

MAPPING A DECADE OF RESEARCH ON FAMILY ENTERPRISES REINVENTION: A BIBLIOMETRIC ANALYSIS

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Abstract

Background – This study analyzes the global evolution of research on family enterprises and reinvention over the past decade using a Scopus-based bibliometric approach.

Aim – This study aims to analyze publication trends and scientific productivity in the topic Family Enterprises and Reinvention Globally, identify the authors, journals, and countries that contribute most to the study, classify thematic clusters and develop Conceptual Framework for further research.

Design / methodology / approach – Employing PRISMA procedures and Biblioshiny R analysis, 2,690 articles published from 2015–2025 were examined.

Findings – Findings reveal that intergenerational innovation capability and organizational identity elasticity are crucial factors for successful business reinvention.

Conclusion – This study concludes that research on family enterprises and reinvention has grown significantly, emphasizing that transgenerational innovation capability and organizational identity elasticity are key to enabling family firms to adapt, remain competitive, and sustain long-term performance in a dynamic and digital business environment

Research implication – this study offers insights for family business leaders and policymakers to design sustainable innovation strategies that balance family values and long-term competitiveness.

Limitations – This study relies on a limited keyword strategy, which may not fully capture related studies using alternative terms such as family business, family firm, or strategic renewal.

Keyword: Family enterprises, innovation, bibliometric analysis, reinvention

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Abstrak

Latar Belakang – Studi ini menganalisis evolusi global penelitian tentang perusahaan keluarga dan penciptaan kembali (inovasi) selama dekade terakhir menggunakan pendekatan bibliometrik berbasis Scopus.

Tujuan – Studi ini bertujuan untuk menganalisis tren publikasi dan produktivitas ilmiah dalam topik perusahaan keluarga dan penciptaan kembali secara global, mengidentifikasi penulis, jurnal, dan negara yang paling berkontribusi pada studi ini, mengklasifikasikan kluster tematik, dan mengembangkan kerangka Konseptual untuk penelitian lebih lanjut.

Desain / metodologi / pendekatan – Dengan menggunakan prosedur PRISMA dan analisis Biblioshiny R, 2.690 artikel yang diterbitkan dari tahun 2015–2025 diteliti.



Temuan – menunjukkan bahwa kemampuan inovasi antar generasi dan fleksibilitas organisasi merupakan faktor penting untuk keberhasilan penciptaan kembali bisnis.

Kesimpulan – Studi ini menyimpulkan bahwa penelitian tentang perusahaan keluarga dan penciptaan kembali telah berkembang secara signifikan, menekankan bahwa kemampuan inovasi lintas generasi dan elastisitas identitas organisasi merupakan kunci yang memungkinkan perusahaan keluarga beradaptasi, tetap kompetitif, dan mempertahankan kinerja jangka panjang dalam lingkungan bisnis yang dinamis dan digital.

Implikasi penelitian – studi ini menawarkan wawasan bagi para pemimpin bisnis keluarga dan pembuat kebijakan untuk merancang strategi inovasi berkelanjutan yang menyeimbangkan nilai-nilai keluarga dan daya saing jangka panjang.

Keterbatasan – Studi ini bergantung pada strategi kata kunci yang terbatas, yang mungkin tidak sepenuhnya mencakup studi terkait yang menggunakan istilah alternatif seperti bisnis keluarga, perusahaan keluarga, atau pembaruan strategis.

Kata kunci: Perusahaan keluarga, inovasi, analisis bibliometrik, penciptaan kembali

INTRODUCTION

Family enterprises are the backbone of the global economy, accounting for more than 70% of GDP in many countries and employing about 60% of the world's workforce (Miller, 2018). However, amid digital disruption, market changes, and post-pandemic global uncertainty, many family companies face challenges in maintaining relevance and adapting quickly (Basco, 2015). Companies must have good governance for long-term health (Arteaga & Basco, 2023). Creativity becomes a mode of survival to cope with extreme change (Laufer et al., 2025). The phenomenon of reinvention, namely the ability to update the company's business model, strategy, and values without losing family identity, is the key to sustainability. The family plays a major role in shaping entrepreneurial intentions in a heterogeneous cultural environment (Shubailat et al., 2025). In the

era of digital economy and the transition to a green economy, the ability to innovate across generations is the main determinant of family business continuity (Massis, 2022). Therefore, understanding the trends and directions of research regarding reinvention in family enterprises is important to map the dynamics of global academic and practice.

Family enterprises represent one of the most influential organizational forms worldwide, contributing substantially to employment generation, innovation, and long-term economic growth. Despite their economic significance, family firms face increasing challenges arising from digital disruption, sustainability transitions, demographic shifts, and heightened global competition. These challenges require family businesses not only to adapt incrementally but also to fundamentally renew their strategic orientations and organizational

practices to remain competitive across generations.

In this context, the concept of reinvention has emerged as a critical capability for family firms. Reinvention refers to the ability of an organization to fundamentally renew its business model, strategic orientation, organizational processes, and value creation mechanisms while preserving continuity in its core identity and purpose (Rondi et al., 2019) (Brinkerink et al., 2020). Unlike conventional innovation, which often focuses on products or processes, reinvention encompasses broader organizational transformation involving strategic renewal, organizational identity adaptation, and intergenerational capability development. For family firms, reinvention is particularly complex because the pursuit of change must be balanced with the preservation of socioemotional wealth, family values, and transgenerational continuity.

