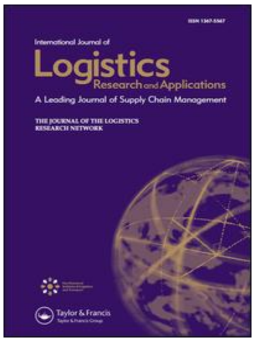

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Family business goal, sustainable supply chain management, and platform economy: a theory-based review & propositions for future research

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ABSTRACT

This article reviews important and diverse issues that can affect family business goals, which scholars can consider in their future research. A systematic review was undertaken in three different areas: family businesses goals, sustainable supply chain and platform economy. The three topics were reviewed in terms of the theories utilised in the studied articles. Two theories (institutional and social exchange) were found to be common across the three topics. As a result, family businesses goals, sustainable supply chain and platform economy were reviewed through the lenses of the institutional and social exchange theories. We conclude by discussing directions for future research and other promising approaches, so as to inform the investigation concerning family businesses, and the expected contemporary goals to pursue in relation to sustainable supply chain and platform economy.

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1 Introduction

According to scholars (e.g. Miller and Le Breton-Miller 2005; Daspit et al. 2017), 60% to 98% of organisations in the world are family firms, making them the most common type of organisations. Consequently, there is a need to understand how these organisations work, and how they evolve and adapt to the rapidly changing business environment, especially to new important developments, such as, the increased significance of sustainable supply chain in the past thirty years as a key instigator for demand and consumer loyalty (Kouhizadeh, Saberi, and Sarkis 2021), and how consumers' tendency to verify and adopt products on the basis of their sustainability and minimal environmental footprint (Nikolakis, John, and Krishnan 2018) fuels this development. Second, the significance of the platform economy which emphasises innovativeness in socio-economic activities, and facilitated by platforms, in increasing sales and revenues by offering distribution channels and enabling firms in a value chain to reach their customers (Xu and Lee 2020). Also, the platform business models promote reduction in waste and global warming (Oliveira, Tomar, and Tam 2020), provide economic and social gain, and sustenance of competitive advantage (Mitra and Datta 2014; Oliveira, Tomar, and Tam 2020). As technology advances, so do the industries that utilise it. For example, cell phones and applications have drastically changed different industries (e.g. retail), by opening doors to new markets and/or transforming the manner by which individuals interact with a market (Shankar et al. 2010). Sustainable supply chain and platform economy are two mechanisms that businesses can adopt to respond more quickly to market pressures (Saberi et al. 2019), manage the flow of information and resources, and partner integration (Ndubisi, Zhai, and Lai 2021), and avoid the risk

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of being left behind in the new millennium's highly competitive market-place and space (Miller, Steier, and Le Breton-Miller 2003). Specifically, sustainable supply chain can help in addressing the market pressure on organisations to deliver sustainable products and innovations by ensuring that producers receive sustainable inputs for their operations, and the resulting sustainable outputs are distributed through sustainable distribution processes and networks (Ndubisi, Zhai, and Lai 2021). The platform economy through its economic and social aspects facilitates transaction or exchange, customer responsiveness (in terms of customer service and communication), stakeholder alignment (for faster innovation), organisational learning and implementation, and efficiency through non-ownership business/consumption models (Ndubisi, Gupta, and Massoud 2003; Ndubisi, Wirtz, and Ehret 2016). It can also curb information and power asymmetry between value chain members (Matanda, Ndubisi, and Jie 2016), thereby ensuring a sustainable value chain relationship. For family businesses, the utility of sustainable supply chain and the platform economy is evident in the provision of access to sustainable operant and operand resources that may not be available within the business or family to pursue its goals.

The abundance of available studies on the goals of family firms, in addition to the significant achievements of current research on that topic, suggest that it is time to incorporate more systematically, the 'theory-development' components (Whetten 1989) into the contributions that are already present in the field. Research into family business has developed and integrated numerous theories, including: The Agency Theory (Chrisman, Chua, and Sharma 2005; Cennamo et al. 2012), Organisational Identity Theory (Zellweger et al. 2013; Anglin et al. 2017), Socioemotional Wealth (Gómez-Mejía et al. 2007; Berrone, Cruz, and Gomez-Mejia 2012; Zientara 2017) and Stewardship Theory (Wasserman 2006; Chrisman et al. 2007). These theories were used to investigate diverse important matters that are exclusive to family businesses, for example: succession, non-economic goals, governance and performance, by focusing on goal antecedents and outcomes (Williams Jr et al. 2018).

Digital platforms are significant in reshaping the supply chain (e.g. blockchain technology). Consumers today are more aware and demand reliable and up to date information on products they purchase via digital platforms (Kouhizadeh, Saberi, and Sarkis 2021). Further, customers are becoming more and more critical of the products and services they purchase, viz. are they environmentally and socially sustainable? (Diabat, Kannan, and Mathiyazhagan 2014). Consequently, product traceability, safety, and sustainability matters have become fundamental issues for processors, distributers and vendors (Shee et al. 2018).

Digital platforms permit supply chains to be extremely connected, well-organised, and quick to respond to what customers demand and to adhere to any regulations (Saberi et al. 2019). Nevertheless, digitalising the family business supply chain can be costly and challenging. According to Sciascia and Bettinelli (2013), many family businesses are risk averse, and so innovation can be hindered. Scholars attribute this aversion to the preservation of socioemotional wealth, which can restrict investments in innovation (technological advancements) in family businesses (Liu, Chen, and Wang 2017; Dayan, Ng, and Ndubisi 2019; Xiang et al. 2019). As innovation cost decreases (Hahn 2019), family businesses would be more inclined to utilise them, due to risk reduction. In order for family businesses to prosper and compete in this evolving business world, they need to balance SEW aspects with the technological advancement and innovation (Carlock and Ward 2001). Decisions regarding supporting the business with a digital platform is important for all stakeholders to create value (Barrett, Oborn, and Orlikowski 2016). For example, digital platforms can lessen physical locations and their associated costs (Hahn 2019) leading to low cost advantage and sustainable business performance. Thus, platform economy and sustainable supply chain are two topics of key importance to family businesses and their customers, since they can demonstrate the firm's sensitivity and commitment to the environment. Currently, the market demands businesses to move in this direction.

This study contributes to research on family business goals by providing insights into the existing body of work, in relation to theory development in the following fields: family business goals, sustainable supply chains and platform economy. Although several theoretical perspectives have been applied to either one or two of these three concepts, institutional theory and social exchange theory (SET) are common across all three (refer to Table 4 for other relevant theories). Therefore, we performed an extensive literature review on the two theories in order to highlight their application in the discussion of the three concepts in the literature.

