 1 presents the methodological approach adopted in this study, which serves for the basis for the data analysis that follows. The detailed procedure for the data analysis is provided in Subsection 3.3.

Figure 1. Methodological approach leading to data analysis



3.3. Data analysis

In qualitative studies, following the inductive Gioia et al. (2013)'s approach, data processing involves a critical analysis of transcriptions, requiring a systematic approach to content analysis. Our process unfolded in two main steps: analyzing individual units of data production and extracting meaning from the data. The first step focused on the analysis of each interview, during which we encountered and addressed challenges related to encoding practices, such as defining units of analysis, creating categories, and identifying recurring themes. The second step involved interpreting the transcript, initially at the level of individual interviews and within a case, and subsequently across cases. This allowed the researchers to generate a comprehensive overview of the main points for each case. A key advantage of using case studies is the flexibility they offer; while some topics of interest are identified beforehand, others can be refined or newly discovered through iterative engagement with the data. Thus, we employed a cyclical process of multiple readings to develop a robust data structure, continuously adding and refining topics as they emerged.

We employed iterative coding to identify recurring first-order categories, which were subsequently grouped into emerging second-order themes and, ultimately, broader aggregate dimensions (Gioia et al., 2013). Guided by our theoretical framework, this process allowed us to derive conceptual insights from the case studies (Corbin & Strauss, 1990).

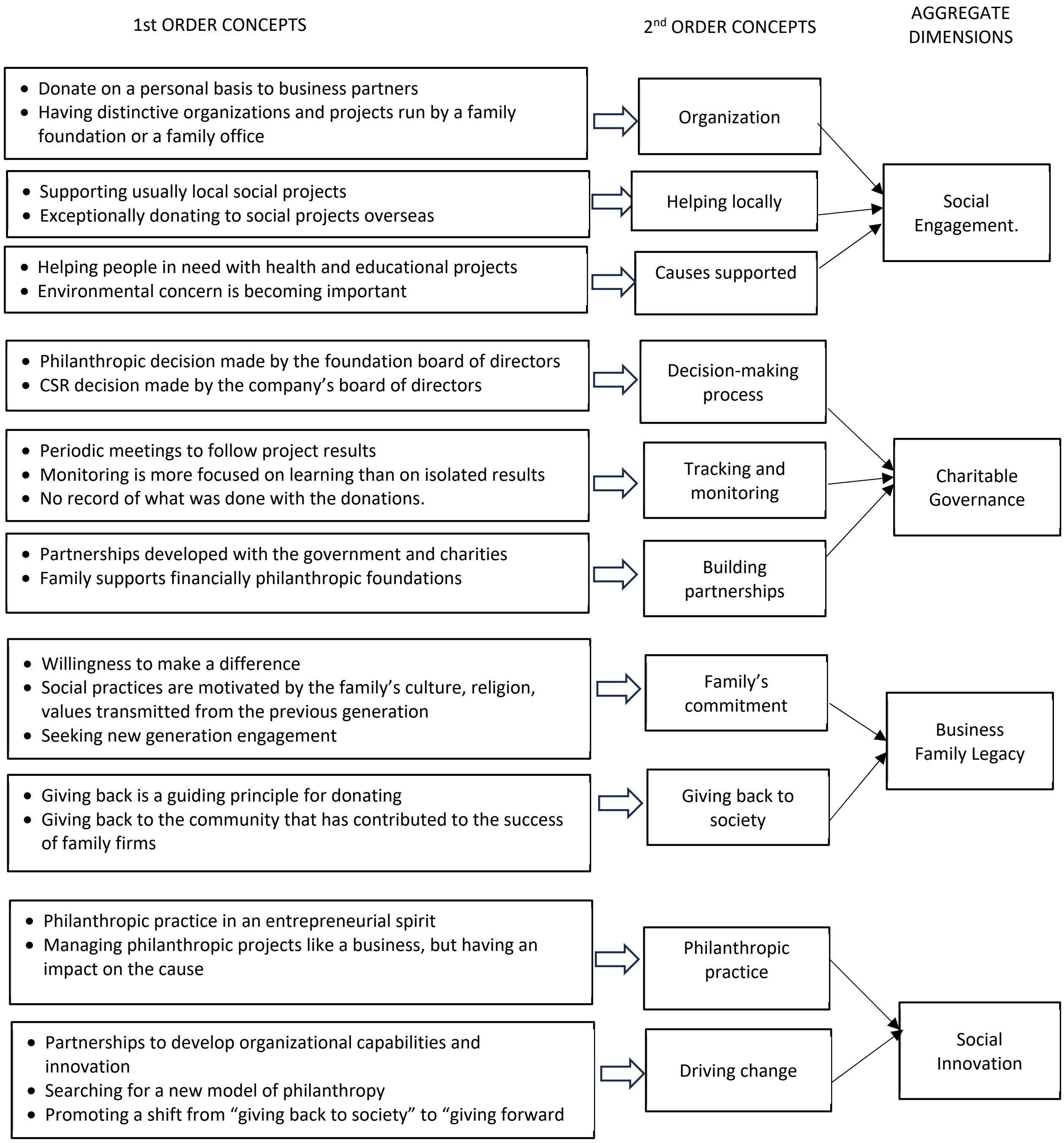
Drawing on Strauss and Corbin's (1998) notion of open coding, we began by analyzing each interview, searching for relevant information regarding key aspects: *who* (the actors—individual, family, or business), *what* (type of engagement—monetary or non-monetary), *why* (motivations), and *how* (dynamics and particularities of implementing social practices). Using NVivo, the entire data corpus was coded with *in vivo* terms, yielding 147 initial codes. Through continuous analysis and refinement, these codes were consolidated into 23 first-order concepts and 10 second-order themes.

Following this, we conducted a deeper analysis to ensure the identified themes effectively explained the phenomenon under investigation (Locke, 1996). This involved recursively comparing coded data with the raw data to confirm whether emerging themes aligned with or extended concepts from the existing literature. Ultimately, this iterative process led to the identification of 4 aggregate dimensions.

To enhance the robustness of our findings, we employed methodological triangulation, combining multiple approaches to minimize bias and gain a more comprehensive understanding of the phenomenon (Denzin, 1970). To validate the interview data, we cross-checked responses between family members (across generations) and, where possible, with non-family participants (Janesick, 1994). Additionally, we corroborated the empirical data with archival data, further reducing potential researcher bias. While the first author conducted the data collection, both co-authors independently verified the data and analysis, ensuring consistency and reliability across the cases (Mejía-Morelos et al., 2013).

Figure 2 brings the data structure, showing the progression from first-order categories—directly derived from interviewees' responses—to second-order themes and, finally, to aggregate dimensions (Gioia et al., 2013). These figures are not intended to depict causal relationships but rather serve as conceptual representations of the key elements and their interconnections. Their primary purpose is to provide a foundation for developing an emergent theoretical framework and grounded theory model.

Figure 2. Data structure



4. Findings

Our findings are based on the analysis conducted employing the basic assumption that the interviewees are "knowledgeable agents," i.e., people who can explain their thoughts, intentions and actions. This section presents the data structure derived from our inductive coding, organized by aggregate dimensions and illustrated with selected quotes. It also shows how business families deploy different organizational structures to make their social engagement a reality.

