

---

ANNALIS  
UNIVERSITATIS MARIAE CURIE-SKŁODOWSKA  
LUBLIN – POLONIA

VOL. LVIII, 4

SECTIO H

2024

---

MAREK GOLIŃSKI

marek.golinski@put.poznan.pl

Poznań University of Technology. Faculty of Engineering Management

2 J. Rychlewski St., 60-965 Poznań, Poland

ORCID ID: <https://orcid.org/0000-0002-0170-2835>

KLAUDIA HOJKA

klaudia.hojka@doctorate.put.poznan.pl

Poznań University of Technology. Faculty of Engineering Management

2 J. Rychlewski St., 60-965 Poznań, Poland

ORCID ID: <https://orcid.org/0000-0003-3515-4627>

### *Bibliometric Analysis in Family Business Brands*

**Keywords:** brand; family business; family business brands; Scopus; VOSviewer

**JEL:** M31; M19; M29

**How to quote this paper:** Goliński, M., & Hojka, K. (2024). Bibliometric Analysis in Family Business Branding. *Annales Universitatis MariaeCurie-Skłodowska, sectio H – Oeconomia*, 58(4), 25–45.

#### **Abstract**

**Theoretical background:** Family businesses are a key aspect of the Polish economy. These are businesses that remain under the control of the family or are managed by family members, often passed down from generation to generation. Their importance in Poland is particularly visible in the context of the numerous small and medium enterprises that form the core of the Polish economy. These businesses often have a rich history and heritage that can provide a solid foundation for building a strong brand.

**Purpose of the article:** The aim of this article is to present a bibliometric analysis in the area of family business brands. This analysis will provide a better understanding of the current literature base and detect areas for further research.

**Research methods:** The research method used was a bibliometric analysis, including citation and co-occurrence analysis of keywords using the VOSviewer programme, of articles from the Scopus international

database. 58 publications from 1999 to 2023, focusing on the topic of family business brands, were selected and analysed. In order to conduct the most precise analysis, research questions such as the following were formulated: Who are the most influential authors publishing in the research field (in terms of citations) and who publishes the most? or What is a keyword network?

**Main findings:** An increase in the number of publications on family business brands has been noticed, especially since 2018. The highest number of publications appeared in 2023. In total, publications were cited 1,456 times, with the highest number of citations (384) in 2018. The average number of citations per year was 112. The most cited article is “Concealing or revealing the family?: Corporate brand identity strategies in family firms” by Micelotta and Raynard (2011), with 173 citations. The largest number of publications comes from the category “Business, Management, and Accounting”. The most influential authors in this field are Prügl and Botero. Research emphasises the importance of integrating family values into marketing strategies and building customer trust, which can be the basis for further research and practical applications in brand management of family firms.

## Introduction

Family businesses are an essential part of the global economy, contributing significantly to job creation and gross domestic product (D’Allura, 2019). Family firms account for approximately 36% of the MMSP sector in Poland, highlighting their significant role in the economy (Dźwigoł-Barosz & Dźwigoł, 2021). Therefore, understanding the key characteristics of family firms, their management and decision-making processes, the unique challenges in succession planning, and their contribution to the economy and society is crucial. Family businesses also have many characteristics that distinguish them from nonfamily businesses. The dominant distinguishing feature of family businesses is the very strong entrepreneurial spirit of both owners and management (Nordqvist & Melin, 2010).

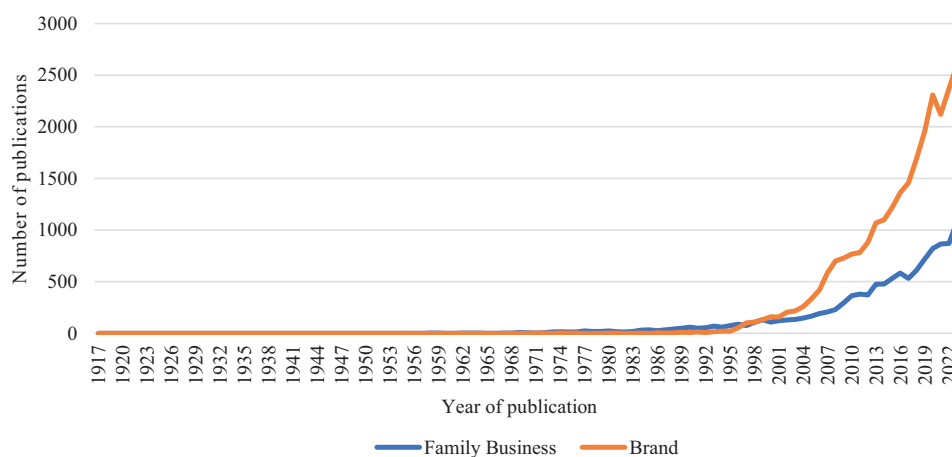
They are also differentiated by the structure of corporate governance: relationships with principals, building a resource-based advantage, and approaches to cost generation (Siebels & zu Knyphausen-Aufseß, 2011). Performance in family businesses has a complex, multidimensional structure, and a bet on building value chains (Mazzi, 2011). An important issue in family business performance strategy is to consider both company-orientated and family-orientated performance, which emphasises the importance of evaluating family business performance from both perspectives (Basco, 2013). There is also a not insignificant difference between family and nonfamily businesses regarding the importance of preserving the family’s emotional assets because family business owners place a high value on preserving this capital, this is reflected in the adoption of various HR practices, which include three categories: employee skills, compensation and performance evaluation systems, and employee engagement and communication (Cruz et al., 2011). The competitive advantage of family businesses is very often based on trust and reputation – key to engaging various stakeholders, family businesses should communicate their structure and long-term goals, invest in building trust and reputation, and adapt to the changing needs of stakeholders (Chaudhary et al., 2021). Family businesses should naturally use various CSR strategies, which often naturally link the company’s activities to

the local community (Mariani et al., 2023). The peculiarities of family businesses also provide them with great opportunities to achieve competitive advantages by leveraging factors related to innovation and agility (Thrassou et al., 2018). Brand management in family businesses is complex due to blurred boundaries between family and business, the divergent interests of family members and nonfamily members, and the strategic framework for decision making, where the social-emotional well-being of the family may take priority (Temprano-García et al., 2023).

Due to the importance of family businesses in the economy, a study was conducted to analyse the existing scientific literature on family business brands and identify key authors and research trends in this field. For this purpose, the authors conducted a scientometric analysis of articles from the international Scopus database to better understand which topics and publications have attracted the greatest interest from researchers. The results of this research can serve as a basis for further research and practical applications in the area of brand management in family businesses, helping them better integrate family values with business goals. Also, the research method used is described in the rest of the article.