This paper is organised as follows. First, there is a detailed explanation of the methods used, including the inclusion and exclusion criteria. Next, a review of the literature is followed by a discussion in which future research directions are presented. Finally, limitations and conclusions are discussed.

2. Methodology

A systematic literature review ensured a thorough survey of the existing literature on family business goals. This technique has been used by many major reviews (Williams Jr et al. 2018; Sousa-Jabbour et al. 2019; Alwadani and Ndubisi 2019). It is a technique which comprises three stages of review (Tranfield, Denyer, and Smart 2003), as follows:

Stage 1: To reduce systematic error and bias, the review begins with a planning stage (Petticrew and Roberts 2006), which incorporates an explanation of the scope of the subject under study, a review process, the key data collection method, the approach used to explore and recognise suitable articles, and the streaming of important and unrelated articles. The emphasis of this stage is on theories discussed in family businesses and, through them, extracting antecedents and relevant outcomes, as well as recognising moderation effects.

Stage 2: Review implementation consists of data gathering and configuration, data management and categorisation, and data synthesis. The aim is to eliminate any bias and to include as many articles as possible, by using a database and a backward referencing technique.

Stage 3: The reporting phase comprises synthesis of the outcomes and their analysis.

The systematic review method is used in this paper because it has been employed previously in leading review articles in many areas of research (e.g. Carter and Easton 2011; Crossan and Apaydin 2010). Therefore, the investigation was broken down into six main phases covering the three stages of the review (Tranfield, Denyer, and Smart 2003). Figure 1 illustrates the phases and inclusion criteria.

The Scopus database was chosen as the search engine due to its extensivity and inclusivity, and because its refereed articles are considered to be reliable (Ordanini, Rubera, and Defillippi 2008). Furthermore, because Scopus includes highly-ranked journals, it was ideal for this review that intended looking solely at A* and A journals from the ABDC list of 2019.

The search, which started in in March 2020, of articles and reviews in English language journals published between the years 2005-2020, using the keywords ‘goals or objectives’, and including the terms ‘family business’ or ‘family firms’, yielded 2,629 articles (refer to Table 1). Similarly, the

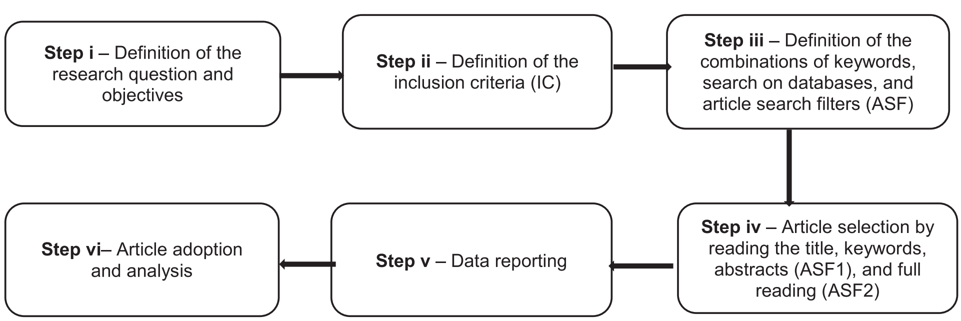

Figure 1. Review phases and articles inclusion criteria.

Table 1. Family business goals.

Key words	Hit
General search 'Goals or objectives'	2,925,665
The search was refined using the subject area 'Business, Management and Accounting'	67,741
Only 'English language' articles	61,232
the inclusion of the terms 'Family businesses' or 'Family Firms', they were searched, and this gave the result of 2,629.	2,629
identify the A* and A articles from the ABDC list	600
looking at titles, abstracts and keywords as a criterion. With keywords 'family business or family firms', 'goals or objectives' 'theory' or 'perspective'	126 (relevent articles)

keyword 'Sustainable Supply Chain' (SSC) resulted in 1516 hits. In addition, the search used several keywords related to SSC: 'Supply Chain Management', 'Sustainable Supply Chains', 'Sustainability', 'Sustainable Supply Chain Management' (SSCM) and 'Supply Chains', and this reduced the number of articles to 772 (refer to Table 2). Alike, the keyword 'Platform Economy' was searched, which returned a total of 65 articles (refer to Table 3).

The researcher decided to stop here and identify the A* and A journals from the ABDC list. Scopus's data base allows this because it lists all the journals related to the searched articles. Then, a manual search was done, looking at all the articles' titles, abstracts and keywords as criteria. The chosen articles' titles, abstracts and keywords should contain the following terms 'family business' or 'family firms', 'goals' or 'objectives', 'SSC' or 'SSCM' and 'platform economy'. Based on these criteria, 126 relevant articles were found in the family business literature, 111 relevant articles from SSC, and 22 relevant articles from platform economy. The topics were also searched in connection to each other, for example: 'SSC' AND 'family business' OR 'family-owned company': these terms returned only four articles, while 'platform economy' AND 'family business' returned four irrelevant articles. All three topics (family business, SSC and platform economy) were also searched in relation to each other, but the search returned no articles. To the best of our knowledge, this is

Table 2. Sustainable supply chain.

Key words	Hit
'Sustainable Supply chain'	1516
Limit to business management and accounting Only English language 2005-today	876
Refined the search using LIMIT-TO (EXACTKEYWORD, 'Supply Chain Management') OR LIMIT-TO (EXACTKEYWORD, 'Sustainable Supply Chains') OR LIMIT-TO (EXACTKEYWORD, 'Sustainability') OR LIMIT-TO (EXACTKEYWORD, 'Sustainable Supply Chain Management') OR LIMIT-TO (EXACTKEYWORD, 'Supply Chains') OR LIMIT-TO (EXACTKEYWORD, 'Sustainable Supply Chain')	772
TITLE-ABS-KEY ('sustainable supply chain' AND family AND business OR firms)	0
ALL ('sustainable supply chain' AND family AND business OR firms) AND (LIMIT-TO (SUBJAREA, 'BUSI')) AND (LIMIT-TO (EXACTKEYWORD, 'Family Business') OR LIMIT-TO (EXACTKEYWORD, 'Family-owned Company'))	4
Only A* and A journals are included (A* 9) (A 5)	260
looking at titles, abstracts and keywords as a criterion. With keywords 'SSC' 'SSCM' SCM', 'theory' or 'perspective'	111

Table 3. Platform economy.