An overview of our findings provides four key insights from the data. First, the business families in our study are socially engaged in a structured manner. They follow an evolving pattern of helping a variety of locally supported causes. Second, they put in place a charitable governance framework to support their decision-making. They establish partnerships, and most of them define and control their funding policy. Third, they build the business family legacy based on the family's motivational guidelines. These families commit themselves both collectively and personally to giving back to society. Fourth, their social engagement facilitates social innovation.

The establishment of private-public partnerships contributes to driving changes from giving back to giving forward to society.
Our coding is presented in this section by aggregate dimensions that emerged from our analysis, supported by second-order concepts and selected quotes.
We begin our findings section by presenting the philanthropic and CSR practices employed by the business families in the study, along with their implementation (subsections 4.1 and 4.2). We then examine the contributions that these families perceive the implementation of philanthropic practices can make to the family and society (subsections 4.3 and 4.4).

4.1 Business families' social engagement

Business families mobilize various organizational structures (Table 4)to enact social engagement. In the cases we examined, philanthropic projects are not a duty of their operating businesses - their firms - but of their families instead. Because they differ in nature, CSR is more closely related to financial support, while philanthropy is more about conceptualizing and implementing social projects.
Regarding philanthropy, the business families (2, 3, 4, 5) in this study primarily do so through a family foundation or a family office.

Table 4. Organisation

	Sample quotations
Philanthropy	*"…our family foundation has always been an institution truly apart from the family business group…"* Family 2(E2.2G).
CSR	*"…CSR concentrates efforts in fundraising, and the foundation creates social projects…"* Family 2 (E2.2G).

One family illustrates this commitment by operating two distinct organizations with different mandates to advance philanthropic initiatives: a family-controlled foundation and an independent charitable organization. Although it is not the choice of every family: *"It is not something that has been emphasized [among us], having a philanthropic foundation…."* Family 1 (E1.2G), philanthropy still is a family responsibility.

In all cases, participants described their social engagement as typically local (Table 5), but it may sometimes be an overseas project undertaken in response to large-scale disasters. Furthermore, family 5 highlighted that when family members are dispersed, some projects may be developed in other geographical areas, scattered throughout the country (and sometimes temporarily abroad), depending on where family members reside.

Table 5. Helping locally

	Sample quotations
Philanthropy	*"…we, our group, have aimed for projects that are more centred in Quebec, having a more provincial than international impact…"* Family 4 (E4.2G). *"…each year, we also have a special envelope for unforeseen humanitarian causes, preferably more local…"* Family 3 (E3.4G). *"…one branch of the family lives is in Vancouver, across the country....and my two boys were in New York...so wherever we are, we have helped many people around the world."* Family 5 (E5.12G).
CSR	*"…the company's donations [as CSR] often come from partners request…"* Family 1 (E1.2G). *"… through the enterprise, we want to give back to the population here …"* Family 2 (E2.2G).

In each case, there is a set of causes supported (Table 6) in the health, education and environment scopes.

Table 6. Causes supported

	Sample quotations
Philanthropy	*"…we have [philanthropic] projects in terms of health, hospitals and those things. But there are many at the level of education …"* Family 2 (E2.2G). *"…our role is to develop people who want to change the children-in-need reality, to prevent poverty by focusing primarily on the educational success of all young Quebecers…"* Family 4 (E4.2G). *"…the environmental project has become a major project for us."* Family 5 (E5.FO).
CSR	*"…our company also makes donations in response to requests from our [company's] partners or causes they support…"* Family 1 (E1.2G). *"…our enterprise has CSR projects for other mandates which are different from those of our [philanthropic] foundation…"* Family 2(E2.2G).

On that point, most of the cases (3, 4, 5) expressed their attempt to focus on one or two scopes to facilitate their decision making and monitoring, to strengthen the family's commitment and to drive social change; these are second-order concepts present in the next 3 aggregate dimensions.

4.2. Business families' charitable governance

In terms of determining what to fund or where to donate in practicing philanthropy and CSR, the decision-making process varies significantly from one business family to another. At the philanthropic foundations, families can have a multigenerational board (families 3, 5) or a same-generation board (family 4). CSR initiatives are defined by the company's boards of directors, which are made up of family and non-family members (families 1 and 2).

In all cases, participants expressed that the decision-making process(Table 7), centralized or decentralized, depends on how the family functions.

Table 7. Decision – making process

	Sample quotations
Philanthropy	"*…each generation can be present around the table to discuss proposals…*" Family 3 (E3.4G). "*…The responsibility incumbent on me and which I take with great interest is to ensure that the donations go to the right places…*" Family 2 (E2.2G). "*… because we have enough business in common, we want to leave each other free to decide, everyone does their own thing in terms of donations …*" Family 1 (E1.2G).
CSR	"*…the company [its board] has committed to donating amounts over ten years…*" Family 1 (E1.2G). "*…the enterprise's directors have been involved in CSR for a long time…*" Family 2 (E2.2G).

Philanthropic and CSR projects can be monitored on a regular basis. Each family has its own tracking and monitoring system (Table 8) resulting from its decision-making processes. In contrast, the family 4 philanthropic foundation is more focused on developing people than on monitoring results, and the absence of a family foundation at family 1 results in a lack of tracking and monitoring.

Table 8. Tracking and monitoring

	Sample quotations
Philanthropy	*"…There are decisions that are made and brought to the council every three months on the projects we [family foundation] support."* Family 3 (E3.4G). *"…we have learned over the years that our support is less to finance actions that must be done …but rather to support people who want changes ... It is therefore a question of developing the ability to act of those who want to act in favour of children in difficulty in their environment…"* Family 4 (E4.2G). *"…there is no record of what has been done with the donations…"* Family 1(E1.2G).
CSR	*"…the charities supported by the group [family companies] are followed by the company's board of directors…"* Family 2 (E2.2G).

Another important concern in all cases in our study is building partnerships (Table 9). Each family brought different strategies to do so, but usually, they are built with registered charities, and some foundations even develop a public-private partnership.

For funding these partnerships, family foundations (cases 2, 3, 4, 5) contribute in a long-term or short-term horizon. And the foundations themselves are funded by the business families. Highlighting their long-term concern, some participants indicated that they invest the principal amount of money, in which their philanthropic foundations were established, in the capital market to preserve their value (families 3 and 4).

Table 9. Building partnerships

	Sample quotations
Philanthropy	*"…we will support a charitable organization to help it get started (3 to 5, maybe 10 years). After that, they are better known, more people are willing to help, and they are likely to get funding more easily…"* Family 3 (E3.4G). *"…our family foundation's primary desire is to be in a long-term relationship with the people we support, since we define our philanthropic role as being long-term support for the development of the capacity to act of the people we support. Instead of funding one short-term project at a time…"* Family 4 (E4.PFF). *"…each year, there is a budget that is built on the needs of the projects, and they (family patriarchs) invest the necessary money each year…"* Family 5 (E5.FO). *"…our foundation received three important donations at the beginning…from my father"* Family 3 (E3.3G). *"...Part of the proceeds from the sale of the family firm went to the foundation…"* Family 4 (E4.2G).
CSR	*"…Sometimes we donate even from personal budgets to business partners' causes…"* Family 1 (E1.2G)

In sum, depending on their organization, business families in the study establish their decision-making processes and define what to do as philanthropic and CSR practices while funding projects and establishing partnerships.

