

## **Ken Moores**

Family business research is in its infancy as a relatively new multi-disciplinary field of enquiry that draws on a range of behavioural and business disciplines. Dr. Moores pioneered research into, and dissemination/advocacy of, family business issues in Australia in the early 1990s on a "part-time" basis. He has recently returned to working in the area on a full-time basis after a six-year period of senior university administrative responsibilities.

Professor Moores has contributed to the field of family business as a scholar and advocate.

As a scholar his approach exemplifies:

- The scholarship of discovery through research,
- The scholarship of application in terms of his use of ideas in both case scenarios and in his role as a family business director and adviser,
- The scholarship of integration by his endeavors to broaden the interdisciplinary base of the family business field by the integration of new concepts such as control concepts and
- The scholarship of teaching by his unique way of incorporating current research findings into well received formal degree and executive education programs.

Professor Moores' contributions in the research field of family business have concentrated on strategic planning and control systems areas that leverage his previous training and research in management accounting control systems. Use of clan control thinking to understand the level of controls evident within family firms (Moores and Mula, 2000) was the first to introduce these concepts to understand some of the unique features of family firms. More recently, use of balanced scorecards to integrate both family and business values to inform the strategic planning of family firms has also been at the vanguard of efforts to improve understanding of how to professionalise family firms while maintaining their entrepreneurial and family based values.

As early as 1995 his research was awarded the best research paper at the Family Business Network World Congress and in 2005 he was the only author to present two papers at the American Family Firm Institute Conference in Chicago.

## **Family Business related Research Published or Forthcoming in Peer-Reviewed Journals/Books is listed**

### **Books**

Mary Barrett and Ken Moores (2009). **Women in Family Business Leadership Roles: Daughters on the Stage** (Edward Elgar Publishing).

Ken Moores and Mary Barrett (2003). **Learning Family Business: Paradoxes and Pathways** (Aldershot: Ashgate).

## **Book Chapters**

**Moore, Ken** and Mula, J. M., (2008). Organizational Life Cycle Stage and Controls in Australian Family Firms p155-175 in Gupta, Vipin; Levenburg, Nancy; Moore, Lynda; Motwani, Jaideep; and Schwartz, Thomas (2008). (edited) Culturally-sensitive Models of Family Businesses in Anglo Region - A Compendium using the GLOBE paradigm Hyderabad. ICFAI University Press. ISBN 978-81-314-2068-3.

Craig, J. B., and **Moore, Ken** (2008). Australia's Dennis Family Corporation p137-154 in Gupta, Vipin; Levenburg, Nancy; Moore, Lynda; Motwani, Jaideep; and Schwartz, Thomas (2008). (edited) Culturally-sensitive Models of Family Businesses in Anglo Region - A Compendium using the GLOBE paradigm Hyderabad. ICFAI University Press. ISBN 978-81-314-2068-3

Barrett, M., and **Moore, K.**, (2008). Women Learning Business Leadership: Journeys in the Family Firm p121-140 in Gupta, Vipin; Levenburg, Nancy; Moore, Lynda; Motwani, Jaideep; and Schwartz, Thomas (2008). (edited) Culturally-sensitive Models of Gender in Family Business: A Compendium using the GLOBE paradigm Hyderabad: ICFAI University Press. 272 pages. ISBN: 81-314-1269-X.

**Moore, Ken, & Craig, J. B.** (2006) From vision to variables: A scorecard to continue the professionalisation of a family firm. Family Business Research Handbook. Elgar Publications, 196-214.

**Ken Moore** and Mary Barrett (2005). Understanding Tensions and Transitions: A Phases of Learning Approach for Leading Family Businesses in L. Glassop and D. Waddell (eds.) Managing the Family Business (Heidelberg, Vic: Heidelberg Press) pp.67-85.

**Craig, J. B., & Moore, Ken.** (2004) The professionalization process: The Dennis Family Corporation case. Family Business Case Journal, (Eds. Joe Astrachan, Panikcos Poutziouris and Khaled Soufani) ISBN: 0-9753893-0-0, 91-121.