Although the family business literature has extensively examined governance, succession, and innovation, the intellectual structure of reinvention-related research remains fragmented. Existing studies often investigate innovation, strategic renewal, organizational identity, and digital transformation separately, limiting our understanding of how these concepts collectively contribute to family business reinvention. Consequently, there is a need

for a comprehensive bibliometric assessment that maps the evolution, intellectual foundations, and emerging directions of research on family enterprises and reinvention. Recent studies show an increase in exploration of Innovation, Succession, and Digital Transformation in the context of family companies. Bibliometric analysis by Anwar et al., (2024) shows that since 2018, the focus of research has shifted from governance and succession other strategic renewal and innovation capability. Meanwhile Rondi et al., (2019) found that successful family firms innovated showed a unique combination of Familiarity and Strategic agility.

Nevertheless, an in-depth study of how Reinvention conceptualized theoretically in the family business literature is still limited. Some authors emphasize that reinvention means not only innovation, but also the repositioning of organizational identity across generations (Le et al., 2020). This signifies the need for conceptual synthesis and visual mapping of the developing literature to produce Conceptual Framework that is more integrative. Although research on Family Business has developed rapidly, most studies still focus on classic themes such as Succession and Governance without integrating concepts Reinvention within the framework of strategic transformation (Arteaga & Basco, 2023). In addition, there has not been a comprehensive bibliometric review that

maps the dynamics of research on "family enterprises and reinvention" longitudinally and globally. Lack of integration between topics Innovation, Legacy, and Digital Renewal become a significant knowledge gap (Massis, 2022). Therefore, this research will fill the gap by mapping publication trends, key authors, and key theme clusters to compile Conceptual Framework comprehensive. The main problem raised in this study is the lack of comprehensive mapping related to the evolution of the concept Reinvention in the context of Family Enterprises.

RQ1 : What is the trend of family enterprises and reinvention research publications based on the number of publications per year and which journals contain the most articles related to this topic?

RQ2 : Who are the authors and countries that contribute the most and which articles are the most influential in this field?

RQ3 : What are the main topics in this study and potential future research topics?

This study aims to analyze publication trends and scientific productivity in the topic *Family Enterprises and Reinvention* Globally, identify the authors, journals, and countries that contribute most to the study, classify thematic clusters and develop *Conceptual Framework* for further research. The study contributes academically by providing a bibliometric-based empirical

synthesis describing the knowledge structure and evolution of the field *Family Business Reinvention*. The results are expected to expand the theory *Familiarity* and *Dynamic capability* in the context of cross-generational transformation. Practically, the results of this research can help family business leaders understand how the process of reinvention can be implemented without sacrificing family values. Governments and business associations can also use the results to drive more inclusive and sustainable innovation policies (Rondi et al., 2019).

Reinvention in family businesses is also closely related to an organization's ability to respond to disruption through the elasticity of the organization's identity (*Organizational Identity Elasticity*) as the foundation of strategic renewal (Brinkerink et al., 2020). In addition, strengthening cross-generational innovation (*Transgenerational Innovation Capability*) proven to be an important mechanism that supports the performance and sustainability of family businesses in the face of changing business environments (Hernández-Perlines et al., 2021). In the context of the dynamics of innovation collaboration, recent studies have also shown that there is a *ability-willingness paradox* which affects the intensity of collaboration and the choice of innovation partners in family companies (Guenther et al., 2023). Furthermore, the reinvention strategy can be realized through

an open innovation approach and servitization as a form of business model transformation that allows family companies to remain competitive and adaptive (Rondi et al., 2019).

LITERATURE REVIEW

Concept of Family Enterprises

In the last five years, research on Family Enterprise shows increased attention to governance, succession, and sustainability in the midst of digital disruption. Study by Vaid & Gupta (2025) asserts that family companies tend to have centralized ownership and less independent boards, which has implications for low transparency and gender diversity. However, the third generation showed significant progress in formal governance and financial performance. In the context of digitalization, Cheng (2023) found that digital transformation lowers short-term performance, but strengthens long-term sustainability when balanced with Defamilization healthy. Similar research by Ricciardi (2024) also highlighted that succession between generations has a crucial role in determining the success of digitizing family SMEs. In addition, Forés et al., (2025) emphasizing that family ownership structures can weaken the relationship between digitalization and sustainability performance, while corporate governance mechanisms actually strengthen

it. Theoretically, this shows the importance of a balance between family control and professionalization in the era of digital transformation.

From the perspective of sustainability and family values, research by Yang et al., (2022) It shows that the succession process plays a positive role in environmental investment, especially in companies with heirs who have international experience. In addition, Li et al., (2023) Through bibliometric analysis, it is shown that sustainability reporting in family companies focuses on CSR and environmental performance, but is still influenced by culture and institutional context. In terms of organizational dynamics, Trebicka & Tartaraj (2023) Proving that healthy family relationships and effective governance improve long-term performance and reduce internal conflicts. Meanwhile, Suder et al., (2024) shows that family companies are superior in entrepreneurial dimensions such as innovation, proactivity, and diversification compared to non-family companies. Overall, the cutting-edge literature confirms that the main strength of family businesses lies in the balance between traditional values and the adoption of modern innovations to maintain sustainability across generations.

Reinvention

Concept *Reinvention* or reinvention is increasingly important in the context of



modern organizations that face rapid changes due to globalization, technology, and pandemics. Organizational reinvention is understood as the process of redefining strategies, structures, and processes to remain relevant and adaptive to changing environments. According to Mishra (2024), reinvented organizational development is an evidence-based approach that increases the company's effectiveness, adaptability, and capacity in dealing with internal and external dynamics. Meanwhile, in the context of human resources, the reinvention of talent management is key to maintaining competitiveness in the digital era, where organizations must adapt to demographic and technological changes through a culture of continuous learning and employee empowerment (Adegoke, 2023).