In the cases we examined, business families distinguished the contribution that the practice of philanthropy can bring to the family and to society, as follows in the subsections 4.3 and 4.4.

4.3. Business families' legacy

Business family legacy emerged as a key dimension, within all the cases, the mission to continue the family legacy can extend not only across businesses: "… *our family has always been a family in business but never in the same industry, never in the same company. This means we have developed entrepreneurs who have been able to continue the family tradition, but never in the same company, but in the same family…*" family 5(E5.12G).

But also, across the commitment to community projects:

"…after more than thirty years, my father remains active in fundraising. There has always been that within the family" family 1(E1.G2).

And across generations:

" *…our grandchildren, we had told them that we had to be passionate about the cause, and they should give a little of their own money. So, we stopped all Christmas gifts, birthday gifts and we put that money in their name into the*

Family Philanthropic Foundation. So, it was a donation, it was an investment on their part, maybe not voluntary, but they accepted it...” family 5(E5.12G).

To contribute to achieving their mission, each of the families emphasized that the commitment to community stems from the family’s motivations, as religious beliefs, family culture and the desire to make a difference (Table 10):

Table 10. Family’s commitment

	Sample quotations
Philanthropy	*” … my father is extremely religious, generous, a Christian, and he succeeded very well in life; he always felt somewhat guilty about that, because he has deep values in him. And I think that my father always transmitted to us, even in childhood, when we were the five children at home, these values of giving back, because life has no meaning otherwise…”* Family 2 (E2.2G). *“…when I was little, I remember very well, with my mother, we went to do grocery shopping as if it were for us, but then we took everything to a family that didn't have anything to eat. We entered the house, and I saw that in the fridge, there was absolutely nothing…”* Family 3 (E3.3G). *”... It becomes contagious, this needs to contribute to the well-being of the society around us for those who are less fortunate …”* family 4 (E4.2G). *“…my father… always said: If we do a good job, the money will come. He never worked to get rich. He did this to build something, create jobs and empower people here…”* Family 1 (E1.2G).

Along with the concept of giving back to society that emerges in all cases, participants speak at length of using these phrases (Table 11).

Table 11. Giving back to society

	Sample quotations
Philanthropy	*“…there has always been an orientation on the side of the family, on the side of the activities of the family, of giving back to their community…”* Family 5(E5.12G). *“...it is natural to be engaged in giving back vis-à-vis the community that contributes to the family firm success...”* Family 4 (E4.2G). *“It is not even a question of doing it or not, it is an obligation, a duty …”* Family 1 (E1.1G). *“… giving back means supporting people who do not have the tools or the financial means to succeed…”* Family 2 (E2.2G).

In our cases, families linked the commitment to the community, including sitting on the boards of charities, volunteering for social causes, and personally participating in community organizations, to the inclusion of their next generation in philanthropic projects as a practical means of passing on the business family legacy. They strongly encouraged the rising generations to make their contribution by engaging in family foundation philanthropic projects already in place, by getting personally involved in volunteering to experience different realities, and by finding a cause which reflects their own interests:

“… it is important to understand them [new generation] in order to be able to attract their attention to philanthropy, what hits and challenges them…” family 4 (E4.PFF).

4.4. Business families’ philanthropy and social innovation

All business families having a foundation in our study (2, 3, 4, 5) emphasized their entrepreneurial spirit within the philanthropic practice (Table 12) and managing philanthropic projects like a business but focusing on the impact rather than profit.

Table 12. Philanthropic practice

	Sample quotations
Philanthropy	“*… it's a concept that is very integrated with us; the family foundation gives birth and undertakes its own projects in a really entrepreneurial spirit …*” Family 5 (E5. PFF). “*…we manage our projects like we manage a business, but our goal is not to make money, our goal is to have an impact. Our daily pay is the impact we have on the cause …*” Family 2 (E2.2G).

They described the outcome of their public-private partnerships as driving change (Table 13). These partnerships make it possible to take certain risks that a government institution itself could not take. For them, family foundations end up promoting social innovation through their projects.

Table 13. Driving change

	Sample quotations
Philanthropy	” *…we work (family foundation) with governmental entities more focused on building the capacity of organizations to promote innovation than providing public or direct services…*” Family 4 (E4.PFF) ” *…our (family) foundation … must work with the government, we have no choice. But we are perhaps the ones who force them, sometimes, to take risks that they cannot afford to take alone as a government. Because there is an impact not only on votes but also on the use of public money...*” Family 2 (E2.2G). ” *… we are more interested (family foundation) in the future and in finding a Quebec philanthropic model, because the models defined are very North American, meaning the USA, and we practice a rather singular philanthropy…*” Family 4 (E4.PFF). “*…my point is that business families have said for a very long time: We're giving back to society, but … the new generations of the family are practicing what I call …I believe… giving forward to society, which is quite a shift …*” Family 5 (E5.PFF).

Moreover, family 4 anticipated a shift: “*…we may witness, in the near future, changes in the philanthropic practice, based on reciprocity values to a developmental model, based on improving people’s capacity to act…*” Family 4 (E4.PFF)

Figure 3 presents an integrative model of the four interconnected dimensions through which business families enact their philanthropic and CSR engagement.

The **social engagement** dimension represents the variety of philanthropic and CSR practices implemented by business families. These initiatives are carried out through different organizational forms—such as family foundations, family offices, or corporate structures—and are directed toward specific causes, often in health, education, or environmental protection. By targeting complementary areas, these practices create synergistic effects that strengthen the social fabric of local communities.