Key word	Hit
TITLE-ABS-KEY ('platform economy' AND 'Supply chain') (LIMIT-TO (SRCTYPE, 'j')) (only journals)	6 (only 1 relevent and duplicate)
ALL ('platform economy' AND 'family business')	4 (non are relevent)
TITLE-ABS-KEY ('platform economy') AND DOCTYPE (ar OR re) AND PUBYEAR > 2004 AND (LIMIT-TO (LANGUAGE, 'English')) AND (LIMIT-TO (SUBJAREA, 'BUSI'))	65
Only A and A* Journal are included	22 (only 19 relevent articles)

the first academic review article to integrate the three concepts. Tackling this gap adds to the knowledge base, as well as highlights the need for further study and research.

A 'backward referencing' technique was also used to encompass articles that could help identify different theories in relation to family business goals, SSC or platform economy. This increased the total number of articles used. Furthermore, other sources were used in order to identify the originators of the different theories, along with theory definitions (please refer to Figures 2–4 for search summaries).

3. Literature review

Several theories have been applied in the study of family business, sustainable supply chain, and platform economy individually or in combination. Table 4 summarises these 58 theories and perspectives. In the next section we discuss the theories that are common to the troika domains, namely the institutional theory and the social exchange theory, followed by a synthesis.

3.1. Institutional theory in the context of family business goals

The formal school of thought known as 'institutional theory' was introduced by Walton Hamilton in 1919 (Hamilton 1919). Family business scholars stated that, based on institutional theory, a firm's behaviour is directed and structured by the continuous influence of societal logics. However, these firms are challenged in their preference of behaviours, because they are subjected to more than two logics (business goals and family goals) that seem to be difficult or unreasonable to be aligned with each other (Jaskiewicz et al. 2016). Institutional logics (thinking) are the generally known ideals and

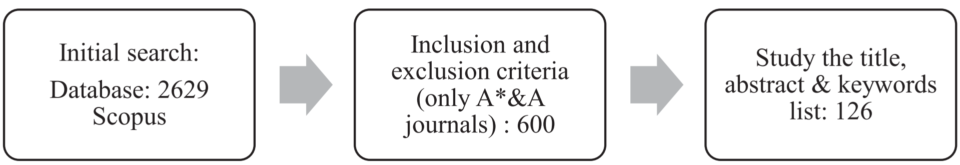

Figure 2. 'Family Business Goals' search summary.

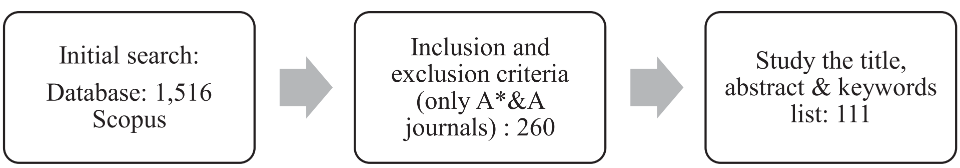

Figure 3. 'Sustainable Supply Chain' search summary.

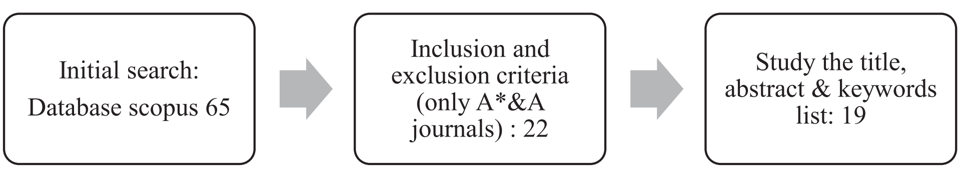

Figure 4. 'Platform Economy' search summary.

Table 4. Theories and applications.

Theories (Original Author, Year)	Definition	Family Business	SSC	Platform Economy
1. Agency Theory (Mitnick 1973)	Agency theory asserts that firms consists of a principal (organisation) and an agent (manager). The expectations of agency theory are that agents are driven by self-interest, are rational beings, and are reluctant to take risk. Thus, principals can encourage agents by controlling their rewards. (Stroh et al. 1996)	✓	✓	
2. Attachment Theory (Bowlby 1969)	It is the long-term psychological unification among people (Bowlby 1969)	✓		
3. Behavioural theory (Watson 1930)	Also known as behaviourism, is a learning theory founded on the notion that behaviours are developed via conditioning, which appears during the interaction with others and the environment around us. Behaviourists suppose that people's actions are formed from their reactions to environmental stimuli (Watson 1913)	✓		
4. Behavioural agency theory (Pepper and Gore 2015)	'a new version of agency theory that provides a better explanation of the connection among executive compensation, agent performance, firm performance, and the interests of shareholders' (Pepper and Gore 2015)	✓		
5. Chaos theory (Lorenz 1963)	It is the study of nonlinear dynamic systems, that promises to be a valuable conceptual framework that resolves the essential unpredictable behaviour of systems with the development of different patterns (levy 1994)		✓	
6. Collaboration theory (Gray 1989)	'a process of joint decision making among key stakeholders of a problem domain about the future of that domain' (Gray 1989: 227).		✓	
7. Cloud model theory (Li and Liu 2004)	Cloud model theory, grouded on fuzzy set theory and probability theory, is an approach that uses artificial intelligence that can consider the uncertainties (i.e. fuzziness and randomness) of the approach in human knowledge. (Li et al, 2009)		✓	
8. Communication accommodation theory (Giles and Ogay 2007)	'Communication Accommodation Theory (CAT) provides a wide-ranging framework aimed at predicting and explaining many of the adjustments individuals make to create, maintain, or decrease social distance in interaction. It explores the different ways in which we accommodate our communication, our motivations for doing so, and the consequences' (Giles and Ogay 2007, 293)			✓
9. Competence-based theory (Hamel and Prahalad 1993; Sanchez 2004)	It is a strategic management approach to enhance and sustain performance in organisations over a long-time frame (Sanchez 2004)		✓	
10. Complexity theory (Simon 1964)	Complexity theory exposes the complex associations among people and functioning in changing circumstances. It is portrayed by uncertainty, volatility, and dynamic development over time (Sarkis, Zhu, and Lai 2011; Choi and Hong 2002)		✓	
11. Contingency theory (Burns and Stalker 1961; Woodward 1965)	There is no one optimum way to systematise an organisation to lead a firm to make decisions, it is all contingent depending on the internal and external factors (Formentini and Taticchi 2016).	✓	✓	
12. CSR (Bowen 1953)	'It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are		✓	

(*Continued*)

Table 4. Continued.