In addition to the corporate sector, reinvention also appears in public policy and education. Studies in Taiwan show that perceptions of reinvention reform among civil servants have a positive impact on organizational performance through increased public service motivation and organizational commitment (Liu & Chen, 2021). On the other hand, in the post-pandemic context, career reinvention is a form of self-resilience that helps individuals cope with changes in the global job market through the development of new skills and cross-sector collaboration (Raimi, 2022). A based approach *Design Thinking* It is also an effective strategy in reinventing business

values and work models that are more adaptive and collaborative (Mikelson et al., 2022). Thus, reinvention is not just a cosmetic change, but a cross-sectoral strategic transformation oriented towards sustainability, innovation, and human value.

Although reinvention is related to innovation and strategic renewal, the concepts are conceptually distinct. Innovation primarily refers to the introduction of new products, services, processes, or technologies. Strategic renewal focuses on the reconfiguration of organizational strategies and competitive positioning. Reinvention represents a broader organizational phenomenon encompassing strategic renewal, organizational identity adaptation, business model transformation, and capability reconfiguration. Thus, reinvention extends beyond innovation by involving fundamental changes in how organizations define themselves and create value over time.

Reinvention Capability in Family Firms

The concept of reinvention capability originates from the broader literature on strategic renewal and organizational transformation. Reinvention capability refers to a firm's capacity to continuously renew its strategic resources, organizational identity, and business model in response to environmental changes while maintaining organizational continuity. Within family



firms, reinvention capability is influenced by the interaction between family values, socioemotional wealth preservation, and long-term orientation.

Dynamic Capability Theory provides an important theoretical lens for understanding reinvention. According to Teece et al., (1997), firms achieve sustainable competitive advantage through their ability to sense opportunities, seize emerging opportunities, and reconfigure organizational resources. In family firms, these capabilities are often embedded within intergenerational knowledge transfer and family-specific resources.

The socioemotional wealth perspective further suggests that family firms pursue strategic decisions not only for economic benefits but also to preserve family control, identity, and legacy (Berrone et al., 2017). Consequently, reinvention processes frequently involve balancing strategic adaptation with the preservation of family-centered values.

Recent studies have introduced the concept of organizational identity elasticity, which refers to the ability of family firms to adapt their organizational identity without losing their essential family character (Brinkerink et al., 2020). Similarly, transgenerational innovation capability has been identified as a critical mechanism through which family firms sustain innovation and competitiveness across generations (Hernández-Perlines et al.,

2021). Together, these perspectives provide a theoretical foundation for understanding reinvention as a multidimensional process of strategic renewal within family enterprises.

The Bibliometric Workflow

The bibliometric workflow of this study began with data retrieval from the Scopus database using pre-defined keywords related to family businesses and innovation. The collected data were then filtered using the PRISMA procedure, including identification, screening, eligibility, and inclusion stages to ensure data relevance and quality. Next, the final dataset was analyzed using Biblioshiny to perform descriptive statistics, co-authorship and country collaboration analysis, keyword co-occurrence mapping, citation and co-citation analysis, and thematic mapping. The results were then visualized and interpreted to identify research trends, key contributors, and conceptual structures, leading to the development of a comprehensive framework for future research directions.

RESEARCH METHOD

This study uses the Quantitative bibliometrics to analyze publication patterns, research trends, author collaborations, and conceptual themes related to *Family Enterprises* and *Reinvention*. Bibliometric analysis is an analysis used by researchers to analyze



publication production and research trends in various fields (Asfiah et al., 2024). Bibliometric methodology encapsulates the application of quantitative techniques on bibliometric data such as publications and citations (Donthu et al., 2021). This approach was chosen because of its ability to identify the scientific dynamics and intellectual evolution of a field through systematic metadata analysis of scientific publications (Doğan, 2025). This study follows the procedure Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) to ensure transparency, replicability, and objectivity in the data selection process. The PRISMA approach has proven effective in maintaining methodological integrity in current bibliometric research (Zournatzidou, 2025); (Sklavos et al., 2025).

Data Source and Retrieval

The research data is taken from the Scopus Database, which is internationally recognized for its multidisciplinary scope and credibility in the field of management and business. The search process is carried out in December 2025 using the query: TITLE-ABS-KEY ("family enterprises") OR TITLE-ABS-KEY ("reinvention")

Preliminary results resulted in 14,098 documents. To increase relevance, the data is filtered using the following criteria: a) Publication year 2015–2025, b) Subject: *Social Sciences (SOCI)* and *Business, Management, and Accounting (BUSI)*, c) Document type: *Article (ar)*, d) Publication status: *Finale*, e) Source: *Journal*, f) Language: *English*

After screening, obtained 2,690 documents end used for analysis. This data collection and screening procedure follows the latest bibliometric practices in the Scopus-based literature (Bakshi Ra, 2023).

Data Screening and PRISMA Flow

The PRISMA 2020 process is implemented to ensure accuracy and transparency in article selection. The stages of PRISMA include:

1. *Identification*: Identifies all relevant articles from Scopus by keywords and Boolean operators
2. *Screening*: Remove duplicates and inappropriate articles based on titles and abstracts
3. *Eligibility*: Evaluate the suitability of the content of the article with a focus on *the topics of family enterprises* and *reinvention*
4. *Inclusion*: Assigned a final dataset of 2,690 articles for analysis

The PRISMA approach is in line with recent cross-disciplinary bibliometric studies that

demonstrate its effectiveness in eliminating selection bias and improving the validity of the analysis (Anami & Utomo, 2025); (Das & Jena, 2025).