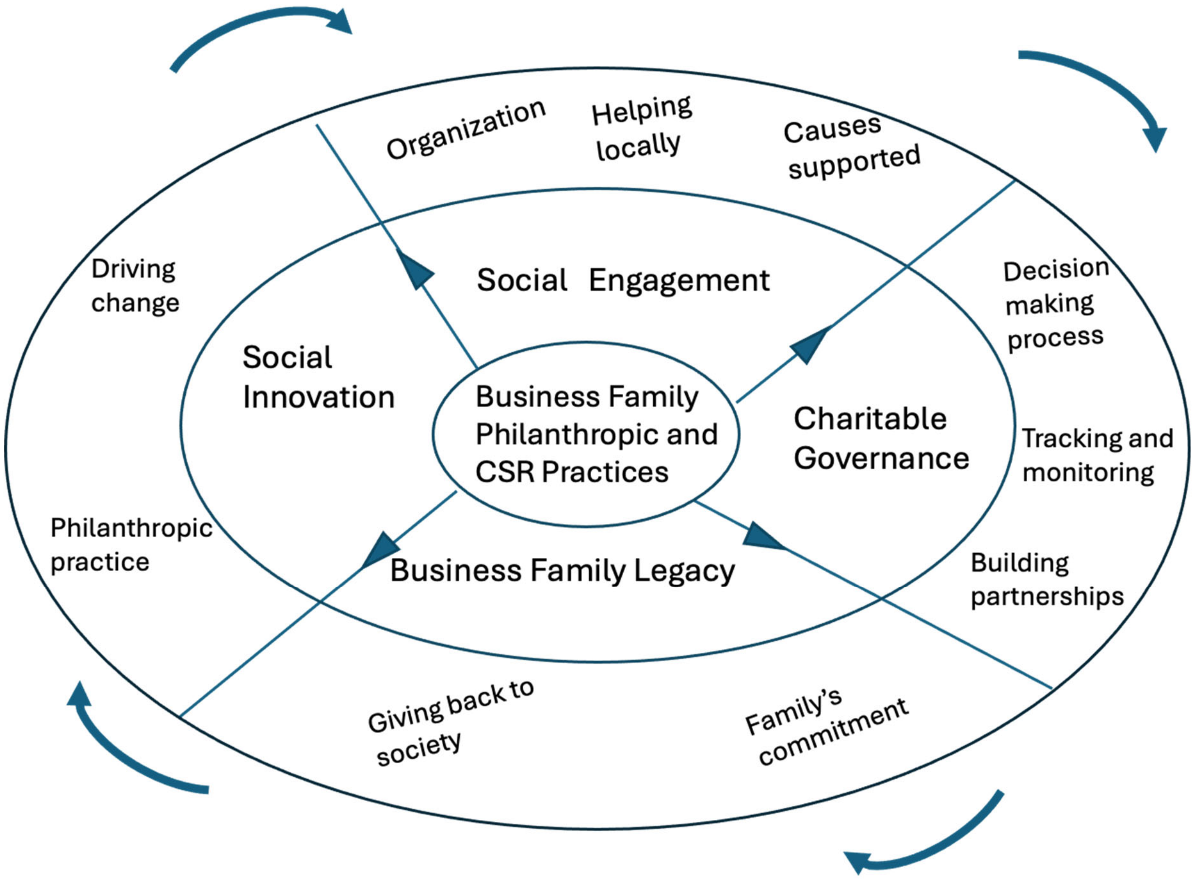
Closely linked to social engagement is the **charitable governance** dimension, which determines how these practices are conceived, implemented, and sustained over time. Governance mechanisms—both formal (e.g., boards, protocols, family councils) and informal (e.g., trust, shared values, identity)—guide collective decision-making, ensure systematic tracking and monitoring of practices, and facilitate partnerships with public, private, and nonprofit actors. Governance also plays a central role in fostering intergenerational interaction, enabling younger members to participate in decision-making and reinforcing the transmission of the family’s values and long-term commitments.

The **business family legacy** dimension captures the enduring cultural, ethical, and relational foundations that motivate and sustain social engagement. Legacy reflects the family’s shared history, identity, and guiding principles—such as a culture of giving back, religious or cultural traditions, and the aspiration to make a difference—that are intentionally passed down across generations. Philanthropy and CSR become vehicles for embedding these values in the family narrative, ensuring that social responsibility remains a defining feature of the family identity over time.

Building upon these foundations, the **social innovation** dimension emerges when philanthropic and CSR practices are infused with an entrepreneurial spirit and developed through collaborative partnerships. This enables the creation of innovative projects that address systemic social challenges, take calculated risks, and generate transformative change in local communities.

The circular structure of the model in Figure 3 reflects the ongoing, mutually reinforcing relationships among the four dimensions. Social engagement provides the practical expressions of the family's values; charitable governance structures and sustains those practices; the business family legacy ensures their intergenerational relevance and authenticity; social innovation expands their reach and impact. Together, these dimensions form a dynamic cycle that allows business families to remain impactful and relevant in their societal contributions over time.

Figure 3. business family philanthropic and CSR dimensions



5. Discussion

The discussion introduces a detailed analysis of how the findings contribute to understanding the social practices of business families, focusing on their philanthropic and CSR activities. These practices highlight the evolving social roles of business families, transitioning from reciprocity-based contributions to entrepreneurial approaches that foster social innovation. The alignment of these practices with governance systems, identity, and cultural values enables families to balance altruistic and strategic goals, creating meaningful societal impact and directly addressing our research question: *How are philanthropy and CSR enacted and interrelated within business families?* To further advance theoretical development, each section of the discussion concludes with a testable proposition derived from the findings, offering a foundation for future research.

5.1. Business families in the social context

While much of the literature on family firms emphasizes the organizational dimension (Schillaci et al., 2013), our findings highlight the distinctive role of the business family as an entrepreneurial and civic actor. This study reveals how philanthropy and CSR are mobilized by business families not only as mechanisms for social contribution but also as expressions of identity, continuity, and embeddedness in local contexts. These practices are central to long-term sustainability, stakeholder engagement, and reputation enhancements (Mariani et al., 2023; Stock et al., 2024).

Philanthropy, often enacted through family foundations, addresses pressing societal needs such as education, health, and environmental protection. For instance, Family 2 channels its philanthropic efforts toward healthcare and schooling, while Family 5 blends cultural preservation with entrepreneurial education. These actions reflect the SEW framework (Berrone et al., 2012), underscoring the family's commitment to legacy and community bonds.

CSR, by contrast, provides a structured mechanism for embedding social responsibility within business operations. Families such as Family 4 demonstrate how CSR becomes institutionalized through internal governance structures that support long-term capacity-building. These findings support prior work (Campopiano & De Massis, 2015; Van Gils et al., 2014) and align with the call for greater empirical integration of CSR and philanthropy as complementary forms of family social engagement (Rivo-López et al., 2021).

This section contributes to filling the theoretical gap on how family-driven CSR and philanthropy co-evolve and become interrelated in practice, offering new empirical grounding for understanding their interplay.

> **Proposition 1**: *Business families that integrate philanthropy and CSR into their identity construction and social engagement strategies will exhibit higher levels of stakeholder trust and perceived socioemotional wealth than those that separate business and community involvement.*

5.2. Family governance as a driver of social engagement

Our study confirms that family governance mechanisms are pivotal in structuring and sustaining philanthropic and CSR practices, reinforcing existing literature (Häußler & Ulrich, 2024; Suess-Reyes & Fuetsch, 2016). We identify different phases of charitable governance—decision-making, tracking and monitoring, building partnerships that illustrate the formal and informal processes enabling effective social engagement.

Families adopt diverse governance structures. For example, Family 3 incorporates multiple generations into the board of its foundation, enhancing continuity and legitimacy. Family 2 centralizes decision-making through one individual, while Family 1 operates with a decentralized model. These patterns show that governance configurations adapt to family culture, generational dynamics, and strategic priorities (Aronoff & Ward, 2011; Gersick et al., 1997).

Relational governance mechanisms, especially storytelling, support alignment and transmission of shared values (Maclean et al., 2013). By reinforcing collective identity and moral commitments, these mechanisms integrate the family's ethical heritage into decision-making processes.

This section responds to calls in the literature for greater attention to the role of governance in mediating social engagement (de Groot et al., 2022), revealing how formal structures and relational practices converge to ensure impact and intergenerational continuity.

> **Proposition 2**: *The presence of multi-generational and participatory governance structures in business families is positively associated with the institutionalization and continuity of philanthropy and CSR practices.*

5.3. Transition from reciprocity to innovation

One of the most salient findings is the transformation of family philanthropy from a logic of "giving back" to one of "giving forward"—a transition from traditional reciprocity to social innovation. Initially driven by a moral sense of obligation, families like Family 5 evolve toward systemic interventions and long-term value creation, often using hybrid mechanisms that blend philanthropy with impact investing (Rey-Garcia et al., 2020).