## Literature review

Due to the growing popularity of the topic of family firm brands among researchers, there has been a steady increase in research and publications in this area (Astrachan et al., 2018; Nordqvist et al., 2015). The interest in family business brands is probably due to the specific characteristics and challenges that these businesses face, such as succession planning, governance, and identity preservation (Paço et al., 2021).



**Figure 1.** Number of publications on issues related to (1) Family Business, (2) Brand

Source: Authors' own study based on (Scopus data, 2024).

Both researchers and practitioners have become increasingly interested in family business branding due to its high relevance (Astrachan et al., 2018; Martínez et al., 2019). Researchers have adopted different theories from different fields to understand the interaction between family and business systems in family businesses, highlighting the interdisciplinary nature of research in this field (Nordqvist et al., 2015).

Figure 1 shows the number of publications for the themes “Family Business” and “Brand” between 1917 and 2023. Between 1917 and 1980, the number of publications for both topics was very low. From the 1980s onwards, the number of publications starts to increase slowly, with the “Brand” theme seeing more growth towards the end of the 20<sup>th</sup> century. Since 2000, the number of publications on “Brand” has grown exponentially, reaching around 2,500 publications in 2021, indicating the huge interest in this topic in recent decades. The increase in the number of publications on “Family Business” is also noticeable, although less exponentially, to around 1,000 publications in 2022, which may indicate a growing interest in research on the structure and management of family businesses.

## Research method

The research method is based on bibliometric analysis related to family business brands. The publications analysed were selected according to the following criteria: keywords and scientific articles. The final narrowing concerned the thematic area, and the following areas were selected: “Business, Management, and Accounting”, “Economics, Econometrics and Finance” and “Social Sciences”. The data was downloaded on 7 April 2024 from the online database Scopus and then analysed by the authors, and the analyses were performed using VOSviewer software.

In order to carry out the most accurate analysis, the modified research questions formulated by Velt et al. (2020), concerning family business brands:

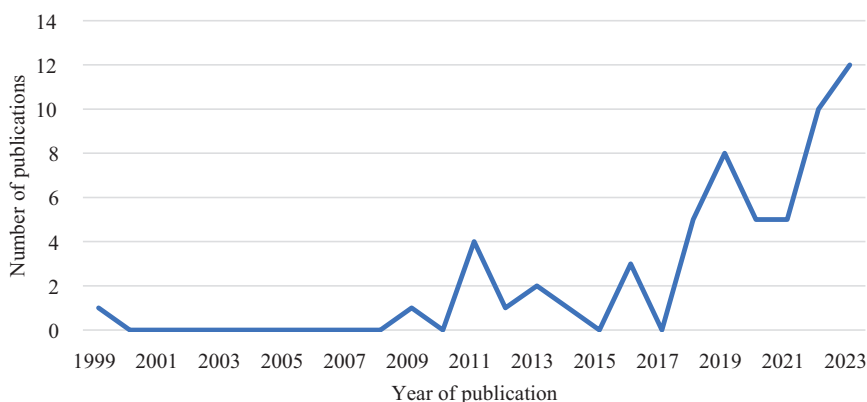
1. Who are the most influential authors who publish in the field under study (in terms of citations) and who are the most published?
2. What is the network of keywords?
3. Which journals publish the most articles in the field of family business branding?
4. In what areas is family business branding most associated?
5. Which institutions are the most important in terms of deepening the topic and which countries account for the largest number of publications?

## Results

There were 58 searches in the Scopus online database, including the phrases “family business”, “family businesses”, “family firms” or “family firms” and “brand”, “brands” or “branding” as basis for analyses in the area of family business brands.

### Publications and citations on family business brands at Scopus

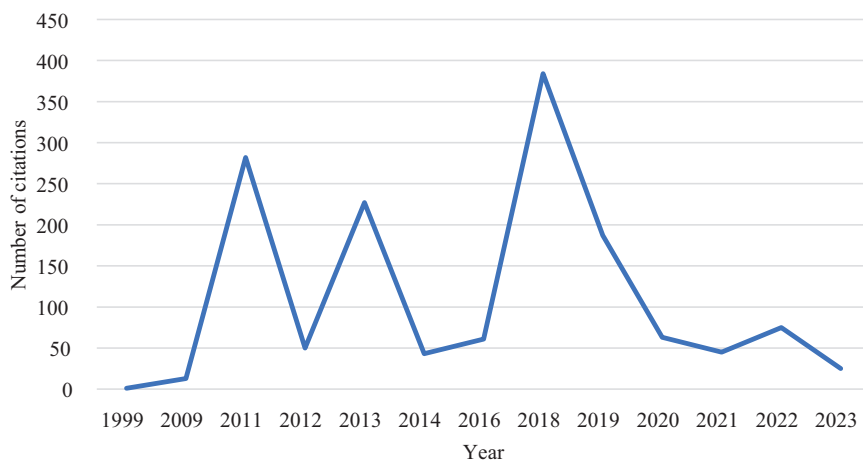
The first publication dates to 1999 and concerns the Rahmin brothers, who run one of the many undifferentiated orange juice stands in Marrakech and face a difficult marketing challenge (Dana & Dana, 1999). Ten years later, another article was published discussing the possible impact of both family and ethnicity on business performance in the market (Harris, 2009). On the contrary, we can see a significant increase in interest in the topic from 2018 onwards. The highest number of publications was in 2023 – 12 items.



**Figure 2.** Number of publications in 1999–2023

Source: Authors' own study based on (Scopus data, 2024).

Figure 2 shows the number of publications on family business brands between 1999 and 2023. Among the items analysed, we can see that the initial period (1999–2010) is characterised by low publication activity. From 2011, greater fluctuations are noticeable, but without a clear upward trend until 2018. After 2018, the number of publications begins to increase, with a sharp increase between 2021 and 2023. This may suggest a growing interest in the topic in recent years and increased research activity in the field.



**Figure 3.** Number of citations in 1999–2023

Source: Authors' own study based on (Scopus data, 2024).

Figure 3 shows the number of citations related to the branding of family businesses in the literature per year. Between 1999 and 2009, the number of citations is very low, oscillating close to zero. Between 2010 and 2012, there is a sharp increase in the number of citations, reaching a peak around 2011 with around 300 citations. The highest number of citations (384) was recorded in 2018, with an annual average of 112 citations. After 2018, the number of citations decreases and remains at a lower level, fluctuating between 50 and 100 citations per year. Overall, the graph illustrates the variability of the number of citations over the years, with periods of sharp increases and decreases and a downward trend in the most recent years, which may indicate the dominance of older, more influential publications.