Data Analysis Tools and Procedures

The analysis was carried out using Biblioshiny, the interactive interface of the package Bibliometrix R which enables bibliometric analysis without the need for complex programming (Doğan, 2025). To enhance methodological transparency and replicability, all bibliometric analyses were conducted using Biblioshiny for Bibliometrix with explicitly defined analytical parameters. Keyword co-occurrence analysis was performed using author keywords as the unit of analysis. A minimum occurrence threshold of five was established to ensure meaningful network structures while reducing noise from infrequently used terms. The stages of analysis include:

1. *Descriptive Analysis*: Determine the trends of annual publications, productive journals, and influential authors
2. *Co-Authorship and Country Collaboration Analysis*: Identify patterns of collaboration between countries and academic institutions
3. *Co-Occurrence and Keyword Mapping*: Using keyword analysis and *Thematic Evolution* to find new research directions

4. *Citation and Co-Citation Analysis*: Assess scientific impact and identify the most influential works
5. *Thematic Mapping*: Grouping themes by *Centrality* and *Density* to produce a conceptual map of the research

This approach is in line with the standard practice of R and Scopus-based bibliometric research used in the current global literature (Bakshi, 2023); (Rashid & Aziz, 2022); (Zournatzidou, 2025).

Data Validation and Visualization

Validation is carried out through triangulation of three main indicators:

1. Biblioshiny R for statistical analysis and thematic maps
2. PRISMA Diagram to document the data selection flow

Conceptual map visualization was used to identify four main research clusters and thematic relationships between topics as suggested in the latest PRISMA-based bibliometric research (Sklavos et al., 2025; Munandar et al., 2025; Dienana et al., 2024). The consistency of the results is checked through comparison *Network Density* and *Thematic relevance* to ensure the accuracy of the analysis.

Ethical and Reproducibility Statement

All data is sourced from open publications on Scopus and is analyzed in the aggregate without involving human subjects, so it



does not require additional ethical approval. This research follows the principle of Open Science by documenting the entire analysis code, search parameters, and CSV files generated through the environment Biblioshiny R. This documentation is available for replication by other researchers to ensure transparency and repeatability of results (Anami & Utomo, 2025); (Doğan, 2025).

FINDING AND DISCUSSION

Descriptive Statistics

Based on a summary of bibliometric data for the period 2015–2025, the study on this topic shows strong development with a total of 2,690 documents published in 1,462 publication sources, and recorded an annual growth rate of 6.96% which indicates a consistent trend of publication from year to year. In terms of scientific productivity, this field involves 5,743 authors with 886 authors who produce single-authored articles, but the publication pattern is generally more collaborative with an average of 2.43 authors per document. In addition, the cross-country collaboration rate reached 22.3% (international co-authorship), which shows that global academic connectivity is quite high although there is still room for improvement. In terms of knowledge structure, the maturity and breadth of the theme can be seen from the number of author keywords as many as

8,569, which reflects the diversity of topics and research perspectives, and is supported by a large reference base of 21,137 references. The characteristics of the literature are also relatively new with an average document age of 5.27 years, thus illustrating that the research focus is still actual and dynamically developing, as well as having a fairly good scientific impact with an average of 12.68 citations per document, which confirms that publications in this field have a significant contribution in shaping the structure and evolution of research globally.

Journal Publication and Distribution Trend Analysis

Figure 2 shows the results of a bibliometric analysis based on the number of documents published per year (Documents by Year) in the Scopus database. This graph depicts research productivity trends from 2015 to 2025, showing how academic interest and activity towards a particular research topic has evolved over the past decade. In general, the trend shows a significant increase in the number of publications during the period. In 2015, the number of documents was recorded at around 150, then increased steadily until it reached around 190 documents in 2017. After that, there was a slight fluctuation in 2018, but there began to be a fairly sharp spike in 2019–2020, reaching around 270 documents.



Although there was a slight decline in 2021, the trend has increased consistently again until it peaked in 2024 with around 340 documents. This shows that research activity has reached its highest point in the last decade, reflecting the increasing attention of global academics to the research theme. In 2025, there will be a decrease in the number of publications to around 290 documents, which is most likely due to a period of years that has not been fully completed, so the publication data is still incomplete. Overall, this pattern indicates a sustained growth in scientific interest and productivity, with the period 2020–2024 being the most productive period. This trend also reflects the rapid development of research fields that are in global focus, as well as the increasing collaboration across countries and institutions in producing Scopus- Figure 3 shows the results of the bibliometric analysis based on the number of documents per year by source in the Scopus database. This graph illustrates the contribution trends of various major scientific journals to the research topics studied during the period 2015–2025. From the graph, it can be seen that the journal Sustainability (Switzerland) dominated the number of publications during this period. The publication of the journal shows a significant upward trend since 2017, peaking in 2022 with more than 20 papers, before experiencing a decline in 2023–2024

and a slight increase again in 2025. This shows that Sustainability is the main source of scientific publications on this topic, reflecting the trend of research that increasingly focuses on sustainability issues. The Journal of Family Business Management showed a steady upward trend from 2019 to reaching a peak of about 13 documents in 2023, signaling increased attention to the theme of family business management in recent years.

Meanwhile, other journals such as Emerald Emerging Markets Case Studies, International Journal of Entrepreneurship and Small Business, and Journal of Small Business Management show lower and relatively stable publication rates, with an average of only 1–5 papers per year. This indicates that although the topic is relevant to their research focus, the publication contributions of these journals are still limited and sporadic. Overall, this graph illustrates that scientific publications on this topic are increasingly concentrated in journals with a focus on sustainability and family business, such as Sustainability (Switzerland) and the Journal of Family Business Management. This trend reflects a shift in the direction of global research towards more applicable and oriented themes of sustainable development, entrepreneurship, and family business governance. indexed scientific publications.