Theories (Original Author, Year)	Definition	Family Business	SSC	Platform Economy
	desirable in terms of the objectives and values of our society' (Bowen 1953, 6).			
13. Decision Theory (March and Simon 1958 and Cyert and March 1963, A Behavioural Theory of the Firm)	'the main goal of decision making is to be rational by first collecting all the relevant information regarding the issues under investigation. The next step is to generate all possible alternatives and examine the consequences of those alternatives and finally choose the most optimal alternative' (Kalantar 2010)		✓	
14. Dynamic capabilities theory (Teece, Pisano, and Shuen 1997)	the firm's to internally and externally integrate, build and reconfigure capabilities of the firm in response of the rapidly changing environments (Teece, Pisano, and Shuen 1997)		✓	
15. Ecological Modernisation Theory (Spaargaren and Mol 1992)	'ecological modernization is used as a theoretical concept for analyzing the necessary development of central institutions in modern societies to solve the fundamental problem of the ecological crisis' (Spaargaren and Mol 1992, 334)		✓	
16. Equity theory (Adams 1963)	Equity theory (ET) states that fairness perception is specifically important in long-term relationships that seek to leverage each other's competencies and resources in order to reach a common goal (Adams 1966).		✓	
17. Force Field Theory (Lewin 1947)	FFT defines the principle of firm's transformation and change. FFT indicates that situations are sustained by a balance between forces that motivates change and others that oppose them. Opposing forces may arise from an array of internal and external aspects from various individual positions and wider organisational levels (Kouhizadeh, Saberi, and Sarkis 2021)		✓	
18. Fuzzy set Theory (Zadeh 1965)	FST aids decision makers to manage imprecise, indefinite, and subjective information that portrays the behaviour and decisions of people.		✓	
19. Game theory (von Neumann and Morgenstern 1944)	Game theory is recognised as a method to investigate the various competitive and collaborative behaviours among rational participants, where all the participants objective is to optimise value (Jafari 2019).		✓	
20. Grey system theory (Julong 1982)	'systems which lack information, such as structure message, operation mechanism and behaviour document, are referred to as Grey Systems. For example, the human body, agriculture, economy, etc' (Julong 1989, 1)		✓	
21. Information Theory (Shannon 1948)	Claude E. Shannon offered a broad model of the relationship between information and uncertainty. He devised a measure called entropy, which is a probabilistic measure of uncertainty. Entropy is recognised to be a segment of the second thermodynamic law that signifies disturbance of energy. (Bock and Isik 2015)		✓	✓
22. Institutional Theory (Hamilton 1919)	Institutional theory establishes a belief on the existence of more resilient structures such as rules and norms that determine social and organisational behaviours, which help the individuals and organisations to sustain in the institutional pressures (Scott 2008).	✓	✓	✓
23. Labor process theory (Braverman 1974)	Labor process theory is an approach to describe how people's work, in an industrial capitalism, is materialised to create and conceptualise			✓

(*Continued*)

Table 4. Continued.

Theories (Original Author, Year)	Definition	Family Business	SSC	Platform Economy
	value in an economic exchange. (Burawoy 2008)			
24. leadership theory (Fiedler 1967)	'Classical leadership has been mainly focusing on the features and behaviours of employees, and how it has an impact on coworkers and firms. Leadership is assumed to instigate fim's success and consequently obtain competitive advantage (Gosling et al. 2017)		✓	
25. Legitimacy theory (Dowling and Pfeffer 1975)	'a condition or status, which exists when an entity's value system is congruent with the value system of the large social system of which the entity is a part. When a disparity, actual or potential, exists between the two value systems, there is a threat to the entity's legitimacy' (Dowling and Pfeffer 1975, 122)		✓	
26. Motivation theory (Maslow 1954)	'Maslow's (1954) need hierarchy theory, which suggests that, as individuals develop, they work their way up a hierarchy based on the fulfillment of a series of prioritized needs, including physiological, safety and security, belongingness, esteem, and self-actualization.' (Steers, Mowday, and Shapiro 2004)		✓	
27. Network theory (Moreno 1953)	Network theory portrays the world of business as a network that possess a symbiotic relationship, established and cultivated through collaboration, with an intention of mutual benefits (Miles and Snow 1986)		✓	
28. Organisation identity theory (Albert and Whetten 1985)	Organisational identity is rooted in firm's history and values and specifically it is a special characteristic to firms which presents the firm's collective behaviour and culture (Dawson et al., 2015))	✓		
29. Organisational learning theory (Argyris and Schon 1996)	organisation learning has two categories: single loop learning which is learning from trial and error, it is straightforward and adaptive process, that do not influence core values or structures (within present framework). While double-loop learning comprises new conducts of problem solving and new underlying values (questions, tests and modify the framework). (Gosling et al. 2017; Gond and Herrbach 2006)		✓	
30. Population Ecology theory (Caroll 1984)	Population ecology refers to the changes in population and how these changes trickle down into groups and individuals within populations (Salimath and Jones 2011)			✓
31. Principal Agent Theory (Ross 1973)	Agency theory deals with agency interactions. An agency relationship takes place between two groups that collaborate and work together. One group is known as the principal, that allocates decisions to someone else, a representative whose known as the agent (Rungtusanatham, Rabinovich, and Ashenbaum 2007)		✓	
32. Prospect Theory (Kahneman and Tversky 1979)	It describes individual decision making in risky circumstances prospect theory argues that people's risk aversion decreases under bad conditions, therefore, at this point, making decisions becomes risky. Also, due to stress condition, the decision-making process weakens, and consequently the states of emotion are as important as rationality (Chrisman and Patel 2012).	✓	✓	
(Smarandache 2017)			✓	

(*Continued*)

Table 4. Continued.