- Reprinted in: Gupta, V., Levenburg, N., Moore, L., Motwani, J., & Schwarz, T. (Eds.). A Compendium on the Family Business Models Around the World (Ten Volumes). Hyderabad: ICFAI University Press, forthcoming (2006).

**J.B. Craig** , Gavin Cassar and **Ken Moore** (2003). A ten-year longitudinal investigation of strategy, systems and environment upon innovation in family firms. In Bygrave, W. and Shaker Zahra (eds.) Frontiers of Entrepreneurship. Wellesley MA: Babson College.

## **Journal Articles**

**Ken Moore** (2009). Prologue - Research Family Business: An interview with Danny Miller. Journal of Management And Organizations 15, 278-281.

Craig, J. B., **Moore, K.**, Howarth, C., and Poutziouris P., (2009). Family business research at a tipping point threshold. Journal of Management And Organizations 15, 282-293.

Barrett, M., and **Moore, K.**, (2009). Spotlights and shadows: Preliminary findings about the experiences of women in family business leadership roles. Journal of Management And Organizations 15, 363-377.

**Moore, Ken** (2009). Paradigms and Theory Building in the Domain of Business Families Family Business Review 22 (2), 167-180.

Dibrell, C., Craig, J., **Moores, K.**, Johnson, A., & Davis, P.S., (2009). Factors Critical in Overcoming the Liability of Newness: Highlighting the Role of Family. **Journal of Private Equity** 12 (2), 1-11.

**Craig, J. B.**, Cassar, G., & **Moores, Ken.** (2006) A ten year investigation of strategy, systems and environment upon innovation in family firms. **Family Business Review**, 19(1), 1-10.

**Craig J. B.**, and **Ken Moores** (2002). How Australia's Dennis Family Corporation Professionalized its Family Business , **Family Business Review** ( March) pp.59-70.

**Ken Moores** and Susana Yuen (2001). Management accounting systems and organizational configuration: a life-cycle perspective. **Accounting, Organisations, and Society** pp. 351-389.

**Ken Moores** and J. M. Mula (2000). The Saliency of Market, Bureaucratic and Clan Controls in the management of family firm transitions: Some tentative Australian evidence. **Family Business Review** June pp. 91-106.

**Ken Moores** (1995). Researching Family Business in Australia, **Small Enterprise Research: The Journal of SEANZ** Vol 3 Nos 1 and 2 pp.7-17.

#### **Conference Presentations**

Dibrell, C., Johnson, A., Davis, P.S., **Moores, Ken** and **Craig J. B.** (2007). The Road to Legitimacy: A Study of Startups and their Established Competitors in the Australian Wine Industry. **Babson Kauffman Entrepreneurship Research Conference**, (June, Madrid, Spain).

Barrett, Mary and **Moores, Ken** (2006). Women's leadership journeys in family firms: preliminary results from recent case-based research. **Family Enterprise Research Conference (FERC)** Niagara Falls (April).

Barrett, Mary and **Moores, Ken** (2006). Women's leadership journeys in family firms: preliminary results from a qualitative study. **International Council of Small Business (ICSB) World Congress Conference Melbourne** (June).

**Ken Moores** (2005). Balanced Scorecards to Drive Strategic Planning of Family Firms. **Family Firms Institute Annual Conference** (Chicago).

**Ken Moores** (2005). Learning Family Business. **Family Firm Institute Annual Conference - Research and Education Symposium** (Chicago).

**Ken Moores** (2004). Tensions and Transitions: Learning the Pathways for Family Business Leadership. **Family Business Australia (South Australia) State Conference** **Keynote Address** (Adelaide).

**Ken Moores** (2004). Learning Family Business. **Austin Family Business Conference Keynote Address** (Oregon).

**J.B. Craig**, Mark Green and **Ken Moores** (2003). Family Business Leadership: An Agency and Stewardship Theories Life cycle Perspective, **14th World Conference Family Business Network (FBN)** (Lausanne).

**J.B. Craig**, Gavin Cassar and **Ken Moores** (2003). A ten-year longitudinal investigation of strategy, systems and environment upon innovation in family firms, **Babson Kauffman Entrepreneurship Research Conference**.

**Ken Moores** and **J.B. Craig** (2003). The Passionate Can Professionalise: learning the pathways, Keynote address **5<sup>th</sup> Family Business Australia Conference** (Hobart).