Top Contributors and Most Influential Articles

Figure 4 shows the results of the bibliometric analysis based on the number of documents published by each author in the Scopus database. From the "Documents by author" graph, it can be seen that De Massis, A. is the most prolific writer with about 13 published documents. This productivity is much higher than that of other authors, indicating that De Massis has a dominant contribution in the field of research studied. Furthermore, Iturralde, T. and Maseda, A. were in second and third positions, each with about 7 documents. Meanwhile, authors such as Bodolica, V., Chrisman, J.J., Kallmuenzer, A., Kara, M., Kraus, S., Placa, N., and Sciascia, S. have a relatively balanced number of publications, which is about 6 documents. This distribution indicates a concentration of scientific productivity in some of the main authors, in particular De Massis, who may have served as central or pioneering researchers on related research topics. Other authors show active participation but with a more moderate level of contribution, describing a scattered collaboration but with the dominance of certain authors. This analysis is important in a bibliometric context because it helps identify the key authors who are most influential in the network of scientific publications in a particular field of study.

Figure 5 shows the results of a bibliometric analysis based on the number of documents published by country or region in the Scopus database. From the graph, it can be seen that the United States occupies the top position as the country with the highest number of publications, which is around 470 documents. This dominance demonstrates the important role of the United States as a global research center, particularly in the field under study. The second position is occupied by the United Kingdom with about 350 documents, followed by China (China) with about 250 documents. These three countries are the main axis in international scientific contributions, indicating the high capacity of research and academic collaboration in the region.

European countries such as Italy, Spain, Germany, and France also showed considerable contributions, ranging from 100–150 documents each. Meanwhile, countries such as India, Australia, and Canada show fairly high research productivity, confirming their role in global research networks. Overall, this analysis shows that research activities are concentrated in developed countries, especially in the United States, the United Kingdom, and China. This can be due to factors such as the availability of research funding, scientific infrastructure, and strong international collaboration. This distribution also reflects a geographical gap in the

production of scientific knowledge, with countries with advanced economies dominating the number of publications in Scopus.

Figure 6 shows the results of a bibliometric analysis based on the Most Cited Documents in the Scopus database. This graph shows the ten scientific articles that have the highest number of citations, indicating the highest level of scientific influence and relevance in the field of research studied. The document with the highest number of citations is the work of Soluk J. (2021) published in the *European Journal of Information Systems*, with a total of 292 citations. The second position was occupied by Caballero-Morales S.-O. (2021) in *Research in International Business and Finance*, with 233 citations. These two publications stand out significantly from the other articles, indicating that both studies have significant conceptual and methodological contributions and are often used as references in follow-up research.

The next article with a high number of citations includes Sciascia S. (2015) and Rose G. (2017), each with 186 citations, showing strong relevance in the fields of innovation management and economic geography. Meanwhile, articles by Azzattoni A. (2015) and Dredge D. (2022) also show a significant scientific influence, with a range of 120–170 citations. Other articles such as those by Filser M. (2018), Buckley R. (2020),

Ge J. (2019), and Memili E. (2015) have a lower citation rate (around 80–100 citations), but still show an important contribution to the literature in their fields. Overall, this graph indicates that articles published after 2015 dominate the list of citations, indicating that current research has a strong academic impact and high global relevance. This reflects the dynamics of the ever-evolving field of research, with increasing international academic interest and collaboration on the topics under study.

Main Research Topics and Potential Future Research Topics

Figure 7 is a Strategic Thematic Map from the results of bibliometric analysis, which describes research themes based on the level of development (density) and relevance (centrality) in the literature indexed by Scopus. The map divides research themes into four main quadrants: Motor Themes, Niche Themes, Emerging/Declining Themes, and Basic Themes, each representing a topic's strategic position in the research field. Here's an analysis of each quadrant:

1. Upper Right Quadrant/Motor Themes

The themes in this quadrant have a high level of relevance and development, indicating that they are the most influential and actively developing research core. The themes included here are "family business", "family firms", and "innovation". This suggests that research on family businesses and

innovation is becoming a major axis in the literature (a conceptually powerful, widely cited topic, and potentially driving future research directions).

2. Upper Left Quadrant/Niche Themes (Custom and Isolated Themes)

The themes in this quadrant have a high level of development but low relevance, meaning that the topic is quite in-depth but less connected to other main research themes. Themes such as "social enterprise", "article", and "human" fall into this category. This suggests that research on social entrepreneurship and the human aspect of business develops specifically, perhaps in smaller academic or contextual communities.

3. Basic Themes

Themes with high relevance but low development indicate that the topic is fundamental and widely used as a theoretical basis, but has not undergone much new exploration. The themes here are "entrepreneurship", "gender", and "India", which signify that entrepreneurship and gender issues are still important foundations in research, although further development is needed to produce new approaches.

4. Emerging or Declining Themes

The themes in this quadrant have low relevance and development, indicating that the topic is evolving as a new trend or is experiencing a decline in interest.

Themes such as "COVID-19", "Indonesia", and "pandemic" appear here, suggesting that research related to the pandemic was once popular, but is now starting to decline as the global crisis phase ends. Some countries such as China, South Africa, and the United States are in the middle of the map, indicating that research topics related to geographical context are related to various main themes, but do not specifically dominate a particular field.