Family 4 illustrates this shift through its adoption of a Quebec-specific philanthropic model, reflecting local culture and strategic foresight. Families 2 and 3 demonstrate collaborative models with public institutions, leveraging their flexibility to co-create social solutions. These cases validate the proposition that family firms can be effective platforms for social innovation (Lorenzo-Molo & Udani, 2013), and they align with recent literature highlighting the entrepreneurial potential of business families in addressing complex societal challenges (Küttner et al., 2021).

This section addresses the need for more empirical work on how social practices evolve over time in family contexts (Hamilton, 2011), linking identity, innovation, and community transformation.

> **Proposition 3**: *Business families that adopt a proactive approach in their philanthropic strategies —such as impact investing or public-private collaboration—are more likely*

to implement systemic, innovation-driven social practices than families guided solely by reciprocity-based motives.

5.4. Philanthropy and CSR as complementary practices

Our findings strongly support the view that philanthropy and CSR are not mutually exclusive but are dynamically interrelated. Philanthropy offers business families agility and flexibility to address pressing needs, as shown in Family 2's health and education initiatives. CSR, in contrast, institutionalizes social responsibility within business operations, embedding ethical governance and long-term societal goals.

Family 4 exemplifies this integration by aligning CSR efforts with broader business strategies while maintaining a separate philanthropic foundation. This dual engagement provides coherence across the family-enterprise system and illustrates how social engagement can be tailored to multiple time horizons and stakeholder needs.

This section contributes to closing a major gap identified in the literature: the limited integration of CSR and philanthropy within unified conceptual and empirical frameworks (Cruz et al., 2021; Feliu & Botero, 2016).

Proposition 4: *Business families that strategically integrate philanthropic and CSR practices across both family and business systems will achieve greater alignment between social responsiveness and societal impact.*

5.5. Ethical foundations and intergenerational continuity

Ethical values and intergenerational responsibility are foundational to business families' social engagement. Whether rooted in religious beliefs (as with Family 2) or in cultural heritage (Family 5), these values inform both philanthropic and CSR decisions. Such practices reflect the associability dimension of shared wealth (Leana & Van Buren, 1999), where collective goals are prioritized over individual gain.

Younger generations are actively involved in many families' social strategies, enhancing continuity and relevance. These intergenerational dynamics highlight how philanthropic and CSR engagement serve as a platform for identity transmission and leadership development (Feliu & Botero, 2016).

Storytelling further amplifies these processes. Families 3 and 5 rely on intergenerational narratives to connect past commitments with future aspirations. This contributes to stronger internal cohesion and stakeholder legitimacy, while reinforcing authenticity in social engagement (Maclean et al., 2013; Pan et al., 2018).

This section addresses motivational and psychological gaps in the literature (Kaimal & Uzma, 2023), providing insight into how family values and cultural narratives sustain and legitimize social practice.

Proposition 5: *Business families that actively involve younger generations in philanthropy and CSR through mechanisms such as storytelling and value transmission will report higher intergenerational commitment to social engagement than those without such practices.*

Moreover, our findings reinforce recent arguments in the literature that CSR and philanthropy are often mutually reinforcing in family firms, where long-term vision and socioemotional wealth preservation are paramount (Aparicio & Iturralde, 2023; Ibáñez et al., 2022). The role of governance in aligning both activities has been emphasized as a critical success factor (Hernández-Linares & Arias-Abelaira, 2022), especially when families build institutional mechanisms such as family foundations or impact investment funds. In line with Cruz et al. (2021), we find that many families pursue blended strategies that combine financial and social objectives. Thus, our study contributes to recent research trends for a more holistic understanding of family-led social engagement (Aparicio & Iturralde, 2023; Suárez et al., 2020).

6. Conclusion, Limitations, and Future Research Directions

This study investigates how philanthropy and CSR are enacted and interrelated within business families, contributing to a more integrated understanding of their social engagement. Moving beyond the dominant firm-centric approach in the literature, we recentre the family as a strategic and civic actor—one whose identity, governance structures, and intergenerational dynamics deeply shape the trajectory of social practices.

Our findings highlight that business families fulfill a dual role as community stewards and social innovators. Philanthropy and CSR emerge as complementary, mutually reinforcing practices through which families both address pressing needs and pursue systemic change. Philanthropy—often deployed via foundations—provides flexibility for targeted social interventions, while CSR embeds ethical, environmental, and stakeholder considerations into the core of business operations. This duality allows business families to reconcile altruistic values with long-term strategic objectives, enriching both the social fabric of their communities and the resilience of their firms.

Moreover, these practices are structured through diverse and evolving governance mechanisms, encompassing decision-making, monitoring, and partnerships. These mechanisms reflect varying levels of formalization—from centralized authority to multi-generational boards—and are informed by family values and cultural contexts. The interweaving of formal governance with relational mechanisms like storytelling facilitates continuity, cohesion, and alignment with shared ethical visions. Storytelling operates as a powerful intergenerational tool for transmitting identity, justifying social action, and securing internal legitimacy.

Through this lens, the study offers several theoretical contributions. First, it reframes the evolution of business family social engagement from a paradigm of "giving back"—rooted in reciprocity and moral obligation—to one of "giving forward", marked by entrepreneurial risk-taking, innovation, and impact orientation. This supports and extends the theories of socioemotional wealth and relational governance. Second, the study addresses a major gap in the literature by empirically illustrating the coexistence and interplay between CSR and philanthropy—two domains too often treated separately. Third, the integrative framework presented in Figure 3 encapsulates the study's main contribution by visually synthesizing the four interrelated dimensions—social engagement, charitable governance, business family legacy, and social innovation—that structure philanthropic and CSR practices in business families. This model illustrates not only the distinct roles of each dimension but also their dynamic and cyclical interconnections. By framing these dimensions as mutually reinforcing, the figure offers both scholars and practitioners a conceptual tool to understand how business families can strategically design, sustain, and evolve their societal engagement. It highlights that meaningful impact arises when day-to-day social initiatives (social engagement) are embedded within robust decision-making systems (charitable governance), anchored in shared values and intergenerational identity (business family legacy), and amplified through innovative, collaborative approaches (social innovation). Finally, we emphasize the strategic potential of entrepreneurial philanthropy, positioning business families as key actors in the field of social innovation and as contributors to sustainable development goals. In addition, the discussion section proposes five testable propositions grounded in the empirical findings, offering a foundation for future theory development and comparative studies across contexts.

From a practical standpoint, our findings offer clear implications for business families and ecosystem actors. Families aiming to amplify their societal contributions should consider adopting hybrid approaches that blend the responsiveness of philanthropy with the strategic alignment of CSR. Effective governance—combining formal oversight, participatory decision-making, and relational cohesion—emerges as essential for sustaining these practices across generations. Additionally, narratives rooted in the legacy and values, can strengthen stakeholder engagement, reinforce legitimacy, and inspire broader participation.