Theories (Original Author, Year)	Definition	Family Business	SSC	Platform Economy
	it deals with the production, advancement, and progression of new entities from consistent, inconsistent or uncertain compositions of various old entities. Employing plithogenic set processes may provide a way to combine multiple ideas of decision-makers (Smarandache 2017)			
33. Real Options Theory (Myers 1977)	Real Options theory permits assessing decisions depending on the specific recognitions of one or more appropriate random variables, making it particularly proper to examine investments while allowing flexibility in the decision-making process (Pimentel, Gonzalez, and Barbosa 2016; Hult, Ketchen, and Arrfelt 2007).		✓	
34. Relational view (Dyer and Singh 1998)	Relational view argues that firms function in relationship networks that allow them to create value that is independently difficult to create, as a result, it enables them to gain access to network resources (Dyer and Singh 1998)		✓	
35. Resilience theory (Garmezy 1993)	Resilience is defined as the ability to recover quickly and recollect it's essential purpose following a disruption on the supply chain (e.g. earthquake), recovery time is used to measure the capability (Stone and Rahimifard 2018)		✓	
36. Resource advantage theory (Hunt and Morgan 1996)	RAT claims that what is important from a resource is generating competitive advantage, differentiating the firm from its competitors and conveying customer value that improves performance results. They added, RAT exceeds labor and capital, to further emphasise on other resources such as economic, human, legal, organisational, informational, and interpersonal (Francoise, Masow and Joppe 2017)		✓	
37. Resource Based view (Wernerfelt 1984)	RBV proposes that the sustainable competitive advantage of firms is realised across resources that are valuable, rare and inimitable and can be tangible or intangible assets, vital for the production and delivery of goods and services used to implement strategies and improve competitive advantage and enhance firm performance (Barney 1991)	✓	✓	
38. Resource dependence theory (Pfeffer and Salancik 1978)	RDT states that firms rely on their environment for prosperity and existence, to achieve this firms need to respond to variations in the resource supply (Pfeffer and Salancik 1978)		✓	✓
39. Rough set theory (Pawlak 1982)	It is a technique founded on information theory to moderate the number of factors with functions mainly in the data mining domain (Pawlak 1982)		✓	
40. Schwartz Theory (Schwartz 1992)	It is a theory of basic values. Values are defined by Schwartz (Schwartz 1992) as '(1) concepts or beliefs, (2) pertain to desirable end states or behaviors, (3) transcend specific situations, (4) guide selection or evaluation of behavior and events, and (5) are ordered by relative importance'	✓		
41. Signaling Theory (Spence 1973)	Signaling theory is associated with principal and agent in a contract, in terms of how one party patronises information & its method of transfer and the other party chooses a method of interpretation. It is to develop an overall understanding of potential behaviours,			✓

(*Continued*)

Table 4. Continued.

Theories (Original Author, Year)	Definition	Family Business	SSC	Platform Economy
	particularly when parties have access to different sets of information (Connelly et al. 2011).			
42. Slack Resources theory (Barnard 1938; Cyert and March 1956, 1963)	Slack resources can be defined as 'the pool of resources in an organization that is in excess of the minimum necessary to produce a given level of organizational output' (Nohria and Gulati 1996, 1246).		✓	
43. Social Capital theory (Bourdieu 1986; Coleman 1990)	'the sum of the actual and potential resources embedded within, avail- able through and derived from the network of relationships possessed by an individual or social unit' (Adler and Kwon 2002).	✓	✓	
44. Social Exchange Theory (Homans 1958)	Social exchange theory suggests that organisations develop relationships that can be defined in connection with exchanges of resources (e.g. economic, social) among workers and supervisors (McLarty, Vardaman, and Barnett 2019)	✓	✓	✓
45. Social Identity theory (Tajfel 1979)	The theory argues that individuals have preferences to which particular social groups they prefer to identify with (Tajfel et al. 1971; Akhter, Sieger, and Chirico 2016; Mahto et al. 2020).	✓		
46. Social Network theory (Moreno 1953)	Social networks describe a set of points/nodes, such as individuals or firms, that intersect to socially interact on a specific task **Invalid source specified**.		✓	
47. Socioemotional Wealth (SEW) (Gómez-Mejía et al. 2007)	SEW was proposed to the family business domain, it included non-economic goals such as sentimental legacy, that members of the family develop from their business ownership (Berrone, Cruz, and Gomez-Mejia 2012; Gómez-Mejía et al. 2007).	✓		
48. Stakeholder Theory (Freeman 1984)	'Stakeholder theory is a theory of organisational management and ethics' (Phillips, Freeman, and Wicks 2003, 480). Also, literature indicated that stakeholders comprise external and internal stakeholders. External stakeholder are suppliers, customers, governments, the local community, competitors and the environment. While the internal stakeholders are employees and owners (Harrison, Bosse, and Phillips 2010; Laplume, Sonpar, and Litz 2008).	✓	✓	
49. Stewardship Theory (Donaldson and Davis 1991)	Stewardship theory claims that organisational actors may achieve larger lasting utility from the intent to benefit others comparative to the utility achieved from opportunistic, egocentric ones (Hernandez 2012; Neubaum et al. 2017).	✓		
50. Strategic alignment perspective (Nadler and Tushman 1988)	The concept of strategic alignment suggests that firm performance is a result of a synergy among different elements (e.g. strategy, culture, environment, technology) (Bergeron, Raymond, and Rivard 2004)		✓	
51. Supply Chain Innovation (Oliver and Webber 1992)	supply chain management can be defined as the management of all sets of activities that occurs in flow of goods and service, that refers to both related to management process as well as structural organisation of businesses (Harland 1996) and innovation occurs when improvement or change is seen in the supply chain (Hahn, 2019).			✓

(*Continued*)

Table 4. Continued.

Theories (Original Author, Year)	Definition	Family Business	SSC	Platform Economy
52. Systems theory (von Bertalanffy 1968)	System theory suggests that the systems components can be best defined from system relationships perspective (organisational activities), rather than in isolation (Koh, Gunasekaran, and Tseng 2012).		✓	
53. Technology-organisation-environment (TOE) (Tornatzky, Fleischer, and Chakrabarti 1990)	The TOE is a framework which consists of three distinctive components that influence decision making in an organisation: (a) technological context signifies the implementation experiences of technological aspects, (b) organisational context signifies the illustrative features of the firm, which involves the size of the firm and scope, the firm's management structure and the skill and quality of its personnel, (c) environmental context signifies the type of industry and it's relationship between partners , rival firms and government (Lin 2014; Bai and Sarkis 2020)		✓	
54. Theory of organisational sensemaking (TOS) (Weick 1988)	TOS discusses the continuing development of meaning construction through which individuals in an organisation understand actions and concerns internally and externally that can be unexpected, multifaceted, or unclear (Cornelissen 2012)		✓	
55. Theory of profile deviation (Venkatraman 1989)	Theory of profile deviation perceives alignment as the level to which a specific situation (supplier) aligns with an ideal profile (e.g. credit worthiness) (Venkatraman 1990; Hult, Boyer, and Ketchen, Jr. 2007).		✓	
56. Theory of trust (Erikson 1953)	Trust fundamentally emerges from the faith in individuals and systems, which can be defined as subordinating the subject activities because of the trustor confidence in the system in relations to outputs , that is conditioned upon various social, economic, and institutional factors (Zak and Knack 2001)			✓
57. Theory of variational inequalities (Hartman and Stampacchia 1966)	The variational inequality model (TVI) considers that every firm pursues both profit maximisation and emissions minimisation generation in its supply chain as it participates in manufacturing, storage , transportation and distribution (Nagurney and Yu 2012; Yu et al. 2019)		✓	
58. Transaction cost theory (Williamson 1979)	Transaction cost theory is fundamental to the existence of markets as it enables transfer of value in an economic exchange, to optimise the outputs by minimising the costs associated with each step of transaction process (Williamson 1979)		✓	✓

beliefs that influence the behaviour of operators in a field (Reay, Jaskiewicz, and Hinings 2015). The notion of an organisational field is significant in institutional theory, because we need to recognise the way in which firms act, flourish and continue to operate (DiMaggio and Powell 1983; Ge and Micelotta 2019).