This thematic map shows that "family business" and "innovation" are the main development centers of the research field, while "entrepreneurship" and "gender" serve as the basic themes. Meanwhile, research on COVID-19 is beginning to decline in relevance, and "social enterprise" is becoming a special topic that is developing deeply in certain research communities. As such, future research directions are likely to focus on the integration of innovation in family businesses and sustainable entrepreneurship, while pandemic-related research will be increasingly diminished in the dominance of the literature.

Figure 8 shows the network visualization map of the results of co-word analysis in a bibliometric study that illustrates the relationship between keywords and the formation of thematic clusters based on the frequency of co-occurrence in Scopus indexed publications.

Colors indicate a cluster of themes, while the size and thickness of the lines represent the strength of the connections between topics. The red cluster is the largest, focusing on the themes of SMEs, family business, and decision-making, highlighting strategy, innovation, and sustainability in family businesses and small-medium enterprises as the core themes of the research. The green cluster is centered on "China" and relates the topics of economic growth, management, and sustainable development goals, emphasizing the context of national policies and cross-border comparisons. The blue cluster highlights entrepreneurship, innovation, and education, reflecting a focus on innovative entrepreneurship and the role of education in economic development. The orange cluster includes human, family, and organization, emphasizing the social and psychological aspects of family business. While the purple cluster focuses on COVID-19, crisis management, and resilience, it illustrates a new post-pandemic theme of business adaptation and resilience. In addition, small nodes such as global education and the gender dimension represent marginal topics that have the potential to be the direction of future research related to entrepreneurship education and gender equality.

The network structure suggests that reinvention research in family firms is increasingly organized around three

interconnected theoretical domains. The first domain emphasizes innovation and dynamic capabilities as mechanisms for organizational adaptation. The second domain focuses on socioemotional wealth preservation and family-centered decision-making. The third domain highlights strategic renewal and organizational transformation processes. The strong interconnections among these clusters indicate that successful reinvention requires balancing continuity-preserving mechanisms with adaptive transformation capabilities, rather than treating them as separate organizational processes.

New Opportunities and Directions of Family Enterprises Reinvention Research

Based on bibliometric analysis, research on family enterprises reinvention shows rapid development and is increasingly multidisciplinary. Core themes such as family business, family firms, and innovation occupy the position of motor themes, emphasizing that innovation and adaptation are at the center of the family business renewal process. Meanwhile, entrepreneurship, gender, and India serve as basic themes that reflect on the foundations of entrepreneurship and cross-cultural social dynamics, while social enterprise and human emerge as niche themes that highlight human values and social impact in business transformation.



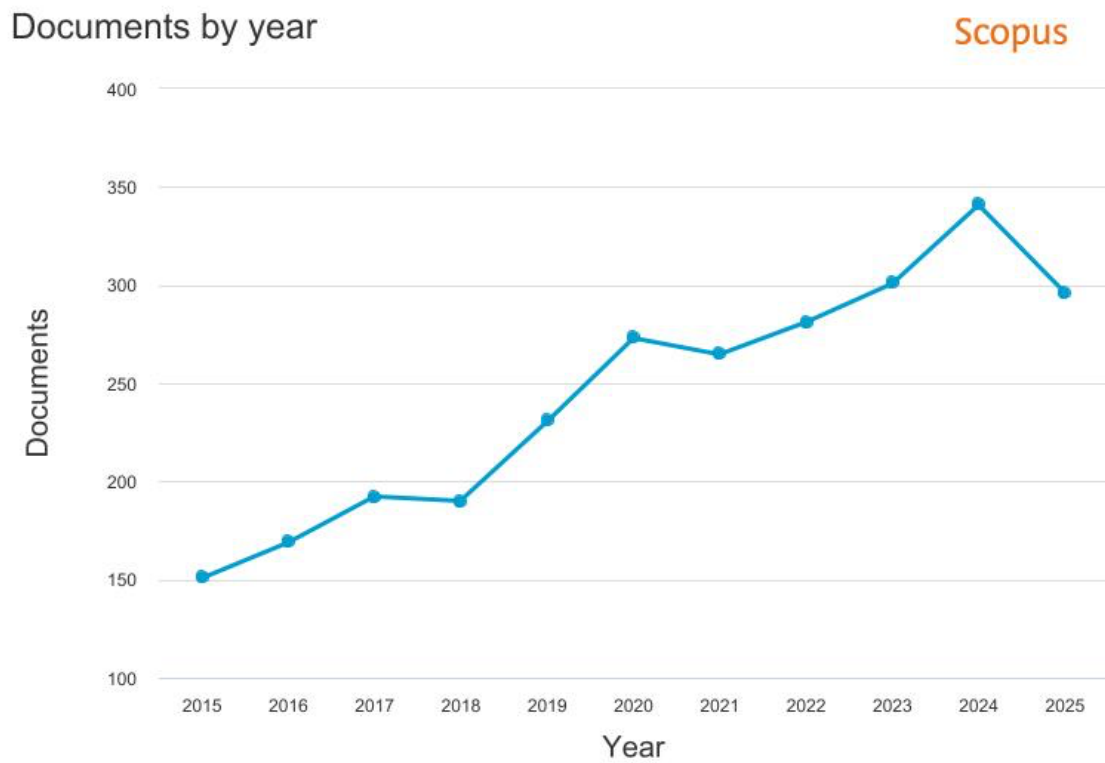
The thematic evolution map shows a shift in focus from theoretical themes such as entrepreneurship and sustainability (2015–2021) to more applicable contexts, such as SMEs and China (2022–2025), with family business remaining the center of the study. Keyword trends also confirm the increasing interest in innovation, sustainability, and SMEs, reflecting the direction of research towards sustainability and the contribution of family businesses to the local economy, while the theme of

COVID-19 is starting to decline but remains relevant for the study of organizational resilience. Overall, research in this area leads to the integration between innovation, sustainability, and family values in global and digital contexts. The future direction of research has the potential to explore synergies between traditional values, modern technology, social entrepreneurship, and cultural and gender diversity to create a resilient, adaptive, and sustainable family business model.