Several methodological limitations inherent to exploratory qualitative research must be acknowledged. First, the regional focus on Canadian business families limits the generalizability of findings to other socio-cultural and institutional contexts, as CSR and philanthropy are strongly shaped by local norms and societal expectations (Jamali et al., 2017). Second, the subjectivity of qualitative inquiry, including interview-based data collection, may introduce interpretative bias—particularly given the diversity of family motivations and social engagement logics (Cruz et al., 2014). Third, the relatively small sample size, while appropriate for the theory building, restricts representativeness (Rivo-López et al., 2021), and access to sensitive family-level information remains a recurrent challenge. Finally, as philanthropic and CSR practices evolve rapidly in response to external pressures and internal transitions, the findings reflect a temporal snapshot that may not fully capture future developments (Jansson et al., 2015). These limitations underscore the importance of contextual sensitivity and methodological triangulation in future research.

Future research should explore how institutional, cultural, and regulatory contexts mediate the relationship between family dynamics and social engagement strategies. Comparative and longitudinal studies could shed light on how CSR and philanthropy evolve across generations and jurisdictions. Further, the role of gender, succession, and family governance models in shaping social practices warrants deeper investigation. Finally, as technology increasingly mediates philanthropic ecosystems, studies should explore how digital tools and data-driven approaches enhance—or constrain—the effectiveness and reach of family-led social initiatives.

In conclusion, this study demonstrates that philanthropy and CSR in business families are not isolated acts of goodwill but expressions of long-term vision, collective identity, and entrepreneurial stewardship. By bridging tradition and innovation, altruism and strategy, these families are redefining what it means to lead social change—acting not only as business owners but also as enduring architects of community well-being.

Author contribution statement

The first author was responsible for the conceptualization, data collection, data analysis, methodology, and drafting of the original manuscript. The second author provided substantial intellectual support, advising the lead author at every stage of the writing process, facilitating access to the research field, and offering extensive feedback on each version of the text. Both authors contributed to implementing the revisions suggested by the reviewer.

Conflict of interest statements.

Declaration of interest: none.

Ethical statement

The authors confirm that informed consent was obtained from all participants involved.
The authors confirm that data collection for the research was conducted anonymously and that participants could not be identified in any way.

Declaration on the use of generative AI in the writing process

No generative AI tools were used in the writing of this manuscript.

Funding

No funding or financial support was received for the research, authorship, or publication of this work.

Data availability statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

References

Aparicio, G. and Iturralde, T. (2023). New research trends in sustainability in family businesses: a bibliometric literature review. *European Journal of Family Business*, *13*(1), 36-55. https://doi.org/10.24310/ejfbejfb.v13i1.16744

Amonarriz, C. A., Suárez, M. K. C., & Landart, C. I. (2024). Leadership succession and transgenerational entrepreneurship in family firms: An evolutionary perspective of familiness. *European Journal of Family Business*, *14*(1), 54-71. https://doi.org/10.24310/ejfb.14.1.2024.18799

Aronoff, C. E., & Ward, J. L. (2011). Organizing the Family. In Family Business Governance: Maximizing Family and Business Potential (pp. 29-47). New York: Palgrave Macmillan US. https://link.springer.com/chapter/10.1057/9780230116016_4

Berrone, P., Cruz, C., & Gomez-Mejia, L. R. (2012). Socioemotional wealth in family firms: Theoretical dimensions, assessment approaches, and agenda for future research. *Family Business Review*, 25(3), 258-279. https://doi.org/10.1177/0894486511435355

Bizzi, L., & Langley, A. (2012). Studying processes in and around networks. *Industrial marketing management*, *41*(2), 224-234. https://doi.org/10.1016/j.indmarman.2012.01.007

Cadieux, L. (2007). Succession in small and medium-sized-businesses: toward a typology of predecessor roles during and after instatement of the successor. *Family Business Review*, *10*(2). https://doi.org/10.1111/j.1741-6248.2007.00089.x

Campopiano, G., De Massis, A., & Cassia, L. (2013). Corporate social responsibility in family versus non-family enterprises: an exploratory study. In Social entrepreneurship: Leveraging economic, political, and cultural dimensions (pp. 113-154). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-01396-1_6

Campopiano, G., & De Massis, A. (2015). Corporate social responsibility reporting: a content analysis in family and non-family firms. *Journal of Business Ethics*, *129*(3), 511-534. https://doi.org/10.1007/s10551-014-2174-z

Campopiano, G., De Massis, A., & Chirico, F. (2014). Firm philanthropy in small-and medium-sized family firms: The effects of family involvement in ownership and management. *Family Business Review*, *27*(3), 244-258. https://doi.org/10.1177/0894486514538450

Campopiano, G., Rinaldi, F. R., Sciascia, S., & De Massis, A. (2019). Family and non-family women on the board of directors: effects on corporate citizenship behavior in family-controlled fashion firms. *Journal of Cleaner Production*, 214, 41-51. https://doi.org/10.1016/j.jclepro.2018.12.319

Castejón, J.M. & López, B. A. (2016). Corporate social responsibility in family SMEs: a comparative study. *European Journal of Family Business*, *6*(1), 21-31. https://doi.org/10.1016/j.ejfb.2016.05.002

Chalmeta, R., & Viinikka, H. (2017). Corporate philanthropy communication on donor websites. *Journal of Information, Communication and Ethics in Society*, 15(01), 53-73. https://doi.org/10.1108/JICES-03-2016-0008

Collin, S. O. Y., & Ahlberg, J. (2012). Blood in the boardroom: family relationships influencing the functions of the board. *Journal of Family Business Strategy*, *3*(4), 207-219. https://doi.org/10.1016/j.jfbs.2012.11.001

Corbin, J. M., & Strauss, A. (1990). Grounded theory research: Procedures, canons, and evaluative criteria. *Qualitative sociology*, *13*(1), 3-21. https://doi.org/10.1007/BF00988593

Cruz, C., Justo, R., & Roche, J. (2021). Engaging in a new field: business owning families' differential approach to impact investing. *European Journal of Family Business*, 11(1). https://doi.org/10.24310/ejfbejfb.v11i1

Cruz, C., Larraza-Kintana, M., Garcés-Galdeano, L., & Berrone, P. (2014). Are family firms really more socially responsible? *Entrepreneurship Theory and Practice*, *38*(6), 1295-1316. https://doi.org/10.1111/etap.12125

de Groot, M., Mihalache, O., & Elfring, T. (2022). Enhancing enterprise family social capital through family governance: an identity perspective. *Family Business Review*, 35(3), 306-328. https://doi.org/10.1177/08944865221105334

Denzin, N.K. (1970). *The research act: A theoretical introduction to sociological methods*. Chicago : Aldine.

Denzin, N. K., and Lincoln, Y. S. (1994). *Handbook of qualitative research*. Thousand Oaks, CA: Sage.

Deschamps, B., Cisneros, L., & Barès, F. (2014). PME familiales québécoises : Impact des parties prenantes externes à la famille dans le co-successions en fratrie. *Management International*, 18(4), 282-308. https://doi.org/10.7202/1026035ar

Díaz-Moriana, V., Clinton, E., Faherty, C., & O'Gorman, C. (2025). Resilience behaviors and temporal orientation in family firms. *Family Business Review*, *38*(3). https://doi.org/10.1177/08944865251341696

Dung, L. T., & Giang, H. T. T. (2022). The effect of international intrapreneurship on firm export performance with driving force of organizational factors. *Journal of Business & Industrial Marketing*, *37*(11), 2185-2204. https://doi.org/10.1108/JBIM-01-2021-0018

Feliu, N., & Botero, I. C. (2016). Philanthropy in family enterprises: a review of literature. *Family Business Review*, 29(1), 121-141. https://doi.org/10.1177/0894486515610962

Fitzgerald, M. A., Haynes, G. W., Schrank, H. L., & Danes, S. M. (2010). Socially responsible processes of small family business owners: Exploratory evidence from the national family business survey. *Journal of Small Business Management*, *48*(4), 524-551. https://doi.org/10.1111/j.1540-627X.2010.00307.x

Fonseca, A. P., & Carnicelli, S. (2021). Corporate social responsibility and sustainability in a hospitality family business. *Sustainability*, 13(13), 7091. https://doi.org/10.3390/su13137091

Fraser, M. (1987). Quebec Inc. Key Porter Books.