**Table 1.** Citation structure of family business brand

Number of citations	Number of papers	Percentage of papers [%]
Over 150	2	3.5
100–150	2	3.5
50–100	6	10
Less than 50	42	72
0	6	10
Sum	58	100

Source: Authors' own study based on (Scopus data, 2024).

Table 1 shows the citation structure of the articles, which were cited a total of 1,456 times. Three articles among them have more than 150 citations, representing 3.5% of the citations of all published papers. The same situation can be observed for the number of citations in the range of 100–150. Six publications were classified

in the range 100–150, which represents 10%. The vast majority (72%) were articles cited less than 50 times, according to Scopus.

Table 2 shows the 19 most-cited publications in the area of family business brands. The table shows the title, authors, year of publication, journal, and number of publications of each article.

**Table 2.** Most cited papers in the field of family business brand

No.	Authors	Title	Year	Journal	Cited by
1	Craig, J.B., Dibrel, C., Davis, P.S.	“Leveraging family-based brand identity to enhance firm competitiveness and performance in family businesses”	2018	<i>Journal of Small Business Management</i>	261
2	Micelotta, E.R., Raynard, M.	“Concealing or revealing the family? Corporate brand identity strategies in family firms”	2011	<i>Family Business Review</i>	173
3	Binz, C., Hair, Jr. J.F., Pieper, T.M., Baldauf, A.	“Exploring the effect of distinct family firm reputation on consumers’ preferences”	2013	<i>Journal of Family Business Strategy</i>	152
4	Astrachan, C.B., Botero, I., Astrachan, J.H., Prügl, R.	“Branding the family firm: A review, an integrative framework proposal, and a research agenda”	2018	<i>Journal of Family Business Strategy</i>	104
5	Lude, M., Prügl, R.	“Why the brand of the family business matters: Brand authenticity and the family firm trust inference”	2018	<i>Journal of Business Research</i>	102
6	Krappe, A., Goutas, L., von Schlippe, A.	“The family business an enquiry into the construction of the image of family businesses”	2011	<i>Journal of Family Business Management</i>	86
7	Blombäck, A., Brunninge, O.	“The dual opening to brand heritage in family businesses”	2013	<i>Corporate Communications</i>	75
8	Beck, S., Prügl, R.	“Family firm reputation and humanisation: Consumers and the trust advantage of family firms under different conditions of brand familiarity”	2018	<i>Family Business Review</i>	75
9	Binz, C., Astrachan, C., Botero, I.C.	“»We are a family firm«: An exploration of the motives for communicating the family business brand”	2018	<i>Journal of Family Business Management</i>	69
10	Dacko-Pikiewicz, Z.	“Building a family business brand in the context of the concept of stakeholder-oriented value”	2019	<i>Forum Scientiae Oeconomia</i>	63
11	Parmentier, M.A.	“When David met Victoria”	2011	<i>Family Business Review</i>	52
12	Blombäck, A., Ramírez-Pasillas, M.	“Exploring the logics of corporate brand identity formation”	2012	<i>Corporate Communications: An International Journal</i>	50
13	Kashmiri, S., Mahajan, V.	“A Rose by any other name: are family firms named after their founding families rewarded more for their new product introductions?”	2014	<i>Journal of Business Ethics</i>	43
14	Botero, I.C., Astrachan, C. B., Calabrò, A.	“A receiver’s approach to family business brands”	2018	<i>Journal of Family Business Management</i>	40

No.	Authors	Title	Year	Journal	Cited by
15	Block, J.H., Fisch, C.O., Lau, J., Obschonka, M., Presse, A.	“Who prefers working in family firms? An exploratory study of individual organisational preferences across 40 countries”	2016	<i>Journal of Family Business Strategy</i>	38
16	Presas, P., Muñoz, D., Guia, J.	“Branding familiness in tourism family firms”	2010	<i>Journal of Brand Management</i>	37
17	Santiago, A., Pandey, S., Manalac, M.T.	“Family presence, family firm reputation and perceived financial performance: Empirical evidence from the Philippines”	2019	<i>Journal of Family Business Strategy</i>	34
18	Arijs, D., Botero, I.C., Michiels, A., Molly, V.	“Family business employer brand: Understanding applicants’ perceptions and their job pursuit intentions with samples from the United States and Belgium”	2018	<i>Journal of Family Business Strategy</i>	34
19	Barroso Martínez, A., Sanguino Galván, R., Botero, I.C., González-López, Ó.R., Buenadicha Mateos, M.	“Exploring family business brands: Understanding predictors and effects”	2019	<i>Journal of Family Business Strategy</i>	30

Source: Authors’ own study based on (Scopus data, 2024).

The article “Leveraging family-based brand identity to enhance firm competitiveness and performance in family businesses”, authored by Craig, Dibrel and Davis, received the highest citation as it appears in other publications as many as 261 times. In the article, the authors examine how promoting family brand identity affects a company’s competitive orientation and financial performance.

The next most cited article is “Concealing or revealing the family?: Corporate brand identity strategies in family firms” by Micelotta and Raynard (2011), with 173 citations. The article explores how family companies use their heritage in marketing activities to gain a competitive advantage. The authors identify three main branding strategies in family companies: family preservation, family enrichment, and family subordination.

It is also worth noting that the first two articles from 1999 and 2009 were not included in this table, since the 1999 publication had only one citation and the subsequent one – 13.

### Principal researchers and authors of family business brands publications

Research in the area of family business brands is based on the work of 137 researchers, resulting in 58 publications. Table 3 shows the ranking of the authors in terms of their contribution to the area of brand research in family businesses, taking into account the number of publications and citations in this area, as well as their overall scientific output. The results presented in Table 3 show that 13 authors play a key role in these activities.