Source: processed data

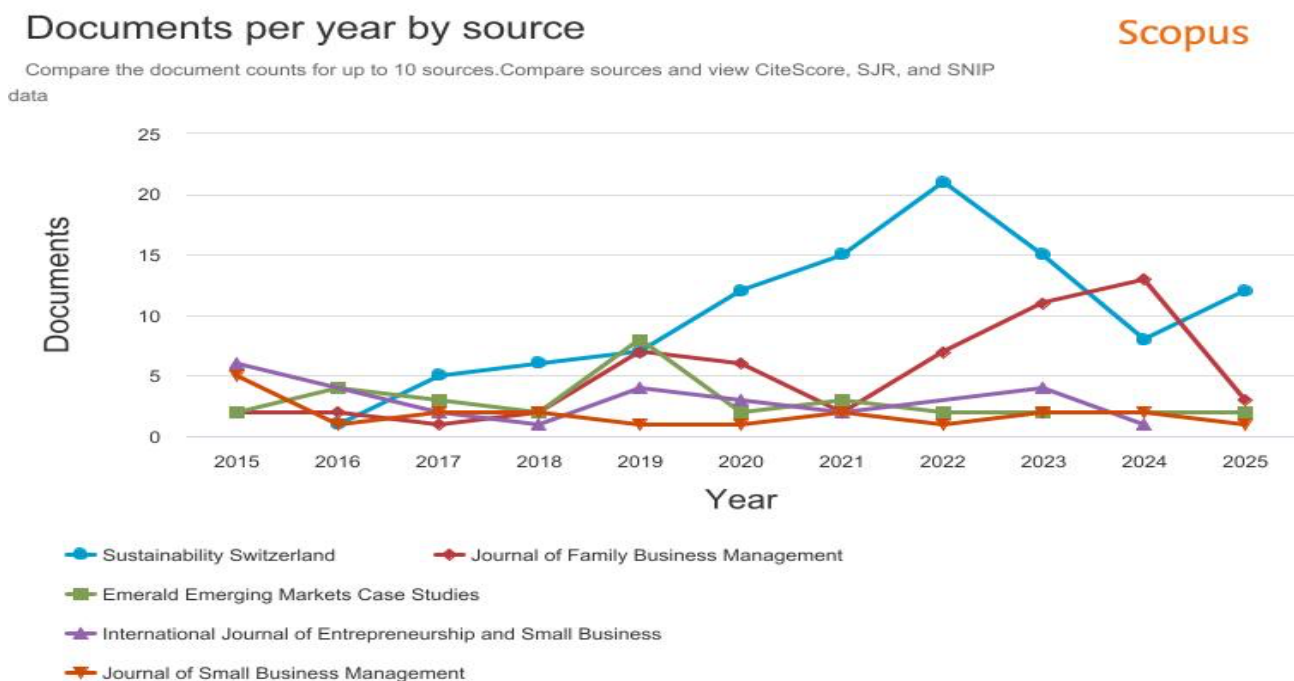
Figure 1. Descriptive Analysis: Main Information About Data



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Source: processed data

Figure 2. Documents by Year



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Source: processed data

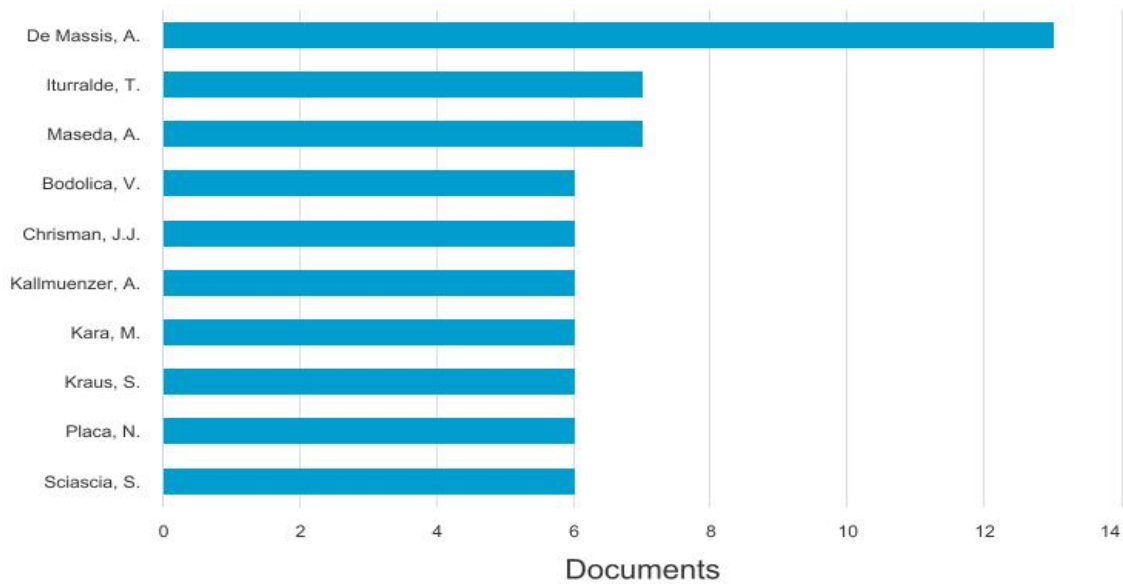
Figure 3. Documents per year by source



Documents by author

Scopus

Compare the document counts for up to 15 authors.