Gersick, K.E, Davis, J.A., Hampton, M.M., Lansberg, I., (1997). *Generation to generation: life cycles of the family business*. Boston: Harvard Business School Press.

Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research : Notes on the Gioia Methodology. *Organizational Research Methods*, 16(1), 15-31. https://doi.org/10.1177/1094428112452151

Habbershon, T. G., & Pistrui, J. (2002). Enterprising families domain: family-influenced ownership grous in pursuit of transgenerational wealth. *Family Business Review*, 15(3), 223-237. https://doi.org/10.1111/j.1741-6248.2002.00223.x

Habbershon, T. G., Williams, M., & MacMilan, I. C. (2003). A unified system perspective of family firm performance. *Journal of Business Venturing*, 18, 452-465. https://doi.org/10.1016/S0883-9026(03)00053-3

Hamilton, E. (2011). Entrepreneurial learning in family business: a situated learning perspective. *Journal of Small Business and Enterprise Development*, 18(1), 8-26. https://doi.org/10.1108/14626001111106406

Harvey, C., Gordon, J., & Maclean, M. (2021). The ethics of entrepreneurial philanthropy. *Journal of Business Ethics*, 171(1), 33-49. https://doi.org/10.1007/s10551-020-04468-7

Häußler, S., Ulrich, P. (2024). Exploring strategic corporate sustainability management in family businesses: A systematic literature review. *Review of Managerial Science*. https://doi.org/10.1007/s11846-024-00776-8

Hellsten, S., & Mallin, C. (2006). Are « ethical » or « socially responsible » investments socially responsible? *Journal of Business Ethics*, 66(4), 393-406. https://doi.org/10.1007/s10551-006-0001-x

Hernández Linares, R. & Arias-Abelaira, T. (2022). Adapt or perish! A systematic review of the literature on strategic renewal and the family firm. *European Journal of Family Business*, *12*(2), 137-155. https://doi.org/10.24310/ejfbejfb.v12i2.14718

Ibáñez, S., Miranda, M., & Ariza, L. (2022). The influence of the business name on the economic performance of family firms: an analysis according to the generational stage. *European Journal of Family Business*, 12(2), 205-219. https://doi.org/10.24310/ejfbejfb.v12i2.14071

Izzo, M. F., & Ciaburri, M. (2018). Why do they do that? Motives and dimensions of family firms' CSR engagement. *Social Responsibility Journal*, 14(3), 633-650. https://doi.org/10.1108/SRJ-08-2017-0148

Jamali, D., Karam, C., Yin, J., & Soundararajan, V. (2017). CSR logics in developing countries: Translation, adaptation and stalled development. *Journal of World Business*, *52*(3), 343-359. https://doi.org/10.1016/j.jwb.2017.02.001

Janesick, V. J. (1994). The dance of qualitative research design: Metaphor, methodolatry, and meaning. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 209–219). Sage Publications, Inc.

Jansson, A., & Larsson-Olaison, U. (2015). I heard it through the grapevine: market control of controlling family shareholders. *Corporate Governance: An International Review*, *23*(6), 504-518. https://doi.org/10.1111/corg.12124

Jayakumar, T. (2016). From philanthropy to strategic corporate sustainability: A case study in India. *Journal of Business Strategy*, 37(6), 39-50. https://doi.org/10.1108/JBS-10-2015-0110

Jiang, S., & Min, Y. (2023). The ability and willingness of family firms to bribe: A socioemotional wealth perspective. *Journal of Business Ethics*, 184(1), 237-254. https://doi.org/10.1007/

Kaimal, A., & Uzma, S. H. (2024). Corporate social responsibility expenditure and financial performance: the moderating role of family ownership. *Corporate Governance: The International Journal of Business in Society,* 24(1), 101-118. https://doi.org/10.1108/CG-03-2022-0128

Kayid, W. A., Jin, Z., Priporas, C. V., & Ramakrishnan, S. (2022). Defining family business efficacy: an exploratory study. *Journal of Business Research*, 141, 713-725. https://doi.org/10.1016/j.jbusres.2021.11.081

Kelley D., Gartner W. B., & Allen M. (2020). *Global entrepreneurship monitor family business report*. Babson College Press.

Kim, S., & Austin, L. (2020). Effects of CSR initiatives on company perceptions among Millennial and Gen Z consumers. *Corporate Communications: An International Journal*, *25*(2), 299-317. https://doi.org/10.1108/CCIJ-07-2018-0077

Kuttner, M., Feldbauer-Durstmüller, B., & Mitter, C. (2021). Corporate social responsibility in Austrian family firms: Socioemotional wealth and stewardship insights from a qualitative approach. *Journal of Family Business Management*, *11*(2), 238-253. https://doi.org/10.1108/JFBM-04-2019-0028

Lamb, N. H., & Butler, F. C. (2018). The influence of family firms and institutional owners on corporate social responsibility performance. *Business & Society*, *57*(7), 1374-1406. https://doi.org/10.1177/0007650316648443

Leana, C. R., & Van Buren, H. J. (1999). Organizational social capital and employment practices. *Academy of Management Review*, 24(3), 538-555. https://doi.org/10.5465/AMR.1999.2202136

Leonard-Barton, D. (1990). A dual methodology for case studies: synergistic use of a longitudinal single site with replicated multiple sites. *Organization Science*, *1*(3), 248-266. https://doi.org/10.1287/orsc.1.3.248

Locke, K. (1996). Rewriting the discovery of grounded theory after 25 years. *Journal of Management Inquiry*, *5*(3), 239-245. https://doi.org/10.1177/105649269653008

Lorenzo-Molo, C. F., & Udani, Z. A. S. (2013). Bringing back the essence of the "S" and "R" to CSR: understanding the limitations of the merchant trade and the white man's burden. *Journal of Business Ethics*, *117*(1), 123-136. https://doi.org/10.1007/s10551-012-1513-1

Maclean, M., Harvey, C., & Gordon, J. (2013). Social innovation, social entrepreneurship and the practice of contemporary entrepreneurial philanthropy. *International Small Business Journal: Researching Entrepreneurship*, 31(7), 747-763. https://doi.org/10.1177/0266242612443376

Marques, P., Presas, P., & Simon, A. (2014). The heterogeneity of family firms in CSR engagement: The role of values. *Family Business Review*, 27(3), 206-227. https://doi.org/10.1177/0894486514539004

Mariani, M. M., Al-Sultan, K., & De Massis, A. (2023). Corporate social responsibility in family firms: A systematic literature review. *Journal of Small Business Management*, 61(3), 1192-1246. https://doi.org/10.1080/00472778.2021.1955122

Mauss, M. (1923). *Essai sur le don : Forme et raison de l'échange dans les sociétés archaïques. l'Année Sociologique* (1896/1987-1924/1925), 1, 30-186. https://doi.org/10.1522/cla.mam.ess3

Mejía-Morelos, J., Grima, F., & Trepo, G. (2013). Change and stability interaction processes in SMEs: a comparative case study. *Journal of Organizational Change Management*, *26*(2), 370-422. https://doi.org/10.1108/09534811311328407

Miles, M. B., & Huberman, M. A. (1994). *Qualitative data analysis : An expanded sourcebook*, Sage Publications.