Drawing on institutional theory, family business academics have suggested a trade-off between commercial logics and the family. Based on Jaskiewicz et al. (2016, 781–782), commercial logics are 'norms, values, and goals of efficiency, profits, and market status that guide behavior' and family logics are 'family norms, values, and goals that guide behavior'. On the one hand, Greenwood et al. (2010) linked family logic in small family businesses in Spain to reliable and constant employment in their businesses. On the other hand, (Miller, Le Breton-Miller, and Lester 2011) linked family logic in businesses in the USA to more moderate growth strategies. Both studies showed that family logic directed the behaviour of the firm, and consequently it compromised the quest for commercial logic (Jaskiewicz et al. 2016).

Complexity arises when firms are subjected to demands from several, frequently conflicting logics (Greenwood et al. 2011). Studies have examined the way firms react to this complexity by selecting certain trade-offs internally. For example, firms reduce complexity among logics (i.e. business goals and family goals) by emphasising one logic over the other (Fathallah, Sidani, and Khalil 2019; Greenwood et al. 2011). Other firms may choose to screen various logics and group them inside different and independent organisational structures (Greenwood et al. 2011). In contrast, according to Smets, Morris, and Greenwood (2012), some firms merge and find an equilibrium between different logics, resulting in a combined mixed structure.

3.2. Institutional theory in the sustainable supply chain context

Institutional theory highlights the role of external pressures, and the way in which these pressures force firms to adopt environmentally and socially responsible practices (Govindan 2018; Liu et al. 2020; Sarkis, Zhu, and Lai 2011). It also enables SSC researchers to observe inputs that show the efficacy of organisational practices. It incorporates elements such as: culture, social environment, legal environment, regulations, custom and history, economic rewards and resource significance (Glover et al. 2014; Govindan 2018; Liu et al. 2020). The theory's key attribute is to recognise the way firms secure their spots and acceptability by respecting the laws and standards of the institutional environment. In particular, institutional theory states that a firm's strategy is heavily manipulated by external pressures from social, economic and political factors, which can influence the decision-making process. There are three drivers described by the theory that merge with the strategies, structures, and procedures of an organisation, namely: coercive, normative and mimetic (Sarkis, Zhu, and Lai 2011; Glover et al. 2014; Govindan 2018). The coercive driver is executed by those in positions of authority (government). As a result, firms adhere to new environmental management regulations imposed by the government, with the expectation of involving the central features of SSCM (Govindan 2018). Therefore, the institutional theory tries to clarify how these adjustments influence decisions concerning green and sustainable practices. For example, it is believed that the expenditure by firms on their corporate social responsibility activities is greater in countries whose laws are enforced to guarantee favourable conduct (Govindan et al. 2020; Campbell 2007). The normative driver helps firms adjust to be seen as maintaining legitimate activities (Sarkis, Zhu, and Lai 2011; Danese, Lion, and Vinelli 2018). For example, socially related necessities, such as customers and the market, are the most central normative pressures (Govindan 2018). The mimetic driver causes firms to follow the success path of their competitors by replicating their actions (Danese, Lion, and Vinelli 2018).

3.3. Institutional theory in the platform economy context

Institutional theory propounds a belief in the existence of more resilient structures, such as rules and norms that determine social and organisational behaviours, which help individuals and organisations to cope with institutional pressures (Scott 2008). Recently, the theory has been applied to platform economy, in order to understand how the inconsistencies in these new structures can lead to tensions and their resolutions in the new platform-based economic exchange (Acquier, Daudigeos, and Pinkse 2017), so as to create a more confirmatory and stable environment for economic exchange to happen.

3.4. Social exchange theory in the family business context

The concept of SET was introduced in 1958 by sociologist George Homans (Homans 1958). SET suggests that organisations develop relationships that can be defined with regard to exchanges of resources (e.g. economic and social resources) among workers and supervisors (Cropanzano and Mitchell 2005; Daspit et al. 2016; McLarty, Vardaman, and Barnett 2019). Social exchanges are constructed from insights of symbiotic groups, with an expectation that, when other groups behave towards a certain group in a positive manner, then its response would be thoughtful in return. McLarty, Vardaman, and Barnett (2019) stated that, according to SET, a standard trade-off causes desired employee behaviour and outcomes as employees exchange compassionate actions as a reinforcement from their firms and managers (Cropanzano and Mitchell 2005). Klein et al. (2014) stated that a key principle of SET is organisational commitment. According to SET, committed workers in family firms should intensify their efforts to attain family business objectives, and thus achieve social exchange relationships, enabling tasks to be accomplished with determination and perseverance (McLarty, Vardaman, and Barnett 2019). In addition, socioemotional wealth is evident in SET, where the levels of socioemotional wealth may be comparable among family and nonfamily supervisors. McLarty, Vardaman, and Barnett (2019) proposed that employees' commitment will fluctuate depending on their managers' levels of socioemotional wealth. So, if a manager has low socioemotional wealth, then the committed employees' performance would also be low. In addition, the readiness of non-family managers to adopt the family firm's non-economic goals may be viewed by the employees as a hypocritical behaviour, which makes them less keen to engage in any kind of social exchange (Cropanzano and Mitchell 2005). Daspit et al. (2016) found that family managers who do not embrace socio-economic wealth may obstruct committed employees' performance. This observation, which is reinforced by SET, suggests that it is highly likely that employees will respond positively to social exchanges if they perceive them as legitimate.

3.5. Social exchange theory in the sustainable supply chain context

SSCM is a field ripe for examination by SET, because it comprises business processes that have not yet been fully investigated. SET can be employed to examine the ways in which firms familiarise and react to the challenges of sustainability using their social interactions and social capital development (Touboulic and Walker 2015). SET suggests that firms interact in exchanging goods and seek social alliances from partners seeking positive economic outcomes (Shi and Liao 2013). In addition, Cropanzano and Mitchell (2005) stated that beneficial parity must be respected among members, and that this is a vital guideline in the exchange activities. Furthermore, the social context is of paramount importance, and ensuing social norms is essential in enabling sustainable practice (Wang et al. 2019).