**Table 3.** The most influential authors in area of family business brand

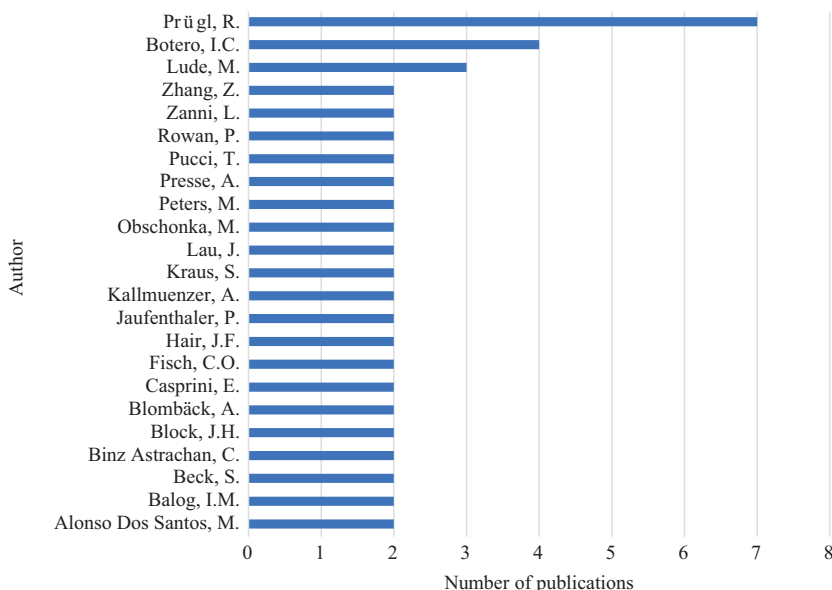
No.	Author	Institution	Articles in the area of the family business brand	Citations in the area of family business brand	Percentage of all citations [%]	h-index	Total papers	Total citations
1	Prügl, R.	Zeppelin Universität	7	331	16	22	32	2,083
2	Botero, I.	University of Louisville	5	242	12	22	52	2,890
3	Hair, Jr. J.F.	University of South Alabama	2	178	9	56	159	60,328
4	Micelotta, E.R.	University of Ottawa	1	173	8	11	20	2,738
5	Raynard, M.	University of British Columbia	1	173	8	9	17	2,801
6	Binz, C.	Universität Witten/Herdecke	1	152	7	10	16	1,245
7	Pieper, T.M.	University of North Carolina at Charlotte	1	152	7	20	68	3,142
8	Baldauf, A.	University of Bern	1	152	7	16	24	1,122
9	Blombäck, A.	Jönköping International Business School	2	125	6	10	12	511
10	Astrachan, J.H.	Kennesaw State University	1	104	5	30	119	6,144
11	Astrachan, C.B.	Universität Witten/Herdecke	1	104	5	10	16	1,245
12	Lude, M.	Zeppelin Universität	3	103	5	6	8	249
13	Beck, S.	LBG Open Innovation in Science Center	2	98	5	9	16	516

Source: Authors' own study based on (Scopus data, 2024).

Figure 4, on the other hand, shows the most productive authors in the area of family business brands with at least 2 of the articles analysed.

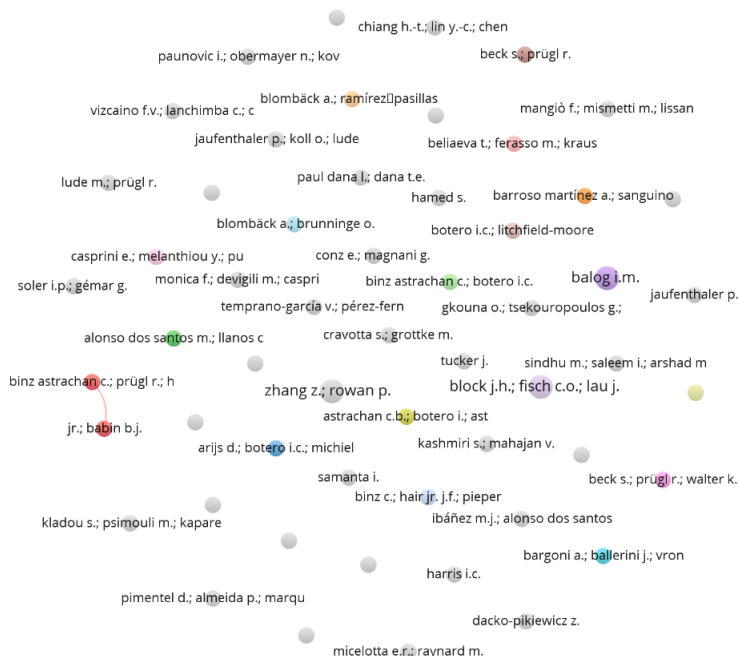
Among the most influential and productive authors in this area, we can include Reinhard Prügl (Zeppelin Universität), who ranks first with 7 publications and 331 citations in the field of branding in family businesses, accounting for 16% of all his citations. Another highly influential author is Isabel Botero (University of Louisville), who is in second place with 5 publications and 242 citations (12% of all citations).

The next step was to define co-authorship networks. The data correspondingly configured collected from the Scopus database was entered into the VOSviewer software, from which a map was generated (Figure 5).



**Figure 4.** Number of publications by more productive authors in fields of family business brand

Source: Authors' own study based on (Scopus data, 2024).



**Figure 5.** A network of relationships between authors working together

Source: Authors' own study in VOSviewer based on (Scopus data, 2024).

Figure 5 shows a network of collaborations between authors visualised using a point diagram. Each point represents a publication, and the lines connecting the points indicate collaboration. As can be seen in the figure, only one link is visible, indicating that collaboration between authors in the area of family business brands is not yet so widespread. The researchers involved are narrow groups of researchers, often from, for example, one university or country.

#### Hierarchising the importance of journals that publish family business brands research results

The articles analysed (58) were published in 32 journals. Table 4 shows the 7 journals in which at least 2 of the articles analysed were published. The journals shown below represent more than 50% of the analysed publications, which were cited a total of 1,032 times, with an average citation per publication of 147.43.

**Table 4.** Scientific journals with the highest number of publications in the field of family business brand

Ranking	Journal	Number of publications in the area of family business brands	Percentage of 58 [%]	Average number of citations per article	Total number of citations in the area of family business brand
1	<i>Journal of Family Business Management</i>	8	14	2.25	177
2	<i>Journal of Family Business Strategy</i>	7	12	37.29	414
3	<i>Journal of Business Research</i>	6	10	23.33	140
4	<i>Journal of Product and Brand Management</i>	4	7	2.75	18
5	<i>Family Business Review</i>	4	7	44.25	261
6	<i>International Journal of Entrepreneurship and Small Business</i>	2	3	207.00	11
7	<i>Journal of Small Business Strategy</i>	2	3	5.50	11

Source: Authors' own study based on (Scopus data, 2024).

The highest number of articles (8) representing 14% of the total analysed were published in the *Journal of Family Business Management*. On the other hand, the highest average number of citations per article (44.25) is in the *Journal of Family Business Review*, where 4 articles have been published and the total number of citations is 261.

Table 5 shows the 3 key categories of the Scopus database to which the analysed articles were assigned. Each article could have been assigned to more than one category.