Miroshnychenko, I., De Massis, A., Miller, D., & Barontini, R. (2021). Family business growth around the world. *Entrepreneurship Theory and Practice*, 45 (4), 682-708. https://doi.org/10.1177/1042258720913028

Musson, G. (1998). Life histories. In *Qualitative methods and analysis in organizational research* (in G. Symon&C. Cassel (Eds.), p. 10-27). Sage.

Mustakallio, M., Autio, E., & Zahra, S. A. (2002). Relational and contractual governance in family firms: effects on strategic decision making. *Family Business Review*, 15(3), 205-222. https://doi.org/10.1111/j.1741-6248.2002.00205.x

Nason, R., Mazzelli, A., & Carney, M. (2019). The ties that unbind: socialization and business-owning family reference point shift. *Academy of Management Review*, 44(4), 846-870. https://doi.org/10.5465/amr.2017.0289

Pan, Y., Weng, R., Xu, N., & Chan, K. C. (2018). The role of corporate philanthropy in family firm succession : A social outreach perspective. *Journal of Banking and Finance*, 88, 423-441. https://doi.org/10.1016/j.jbankfin.2018.01.011

Patton, E. (1990). Qualitative evaluation and research methods. SAGE.

Patton, E., & Appelbaum, S. H. (2003). The case for case studies in management research. *Management Research News*, 26(5), 60-72. https://doi.org/10.1108/01409170310783484

Pereira-Otero, B. and Gallo, M. Á. (2023). Pruning the Family Tree: When Is it Necessary? *European Journal of Family Business*, *13*(2), 255-260. https://doi.org/10.24310/ejfb.13.2.2023.16388

Pratono, A. H., & Han, L. (2022). From family business orientation to organisational citizenship behaviour: prosocial behaviour in family business performance. *Journal of Family Business Management*, *12*(4), 923-937. https://doi.org/10.1108/JFBM-02-2021-0014

Purwatiningsih, P.A., Purnamasari, S., Setyawati, H., Indriani, A., Prawitasari, D., & Fitria, S. (2024). Insights into the evolution of philanthropy: a systematic literature review. *Journal of Ecohumanism*, 3(7), 1994-2002. https://doi.org/10.62754/joe.v3i7.4351

PwC (2021). From trust to impact: why family businesses need to act now to ensure their legacy tomorrow. https://www.pwc.com/ca/en/private-company/family-business-survey-canadian-insights-2021.html

Rahman, M. J., & Zheng, X. (2023). Whether family ownership affects the relationship between CSR and EM: Evidence from Chinese listed firms. *Journal of Family Business Management*, 13(2), 373-386. https://doi.org/10.1108/JFBM-03-2022-0030

Rey-Garcia, M., Layton, M. D., & Martin-Cavanna, J. (2020). Corporate Foundations in Latin America. In L. Roza, S. Bethmann, L. Meijs, & G. von Schnurbein (Eds.), *Handbook on Corporate Foundations. Nonprofit and civic society studies*. (p. 167-190). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-030-25759-0_9

Rivo-López, E., Villanueva-Villar, M., Michinel-Álvarez, M., & Reyes-Santías, F. (2021). Corporate social responsibility and family business in the time of COVID-19: changing strategy? *Sustainability*, *13*(4), 2041. https://doi.org/10.3390/su13042041

Sánchez, B., Rodríguez, M., & Pérez, L. M. (2025). How does socioemotional wealth in business families contribute to implementing protocols? The moderating effect of the generational stage. *European Journal of Family Business*. *15*(2), 1-15. https://doi.org/10.24310/ejfb.15.2.2025.20264

Schillaci, C. E., Romano, M., & Nicotra, M. (2013). Family business foundations : theoretical and empirical investigation. *Journal of innovation and Entrepreneurship*, 2(22). https://doi.org/10.1186/2192-5372-2-22

Schulze, M., & Bövers, J. (2022). Family business resilience: the importance of owner-manager's relational resilience in crisis response strategies. *European Journal of Family Business*, *12*(2), 100-123. https://doi.org/10.24310/ejfbejfb.v12i2.14657

Sekaran, U. (2003). Research methods for business, J.Wiley. New York.

Sharma, P. (2004). An overview of the field of family business studies : current status and directions for the future. *Family Business Review*, *17*(1), 1-36. 1 https://doi.org/10.1111/j.1741-6248.2004.00001.x

Shaw, E., Gordon, J., Harvey, C., & Maclean, M. (2013). Exploring contemporary entrepreneurial philanthropy. *International Small Business Journal: Researching Entrepreneurship*, 31(5), 580-599. https://doi.org/10.1177/0266242611429164

Spence, L. J. (2016). Small business social responsibility: expanding core CSR theory. *Business & Society*, 55(1), 23-55. https://doi.org/10.1177/0007650314523256

Stake, R. (2005). *Qualitative Case Studies*. In N. Denzin & Y. Lincoln, Handbook of qualitative research (p. 443-466). SAGE Publications.

Stake, R. (2006). *Muiltiple case study analysis*. The Guilford Press.

Stock, C., Pütz, L., Schell, S., & Werner, A. (2024). Corporate social responsibility in family firms: status and future directions of a research field. *Journal of Business Ethics*, 190, 199–259 https://doi.org/10.1007/s10551-023-05382-4

Strauss, A., & Corbin, J. (1998). *Basics of Qualitative Research : Grounded theory procedures and techniques*. Sage.

Suárez, M., Rivo-López, E., & Peñas, S. (2020). Strategic and organizational change. *European Journal of Family Business*, *10*(1). https://doi.org/10.24310/ejfbejfb.v10i1.9828

Suess-Reyes, J., & Fuetsch, E. (2016). The future of family farming: a literature review on innovative, sustainable and succession-oriented strategies. *Journal of rural studies*, 47, 117-140. https://doi.org/10.1016/j.jrurstud.2016.07.008

Terrón-Ibáñez, S., Gómez-Miranda, M. E., & Rodríguez-Ariza, L. (2022). The influence of the business name on the economic performance of family firms: an analysis according to the generational stage. *European Journal of Family Business*, *12*(2), 205-219. https://doi.org/10.24310/ejfbejfb.v12i2.14071

Van Gils, A., Dibrell, C., Neubaum, D. O., & Craig, J. B. (2014). Social issues in the family enterprise. *Family Business Review*, 27(3), 193-205. https://doi.org/10.1177/0894486514542398

Williams, M. (2000). Interpretivism and Generalisation. *Sociology*, 34(2), 209-224.

Yin, R. (2014). *Case study research: design and methods*. SAGE Publications.