3.6. Social exchange theory in the platform economy context

SET consists of a cluster of concepts that describe the relationship between two people. It draws on cost–benefit analysis, using rationalism to invest efforts in a relationship. The concept of give-and-take has been, historically, a subject of human relationships. SET provides a socio-psychological perspective to understand a more rationalised form of platform economy. This is because the socio-psychological orientation envisions how quick and implied cost–benefit analysis in minds leads to more benefit-centric decisions regarding the sustainability of economic and more broadly social relationships (Cropanzano and Mitchell 2005; Emerson 1976), and when and where entities at platforms share information (Xu, Zeng, and He 2021) to be used as bases for making the requisite cost–benefit analysis in an exchange.

4. Discussion: sustainable supply chain and platform economy in the family business context and theoretical commonality

To date, there is little family business literature in the area of digital platforms, although this is now a necessary medium for an organisation's development. Innovation is a priority for both non-family firms and family firms, because this enables any firm to sustain and grow its business. According to Hinings, Gegenhuber, and Greenwood (2018, 52):

> Digital innovation is about the creation and putting into action of novel products or services; by digital transformation we mean the combined effects of several digital innovations bringing about novel actors (and actor constellations), structures, practices, values and beliefs, that change, threaten, replace or complement existing rules of the game within organizations and fields.

There are two different opinions on this matter. One school of thought argues for an inverse relationship between family businesses and innovation (Sciascia and Bettinelli 2013). According to some family business literature, family businesses and digital platforms (technology) may be unharmonious because family businesses are risk-averse and have a conservative outlook (Block et al. 2013). Consequently, adding intangible investments that can be risky (technology) could be restricted (Fernández and Nieto 2006). As a result of this aversion, entrepreneurial activities and innovation may lead to the deterioration of the firms in the future. According to some institutional research, informal institutional processes impact upon family firms' behaviours: for example, (Liu, Chen, and Wang 2017) indicated that the pursuit of socioemotional wealth, such as preserving control over the family firm and keeping harmony among the family, can impact upon Taiwan's listed high-tech companies (Gómez-Mejía et al. 2007; Berrone, Cruz, and Gomez-Mejia 2012), which is likely to reduce risk by curbing R&D investments in favour of gradual change. In this case, managers that work in family firms must understand the family's logic, identify the family's non-economic goals, and try to work around them to build up and direct innovation behaviours to concurrently achieve the family socioemotional wealth and economic performance goals.

The second school of thought argues that family firms, including those that operate in high-technology business environments, can indeed be entrepreneurial (Le Breton-Miller and Miller 2009) and that they are sometimes forced to be innovative due to fears for their continuity (Miller, Steier, and Le Breton-Miller 2016). A family firm's sustainability orientation encourages future investments in product developments and technology. In addition, it catalyzes the fostering of employee skills, as well as stimulating the development of external coalitions and relationships to maintain the success of the renewal process. Furthermore, human, social and marketing resources are an integral part of family businesses, and these can cause more innovation (Lu et al. 2019). This was validated by Westhead (1997), suggesting that family firms have exceptional capabilities, in comparison to non-family firms, to expand and advance innovation through products and services with the objective of gaining competitive advantage. So, how can we explain this apparent dilemma between these two schools of thought?

One crucial part of the business process that can be demanding to all firms, including family businesses, is SCM. While SCM is considered as a strategic device, nevertheless it presents challenges to firms. One key challenge is that organisations have to manage the changing and complex demands of customers across different locations and networks (Jayram, Dixit, and Motwani 2014). For example, family businesses of all sizes in India experience uncertainty in supply lead times, quality concerns and non-reactive companies in the supply start point. Information system (IS) competency and cutting-edge information technology (IT) platforms can be significant in refining SCM proficiency (Sahay, Cavale, and Mohan 2003). IS expertise is an integral and vital feature of a supply chain strategy. Employing IS can considerably enhance different processes within the supply chain: for example, it decreases the interaction and transaction costs, and it also influences procurement, logistics and customer relationship management (Jayram, Dixit, and Motwani 2014).

A major tenet of SET is the business processes that are manifested in relationships in connection to resource exchange. Based on Gal, Jensen, and Lyytinen (2012), because there is a strong association between technology and practices, advances in technology (e.g. processing power, storage capacity and communication speed) will produce opportunities for new interrelationships among the technical aspects of a system, and an individual's capability and tendency to utilise these aspects in specific techniques, consequently permitting new social exchange patterns (Yoo et al. 2012). For example, SCM can enhance a firm's performance by merging essential business practices, back from the ultimate consumer via suppliers and vendors, by offering products, services and information that have better value to customers (Sahay, Cavale, and Mohan 2003).

According to Jayram, Dixit, and Motwani (2014), supply chain strategies are advancing in terms of the development of the overall bottom-line results. Those authors asserted that the features of the family and firm (the two logics) determine the potential of the supply chain. They suggested that firms that are professionally run invest in IS and IT to improve their SCM capability. Yet, family businesses are conservative in investment and spending, and so are inefficient when it comes to supply chain capabilities, which makes it such a challenging endeavour (Jayram, Dixit, and Motwani 2014).

To enhance family business sustainable supply chain capabilities, an information technology infrastructure is the way forward. For example, cloud manufacturing is a virtual network in which manufacturers provide services that customers can avail themselves of on an as needed bases (e.g. product design, simulation, and assessment). The manufacturing services offered are presented on an online accessible platform that permits resource partaking and improves manufacturing service preparation and delivery (Sousa-Jabbour et al. 2018).

A good example of a growing, technologically innovative platform is the collaborative consumption model (Richter et al. 2017). Collaborative consumption (CC) is defined by Belk (2014, 3) as 'the coordination of a group of people in the acquisition/distribution of a resource in exchange for monetary or other types of compensation.' The CC platform has changed from a two-way business exchange process (customer to business) to a three-way exchange process that incorporates: platform providers, which handle the sales of goods or services; customers, who want to buy the product and service; and the seller of the product or service (Benoit et al. 2017) (e.g. Amazon, Airbnb). This innovative structure demonstrates how CC platforms highlight the innovative business model that facilitates the generation of economic value for their clients. Also, these platforms encourage mindfulness of waste and environmental issues. Recently, IT has advanced tremendously in the short-stay rental and transportation industries, as a result of the use of cell phones with fast internet access which allowed people to access collaborative consumption platforms at lower cost. This is due to the lower transaction costs (e.g. Airbnb and Uber), in comparison to the established hotels and taxis, which need more resources to manage their transactions. (Oliveira, Tomar, and Tam 2020).