**Table 5.** The most relevant Scopus categories in the area of family business brand publications

Ranking	Scopus categories	Papers in the area of family business brands	Percentage of 58 [%]	Average number of citations per article	Total number of citations in the area of family business brand
1	Business, Management, and Accounting	54	93	26.52	1,432
2	Economics, Econometrics, and Finance	27	47	37.74	1,019
3	Social Sciences	8	14	9.88	79

Source: Authors' own study based on (Scopus data, 2024).

The highest number of publications comes from the category “Business, Management, and Accounting”, with 93% (54 articles). The category “Economics, Econometrics and Finance” is responsible for 47% of articles and “Social Sciences” for only 14%.

#### Main sources of data analysis – institutions

Table 6 shows the ranking of universities and institutions based on the number of publications in the field of family business brands.

**Table 6.** The main institutional affiliates of the authors of publications in the field of family business brand publications

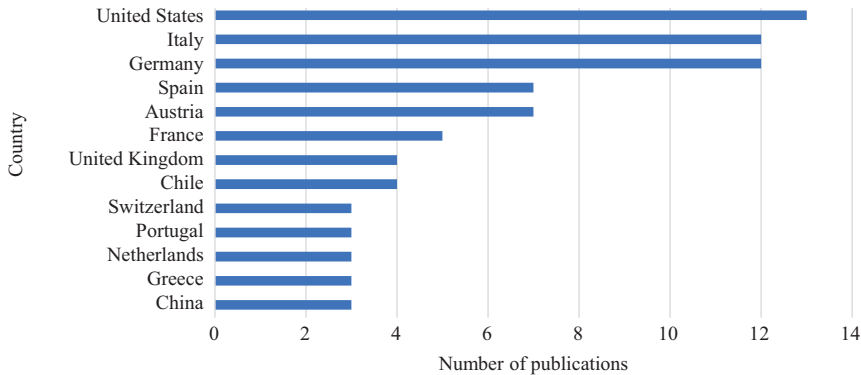
Ranking	Affiliation	Country	Number of publications in the area of family business brands	Percentage of 58 [%]	Average number of citations per article	Total number of citations in the area of family business brand
1	Free University of Bozen-Bolzano	Italy	6	10	16	96
2	Zeppelin Universität	Germany	6	10	55	330
3	Universität Innsbruck	Austria	5	9	6.4	32
4	Stetson University	USA	4	7	58.25	233
5	Universidad de Granada	Spain	3	5	9.33	28
6	Universidad Catolica de la Santisima Concepcion	Chile	3	5	9.33	28
7	Open Innovation in Science Center	Austria	2	3	49	98

Source: Authors' own study based on (Scopus data, 2024).

The highest number of publications (6) in the area of family business brands were recorded by: Free University of Bozen-Bolzano (Italy) and Zeppelin Universität (Germany), which stands out with a high average number of citations per publication (55) and the highest total number of citations (330), indicating the high impact of their research. On the contrary, Stetson University (USA) achieves the highest average number of citations per publication (58.25), indicating the high value of their publications in the field.

**Main sources of data analysis – countries**

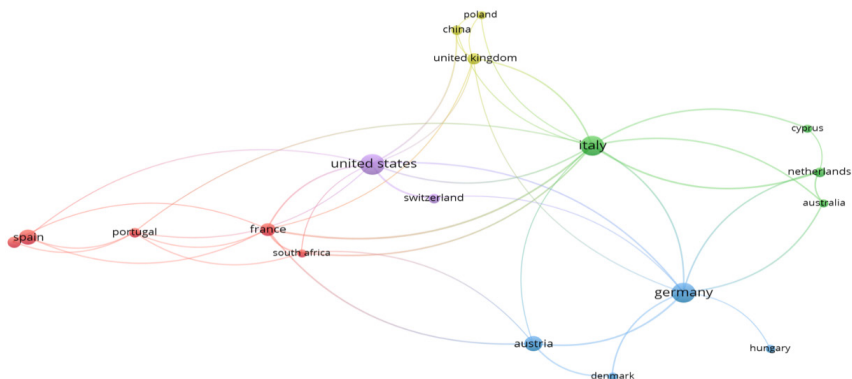
Figure 6 shows the number of publications originating from a country that have a minimum of 3 articles analysed in the area of family business brands. For countries, we can observe that the highest number of publications (13) comes from the United States.



**Figure 6.** Number of publications by country in the fields of family business brand

Source: Authors' own study based on (Scopus data, 2024).

Figure 7 shows the network of co-authorship between countries. Of the 36 countries, up to 21 have published a minimum of two articles and 18 of these are linked. The United States, Germany, and Italy occupy the central positions with the highest number of connections, suggesting their key role in global research. Countries such as China, the UK, France, and Australia were also assigned a prominent role, indicating widespread international cooperation in science.



**Figure 7.** Co-authorship between countries

Source: Authors' own study in VOSviewer based on (Scopus data, 2024).

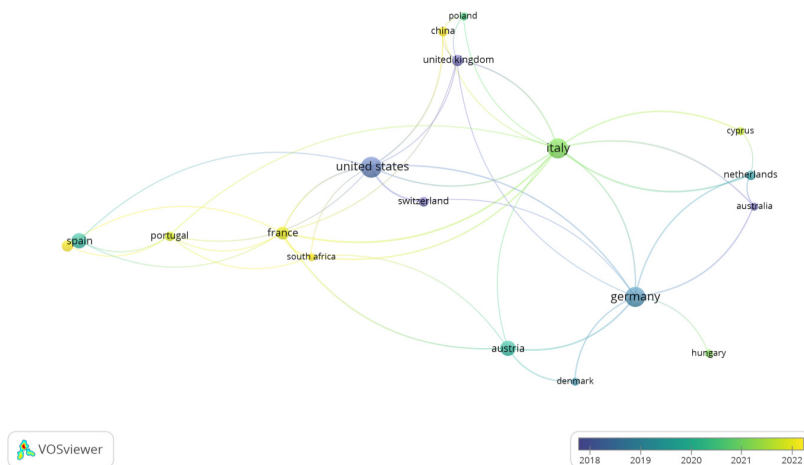
They were divided into 5 clusters (Table 7): purple (cluster 5), red (cluster 1), blue (cluster 3), green (cluster 2) and yellow (cluster 4).

**Table 7.** Co-authorship between country clusters

Cluster 1 (5 items)	Cluster 2 (4 items)	Cluster 3 (4 items)	Cluster 4 (3 items)	Cluster 5 (2 items)
Chile	Australia	Austria	China	Switzerland
France	Cyprus	Denmark	Poland	United States
Portugal	Italy	Germany	United Kingdom	
South Africa	Netherlands	Hungary		
Spain				

Source: Authors' own study in VOSviewer based on (Scopus data, 2024).

Figure 8 describes the change in the dynamics of co-authorship between countries from 2018 to 2023.