**Ken Moores** and **J.B. Craig** (2003). Advancing Family Business Development: Balancing founder values with professional management, **48<sup>th</sup> ICSB World Conference** (Belfast).

**J.B. Craig** and **Ken Moores** (2002). Corporate Governance and social responsibility: The Dennis Family Case, **13th World Conference Family Business Network (FBN)** (Helsinki).

**Ken Moores** and **J.B. Craig** (2002). A balanced scorecard approach to strategy in family business, Keynote address **4<sup>th</sup> Family Business Australia Conference** (Coffs Harbour).

**J.B. Craig**, **Ken Moores** and Chris Sharpley (2001). Maximising productivity by minimising reactivity: Adjusting responses to suit the need, **3rd Family Business Australia Conference** (Melbourne). Michel Best Research Paper Award.

J Kristi Brown, **J.B. Craig**, Noel Lindsay and **Ken Moores** (2000). Baby Do Family Businesses really underutilize information technology?, **2<sup>nd</sup> Family Business Australia Conference** (Gold Coast).

**J.B. Craig**, N. Lindsay F. Kropp and **Ken Moores** (2000). Quantifying "gut feeling" in entrepreneurs: The application of an opportunity recognition model for the family business community, **11th World Conference Family Business Network (FBN)** (London: September).

### **Other Publications**

Craig, J.B., Irava, W., & **Moores, Ken**. (2009 Forthcoming) Experiencing entrepreneurship: Learning through osmosis. Family Enterprising in Asia: Where East meets West. Elgar Publishing: London

Craig, J.B., Irava, W., & **Moores, Ken**. (2009 Forthcoming) Twin brothers in arms learn the family business. Family Enterprising in Asia: Where East meets West. Elgar Publishing: London.

Craig, J.B., Irava, W., & **Moores, Ken**. (2009 Forthcoming) Gaining legitimacy in a new industry: Sailing into the unknown. Family Enterprising in Asia: Where East meets West. Elgar Publishing: London.

**Ken Moores** (2005). Family Firm Advantage Generations: Family Business Australia Magazine pp.14-15.

Mary Barrett and **Ken Moores** (2003). Corporate Governance and the family business: managing the paradoxes Journal of Chartered Secretaries (Australia) (December) pp.689-690. Reprinted in:

- **The Independent**, New Zealand, 29 Jan (2004) as Keeping work all in the family.
- **Corporate Governance Quarterly** (Canada) (2004)
- The Chartered Secretary, (Singapore) September (2004)

**Other evidence of impact and contributions to the field (Ken Moores):**

Other indications of impact and contribution to this relatively new field include:

- Judge of National Family Business Awards (2000 - present)
- Member, Board Family Business Australia Ltd. (1999 - present)
- Member editorial boards Journal of Small Business Management, Small Business Enterprise: Journal of SEAANZ.
- Editor Search and Selection Committee of Family Firm institute (USA) for Family Business Review (2007)
- Chair, Board of Directors, multi-generational family business
- Retained by KPMG to assist the firm develop and "roll-out" its family business expertise

In summary, some milestones that highlight some of Professor Moores' contributions to the field include:

- 1992: Awarded grant to undertake first national study of Australian family businesses
- 1994: Established Australian Centre for Family Business (ACFB) at Bond University and appointed inaugural Director
- 1995: Awarded best research paper at FBN World Congress
- 1996: Hosted first national Family Business Conference in Australia at Bond University
- 1997-2003: Moved to Director of Research ACFB while serving as University Vice-Chancellor and President
- 1999-present: Director Family Business Australia (FBA)
- 2003: Published Learning Family Business: Paradoxes and Pathways (Ashgate) - with Mary Barrett.
- 2004: Visiting Professor to Austin Family Business Program, Oregon State University
- 2004: Returned to ACFB as Director to develop Executive Education portfolio  
2004: Designed, and in part presented, inaugural Executive Education programs - Leading the Family Company through Change (Dubai) and Learning to Lead (L2L) (Australia).
- 2004: Appointed Director of third generation family business in part in recognition of his family business expertise (now Chairman)
- 2005: Appointed family business adviser to KPMG.