Based on Fathallah, Sidani, and Khalil (2019), there are still gaps in our knowledge of the way organisational players are subjected to the multiple and complex institutional logics, and the way they extract various logics for different purposes and at different occasions. So, there are three key questions that must be answered: (i) What are the foremost institutional logics? (ii) Are there dominant institutional logics that can overtake other logics? (iii) Are some institutional logics the reason for the formation of other logics?

Grounded on the previous studies that discussed the family and firm logics (Greenwood et al. 2011), SSC and platform economy can be sub-logics under the umbrella of business goals. SSC and platform economy are two logics that are becoming increasingly important in every organisation, be it a family or non-family business. We have witnessed such change in 2020, during the Covid pandemic, where many family firms were forced to use different platforms in order to survive.

From a broader perspective, although instigating sustainable supply chain practices is costly, this cost can be offset by other cost and operational gains. The literature indicated that family businesses are risk-averse and have a conservative risk outlook (Block et al. 2013), yet this is an inevitable direction based on market forces. Hence, there are current advancements in IS and collaboration platforms available to family businesses (e.g. Sedex and EcoVadis), that may permit such firms to perform better by sharing the liability of choosing and observing sustainable suppliers and recognising and locating significant risks in their supply chains in order to concentrate their efforts where needed (Miemczyk and Luzzini 2019).

5. Future research direction

There is a lack of integration and synthesis with regard to family business goals, sustainable supply chains and platform economy. This gap needs to be filled by future research by looking at how family businesses can integrate the platform business models to enhance sustainable supply chain performance.

Moreover, due to the conflict in the family business literature regarding the innovativeness of family firms , there is a need for further research in this area (De Massis, Frattini, and Lichtenthaler 2013). In this regard, the following research questions need to be raised and answered. To what extent does SEW affect the adoption of digital platforms and sustainable supply chain practices? How does the understanding of SEW differ between the different generations of family business owners? And how does affect the implementation of digital platforms and sustainable supply chain practices?

This review explored several theories that have been applied in family business, SSC and platform economy studies. It was revealed that just two of these theories have been applied across the three domains. The rest of the theories have been applied either in a single domain or in two. Future research should examine the other theories discussed in the family business literature in relation to SSC and the platform economy and vice versa. This research implied that the heterogeneous quality of the family system and the business system (Chrisman and Patel 2012) results in an increase in uncertainty of firm behaviour, as well as varied outcomes from research on family firm behaviour. Family firms tend to develop goals that can be diverse and uniquely idiosyncratic, which highlights the opportunity for future research to investigate the precursors of goal formation and outcomes, and how differently sized firms (large, medium and small) differ in pursuing these goals.

Institutional logics are another area that family business researchers can tackle. According to Greenwood et al. (2010), business practices are created by logics, and technological entrepreneurship is one of them (Sine and David 2003). So, as technology advances throughout the world, the more complex the institutional logics become for the family businesses. This is due to the dilemma of having two major logics (family and business), which causes more complexity and diversity in the decision-making process.

In addition, the heterogeneous qualities of family firms differ from one region to another (Sanchez-Ruiz et al. 2019). Although the degree of heterogeneity may vary between countries, the literature has mostly focused on western countries. Furthermore, goals may be stimulated by different entities for family, individuals, teams, organisation, etc., indicating a need for further research that considers different entities' approaches in the attainment of goals, which can have an effect on the institutional logics.

Table 5. Family business goals papers/quantitative/qualitative/mixed method.

Total Quantitative Approach 'A*'+'A' articles	74 = 58.7%
Total Qualitative Approach 'A*'+'A' articles	11= 8.73%
Total Conceptual Approach 'A*'+'A' articles	39 = 30.95%
Total Mixed Method Approach 'A*'+'A' articles	2 = 1.587 %

Table 6. SSC papers/quantitative/qualitative/mixed method.

Total Quantitative Approach 'A*'+'A' articles	54 = 48.6%
Total Qualitative Approach 'A*'+'A' articles	24= 21.6%
Total Conceptual Approach 'A*'+'A' articles	26 =23.4%
Total Mixed Method Approach 'A*'+'A' articles	7 =6.3%

Table 7. Platform economy papers/quantitative/qualitative/mixed method.

Total Quantitative Approach 'A*'+'A' articles	6 = 31.5 %
Total Qualitative Approach 'A*'+'A' articles	2 = 10.5 %
Total Conceptual Approach 'A*'+'A' articles	8 = 42.1%
Total Mixed Method Approach 'A*'+'A' articles	3 = 15.9 %

Scholars have emphasised the importance of the realisation of goals in assessing the performance of family businesses (Holt et al. 2017; Williams Jr et al. 2018), and this needs a balance between institutional logics (Fathallah, Sidani, and Khalil 2019). Therefore, there is a need to add more knowledge in relation to prioritising and estimating the value allocated to economic and non-economic goals, in addition to the interaction that takes place between family goals and business goals, because they are considered to be separate yet synergistic systems. This promotes advancement in the family business theory (Williams Jr et al. 2018).

This review identifies many opportunities for future investigation. The research signifies that there is a high tendency to follow a quantitative approach (58.7%) for family business goals articles, (48.6%) for sustainable supply chain articles and (31.5%) for platform economy articles. A low instance of research using a qualitative approach was observed (refer to Tables 5, 6 and 7). Consequently, a dearth of research on different areas of family business goals signifies the need for future (theory building) qualitative or mixed method studies.

6. Limitations and future studies

Some limitations were encountered. Literature can be arranged and coded using a number of techniques, such as the integrative literature review method (Huisingh 2012; Junior and Filho 2010). This review adopted the technique of Tranfield, Denyer, and Smart (2003). However, we must understand that each technique adds value in its own unique way, even though each one has different processes, and so may produce different results. Many types of papers were excluded from this review (e.g. working papers, dissertations, conference papers and books). This paper focused on 'A*' and 'A' journals and peer-reviewed articles, resulting in publication bias (Banks, Kepes, and McDaniel 2012; Harrison et al. 2017).

7. Conclusion

Researchers of family firms have made significant contributions to the understanding of the benefits and challenges associated with the family business goals. We reviewed and integrated this body of research, along with SSCM and platform economy, and presented researchers with future research opportunities. We focused on three important topics, relevant to the development of family business goals theory, which advises and instructs researchers to study the relation between them. We discussed the theory commonality (institutional theory and SET) among the three topics (family business goals, SSCM and platform economy). We believe that SSCM and platform economy are of increasing importance, and so it is essential that we understand how family businesses as institutions achieve such goals, overcoming internal social rigidity and falling into line with modern doctrine.

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