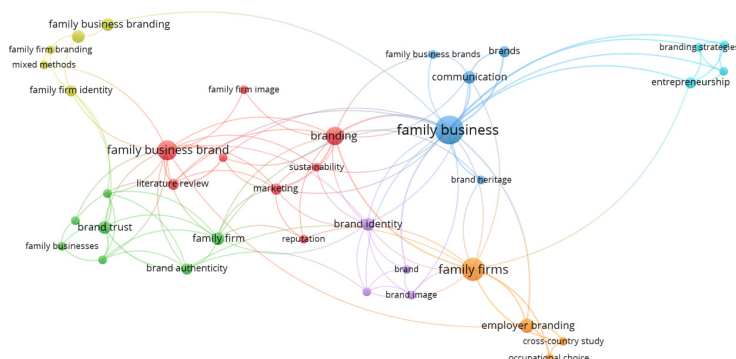
**Figure 8.** Periodic evolution of co-authorship between countries

Source: Authors' own study in VOSviewer based on (Scopus data, 2024).

In Figure 8, we see that the United States and Germany occupy the central positions with the highest number of connections. In 2018–2019, connections between these countries dominated, and in 2020–2021, Italy, Austria, and Spain, among others, joined the network. In 2022, cooperation became even more intense and complex, with new participants such as France, China, and Portugal.

**Bibliometric analysis of keywords**

The results of the bibliometric analysis show that of the 215 keywords appearing in 58 publications in the Scopus database, 37 occur more than twice.



**Figure 9.** Bibliometric map on research in the area of family business brands

Source: Authors' own study in VOSviewer based on (Scopus data, 2024).

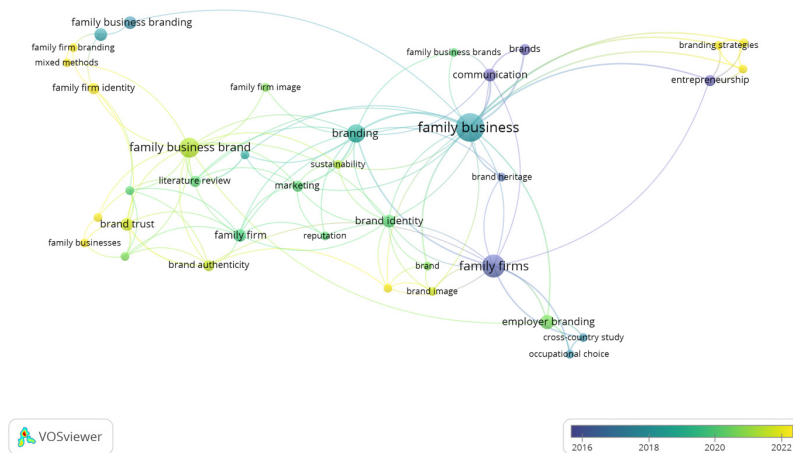
**Table 8.** Co-occurrence clusters in the use of keywords

Cluster 1 (8 items)	Cluster 2 (7 items)	Cluster 3 (5 items)	Cluster 4 (5 items)	Cluster 5 (4 items)	Cluster 6 (4 items)	Cluster 7 (4 items)
branding	brand authenticity	brand heritage	family business branding	brand	branding strategies	cross-country study
family business brand	brand trust	brands	family firm branding	brand identity	business history	employer branding
family firm image	consumer behaviour	communication	identity of a family firm	brand image	entrepreneurship	family firms
future research	family businesses	family business	family firm reputation	social media	industrial revolution	occupational choice
literature review	family firm	family business brands	mixed methods			
marketing	purchase intention					
reputation	signaling theory					
sustainability						

Source: Authors' own study in VOSviewer based on (Scopus data, 2024).

On this basis, seven clusters were created, each containing at least four elements (table above). The term “family business” is found in cluster 3 (blue) and is the most frequently used (19 times), the second most frequently used term is “family firms” (12 repetitions) assigned to cluster 7 (orange) and the third is “family business brand” (cluster 1, red) occurring 9 times. This indicates a very strong intermingling of these terms.

Figure 9 shows the network of associations between the different terms associated with family businesses, with colours indicating the years in which the research was conducted, from 2016 to 2022.



**Figure 9.** Periodic evolution of keywords

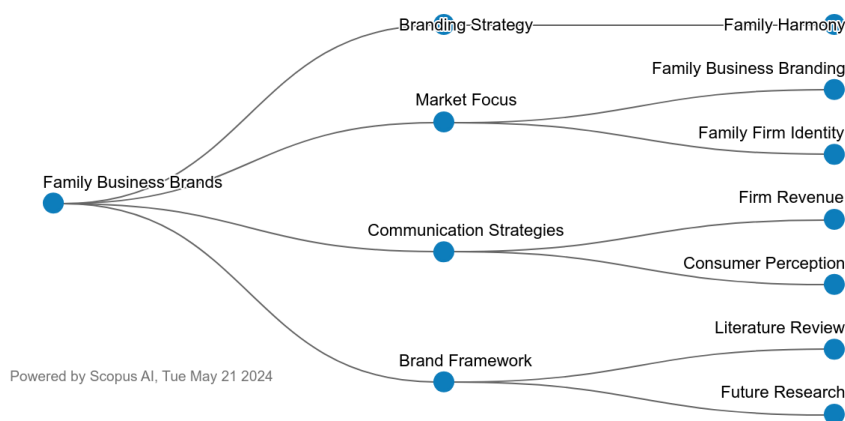
Source: Authors' own study in VOSviewer based on (Scopus data, 2024).

The early years (2016–2018) were dominated by terms such as “family firm identity”, “family firm image” and “family trust”, suggesting that the initial research focused on identity, image and trust in family businesses. More recent research (2020–2022) includes terms such as “employee branding”, “brand image”, and “occupational choice”, suggesting an expansion of research into employer branding and occupational choice in the context of family businesses. There is also an increase in research on “branding strategies” and “brand trust”, indicating a growing interest in brand trust strategies and comprehensive approaches to brand management in family businesses. The central term throughout remains “family business”, indicating its central role and consistency in family business research.

## Discussion

Figure 10 shows a concept map in terms of family business brands, which was generated using the Scopus AI tool. The concept map is a graphical representation of the different concepts and the relationships between them, which allows for a better understanding of the complex structure of the topic under study and allows the topic to be deepened and analysed in the context of different aspects.

Scopus AI, as an analytical tool, has analysed thousands of academic and industry publications to identify the most important themes and the relationships between them in the context of family business brands. As a result, the concept map shown in Figure 10 is a rich source of information that researchers and practitioners can use to better understand the dynamics of family business brands and develop more effective brand management strategies.



**Figure 10.** Concept map of family business brands

Source: Scopus AI, 2024.

Central to the map is “Family Business Brands”, around which four main branches diverge: “Branding Strategy”, “Market Focus”, “Communication Strategies”, and “Brand Framework”.

“Branding Strategy” is related to the concept of “Family harmony”, which points to the importance of aligning family values in building a cohesive brand. “Market Focus” focuses on two main areas: “Family Business Branding” and “Family Firm Identity”. “Family Business Branding” takes into account the unique aspects arising from the nature of these businesses, while “Family Firm Identity”, in turn, highlights the core values and heritage that define the brand. Some family businesses actively communicate their family business brand, while others do not, and the decision to promote the family business brand is driven by identity motives (Martínez et al., 2019; Binz Astrachan & Botero, 2018).

Communication strategies include: “Firm Revenue” and “Consumer Perception”. Firm revenue refers to the generation of profits through market understanding and appropriate brand positioning. Consumer perception is crucial to brand success, as it reflects how the brand is perceived by customers. According to Lude and Prügl (2018), family businesses are increasingly communicating their “family” nature, which influences consumers’ perception of their brand, leading to greater brand trust and stronger purchase intentions.

The last branch of the map is the “Brand Framework”, which refers to: “Literature Review” and “Future Research”. The “Literature Review” provides a theoretical basis and best practices for branding that can be applied to family businesses. “Future Research”, on the other hand, points to the need for continuous innovation and improvement in building a sustainable and effective brand. Among other things, through communication strategies.

The concept map provides a better understanding of how the different elements involved in the branding of family businesses are interrelated, which is crucial for

the successful management and development of these brands. By visualising aspects such as family harmony, brand identity, consumer perception, and future research, the concept map helps to focus on the most important areas that can contribute to the success and sustainability of a family business brand.

On the other hand, Siaba and Rivera (2024) mention in their article that over the last decade the theme of “entrepreneurship and innovation” has become a major focus of research on family firms. Research on “entrepreneurship and innovation” focuses on sustainable innovation (including green innovation), the impact of generational succession on changes in firms’ entrepreneurial orientation, the role of ownership structure in the innovation process, as well as the impact of socio-emotional wealth on entrepreneurial quality and success.

## Conclusions

Family firms play a key role in the Polish economy, which makes understanding their characteristics and brand management extremely important. This article presents a bibliometric analysis of family business brands, based on 58 publications from 1999–2023 downloaded from the Scopus database. The analysis, carried out using VOSviewer, includes citations and co-occurrence of keywords. Shows increasing interest in the topic from 2018, with a particular increase in the number of publications in 2023. In total, publications were cited 1,456 times, with the highest number of citations (384) in 2018. The average number of citations per year was 112. The most cited article is “Concealing or revealing the family?: Corporate brand identity strategies in family firms” by Micelotta and Raynard (2011), with 173 citations. The largest number of publications comes from the category “Business, Management, and Accounting”. The most influential authors in this field are Prüggl and Botero. The analysis also reveals that the majority of publications in the field of family business brands come from journals such as the *Journal of Family Business Management* and the *Journal of Family Business Strategy*. The most influential authors in this field are researchers from various academic institutions, including Zeppelin Universität and the University of Louisville.

Among the most cited articles, papers on brand identity strategy and reputation of family businesses stand out. The analysis revealed that key research areas include brand identity, heritage, trust, sustainability, innovation, marketing and community engagement. Research emphasises the importance of integrating family values into marketing strategies and building customer trust, which may provide a basis for further research and practical applications in the management of family business brands.

In conclusion, the article is a preliminary review of the literature based on available publications on branding issues in the context of family businesses. The literature analysis carried out lays the foundation for further research and in-depth analysis of both the specifics of family businesses and the role of the brand in this context. The

research should take into account two perspectives: theoretical, covering the basic concepts of the brand and its importance in building competitive advantage, as well as the specifics of family firms; and practical, concerning the application of brand strategy in the market activities of specific family firms and in industries where the family brand plays a key role.

## References

- Arijs, D., Botero, I.C., Michiels, A., & Molly, V. (2018). Family business employer brand: Understanding applicants' perceptions and their job pursuit intentions with samples from the US and Belgium. *Journal of Family Business Strategy*, 9(3), 180–191. <https://doi.org/10.1016/j.jfbs.2018.08.005>
- Astrachan, C.B., Botero, I., Astrachan, J.H., & Prügl, R. (2018). Branding the family firm: A review, integrative framework proposal, and research agenda. *Journal of Family Business Strategy*, 9(1), 3–15. <https://doi.org/10.1016/j.jfbs.2018.01.002>
- Beck, S., & Prügl, R. (2018). Family firm reputation and humanization: Consumers and the trust advantage of family firms under different conditions of brand familiarity. *Family Business Review*, 31(4), 460–482. <https://doi.org/10.1177/0894486518792692>
- Barroso Martínez, A., Sanguino Galván, R., Botero, I.C., González-López, Ó.R., & BuenadichaMateos, M. (2019). Exploring family business brands: Understanding predictors and effects. *Journal of Family Business Strategy*. <https://doi.org/10.1016/j.jfbs.2019.01.005>
- Basco, R. (2013). The effect of family on family firm performance: A model testing the demographic and essence approaches. *Journal of Family Business Strategy*, 4(1), 42–66. <https://doi.org/10.1016/j.jfbs.2012.12.003>
- Binz, C., Astrachan, C., & Botero, I.C. (2018). “We are a family firm” an exploration of the motives for communicating the family business brand. *Journal of Family Business Management*, 8(1), 2–21. <https://doi.org/10.1108/JFBM-01-2017-0002>
- Binz, C., Hair, Jr. J.F., Pieper, T.M., & Baldauf, A. (2013). Exploring the effect of distinct family firm reputation on consumers' preferences. *Journal of Family Business Strategy*, 4(1), 3–11. <https://doi.org/10.1016/j.jfbs.2012.12.004>
- Block, J.H., Fisch, C.O., Lau, J., Obschonka, M., & Presse, A. (2016). Who prefers working in family firms? An exploratory study of individuals' organizational preferences across 40 countries. *Journal of Family Business Strategy*, 7(2), 65–74. <https://doi.org/10.1016/j.jfbs.2016.04.001>
- Blombäck, A., & Brunninge, O. (2013). The dual opening to brand heritage in family businesses. *Corporate Communications: An International Journal*, 18(3), 327–346. <https://doi.org/10.1108/ccij-01-2012-0010>
- Blombäck, A., & Ramírez-Pasillas, M. (2012). Exploring the logics of corporate brand identity formation. *Corporate Communications: An International Journal*, 17(1), 7–28. <https://doi.org/10.1108/13563281211196335>
- Botero, I.C., Astrachan, C.B., & Calabrò, A. (2018). A receiver's approach to family business brands. *Journal of Family Business Management*, 8(2), 94–112. <https://doi.org/10.1108/jfbm-03-2017-0010>
- Chaudhary, S., Dhir, A., Ferraris, A., & Bertoldi, B. (2021). Trust and reputation in family businesses: A systematic literature review of past achievements and future promises. *Journal of Business Research*, 137, 143–161. <https://doi.org/10.1016/j.jbusres.2021.07.052>
- Craig, J.B., Dibrell, C., & Davis, P.S. (2008). Leveraging family-based brand identity to enhance firm competitiveness and performance in family businesses. *Journal of Small Business Management*, 46(3), 351–371. <https://doi.org/10.1111/j.1540-627x.2008.00248.x>

- Cruz, C., Firfiray, S., & Gomez-Mejia, L.R. (2011). Socioemotional wealth and human resource management (HRM) in family-controlled firms. *Research in Personnel and Human Resources Management*, 159–217. [https://doi.org/10.1108/s0742-7301\(2011\)0000030006](https://doi.org/10.1108/s0742-7301(2011)0000030006)
- Dacko-Pikiewicz, Z. (2019). Building a family business brand in the context of the concept of stakeholder-oriented value. *Forum Scientiae Oeconomia*, 7(2), 37–51.
- Dana, L.P., & Dana, T.E. (1999). Orange juice vendor. *British Food Journal*, 101(5/6), 432–434. <https://doi.org/10.1108/00070709910278389>
- D'Allura, G.M. (2019). Family and institutional contexts: An integrated view to advance family business research. *Family Firms and Institutional Contexts*, 11–25. <https://doi.org/10.4337/9781788970181.00007>
- Dźwigoł-Barosz, M., & Dźwigoł, H. (2021). Managing family businesses in light of methodological assumptions for higher education. In *E3S Web of Conferences* (Vol. 307, p. 06003). EDP Sciences. <https://doi.org/10.1051/e3sconf/202130706003>
- Harris, I.C. (2009). Ethnicity effects on the family business entrepreneurial process: Commentary and extension. *Family Business Review*, 22(3), 293–296. <https://doi.org/10.1177/0894486509334916>
- Kashmiri, S., & Mahajan, V. (2014). A rose by any other name: Are family firms named after their founding families rewarded more for their new product introductions?. *Journal of Business Ethics*, 124, 81–99.
- Krappe, A., Goutas, L., & von Schlippe, A. (2011). The “family business brand”: An enquiry into the construction of the image of family businesses. *Journal of Family Business Management*, 1(1), 37–46. <https://doi.org/10.1108/20436231111122272>
- Lude, M., & Prügl, R. (2018). Why the family business brand matters: Brand authenticity and the family firm trust inference. *Journal of Business Research*, 89, 121–134. <https://doi.org/10.1016/j.jbusres.2018.03.040>
- 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>
- Martínez, A.B., Galván, R.S., Botero, I.C., González-López, Ó.R., & Mateos, M.B. (2019). Exploring family business brands: Understanding predictors and effects. *Journal of Family Business Strategy*, 10(1), 57–68. <https://doi.org/10.1016/j.jfbs.2019.01.005>
- Mazzi, C. (2011). Family business and financial performance: Current state of knowledge and future research challenges. *Journal of Family Business Strategy*, 2(3), 166–181. <https://doi.org/10.1016/j.jfbs.2011.07.001>
- Micelotta, E.R., & Raynard, M. (2011). Concealing or revealing the family? Corporate brand identity strategies in family firms. *Family Business Review*, 24(3), 197–216. <https://doi.org/10.1177/0894486511407321>
- Nordqvist, M., & Melin, L. (2010). Entrepreneurial families and family firms. *Entrepreneurship & Regional Development*, 22(3/4), 211–239. <https://doi.org/10.1080/08985621003726119>
- Nordqvist, M., Melin, L., Waldkirch, M., & Kumeto, G. (Eds.). (2015). *Theoretical Perspectives on Family Businesses*. Edward Elgar Publishing. <https://doi.org/10.4337/9781783479665>
- Paço, A., Fernandes, C., Nave, E., Alves, H., Ferreira, J.J.D.M., & Raposo, M. (2021). Succession planning and strategies in family business: A multiple case study. *International Entrepreneurship Journal*, 25(Special Issue 1), 1–12.
- Parmentier, M.A. (2011). When David met Victoria. *Family Business Review*, 24(3), 217–232. <https://doi.org/10.1177/0894486511408415>
- Presas, P., Muñoz, D., & Guia, J. (2010). Branding familiness in tourism family firms. *Journal of Brand Management*, 18(4/5), 274–284. <https://doi.org/10.1057/bm.2010.41>
- Santiago, A., Pandey, S., & Manalac, M.T. (2019). Family presence, family firm reputation and perceived financial performance: Empirical evidence from the Philippines. *Journal of Family Business Strategy*, 10(1), 49–56. <https://doi.org/10.1016/j.jfbs.2019.02.002>
- Siaba, S., & Rivera, B. (2024). The evolution of the field of family business research over a decade (2012–2022). *Small Business Economics*, 1–27. <https://doi.org/10.1007/s11187-023-00866-z>

- Siebels, J.-F., & zu Knyphausen-Aufseß, D. (2011). A review of theory in family business research: The Implications for corporate governance. *International Journal of Management Reviews*, 14(3), 280–304. <https://doi.org/10.1111/j.1468-2370.2011.00317.x>
- Temprano-García, V., Pérez-Fernández, H., Rodríguez-Pinto, J., Rodríguez-Escudero, A.I., & Barros-Contreras, I. (2023). How to build a brand-oriented family firm: The impact of socioemotional wealth (SEW) dimensions. *Journal of Business Research*, 163, 113929. <https://doi.org/10.1016/j.jbusres.2023.113929>
- Thrassou, A., Vrontis, D., & Bresciani, S. (2018). The agile innovation pendulum: family business innovation and the human, social, and marketing capitals. *International Studies of Management & Organization*, 48(1), 88–104. <https://doi.org/10.1080/00208825.2018.1407086>
- Velt, H., Torkkeli, L., & Laine, I. (2020). Entrepreneurial ecosystem research: Bibliometric mapping of the domain. *Journal of Business Ecosystems*, 1(2), 1–31. <https://doi.org/10.4018/JBE.20200701.0a1>