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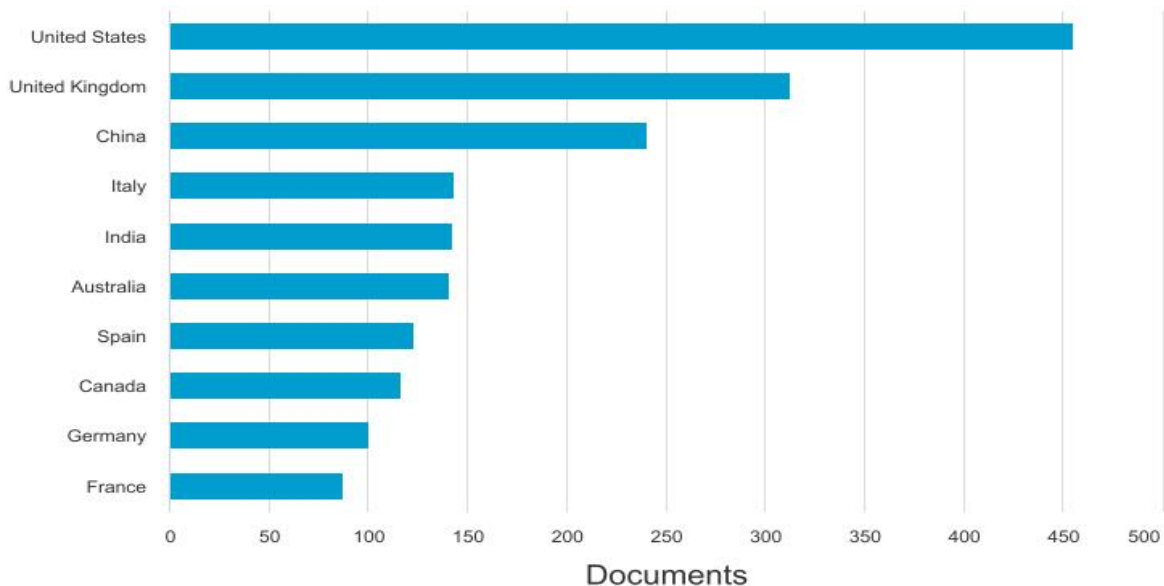
Source: Processed data

Figure 4. Documents by Author

Documents by country or territory

Scopus

Compare the document counts for up to 15 countries/territories.

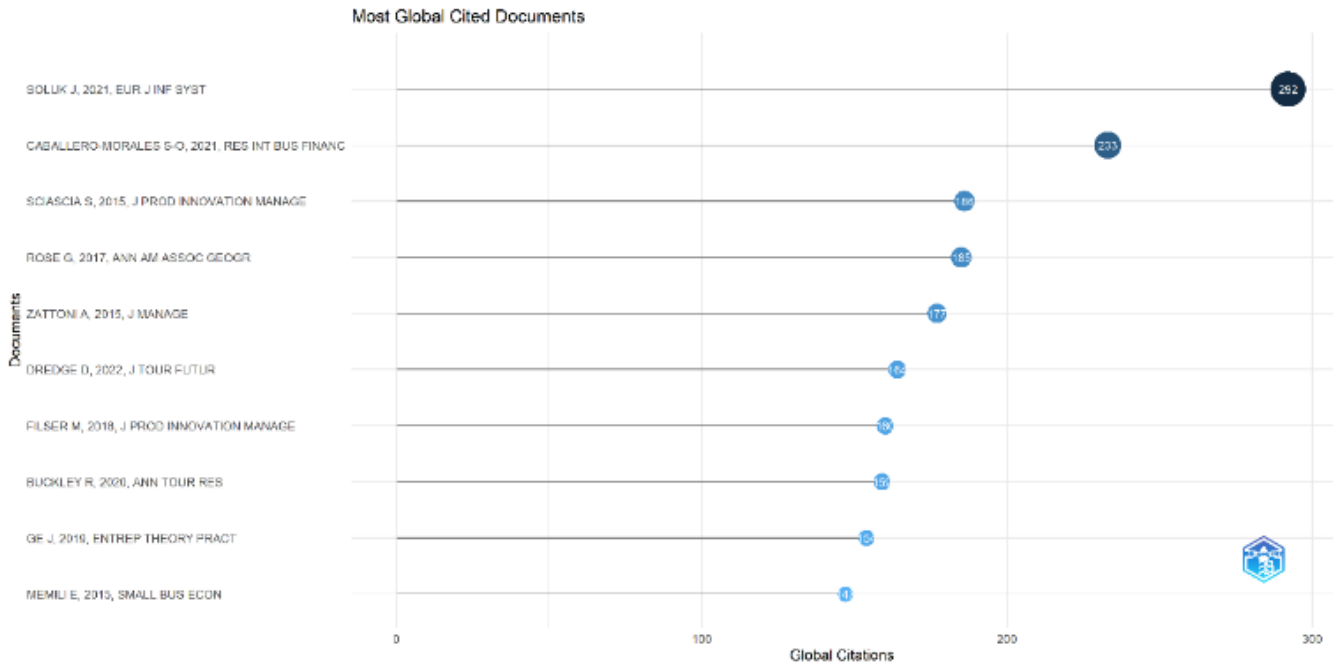


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Source: Processed data

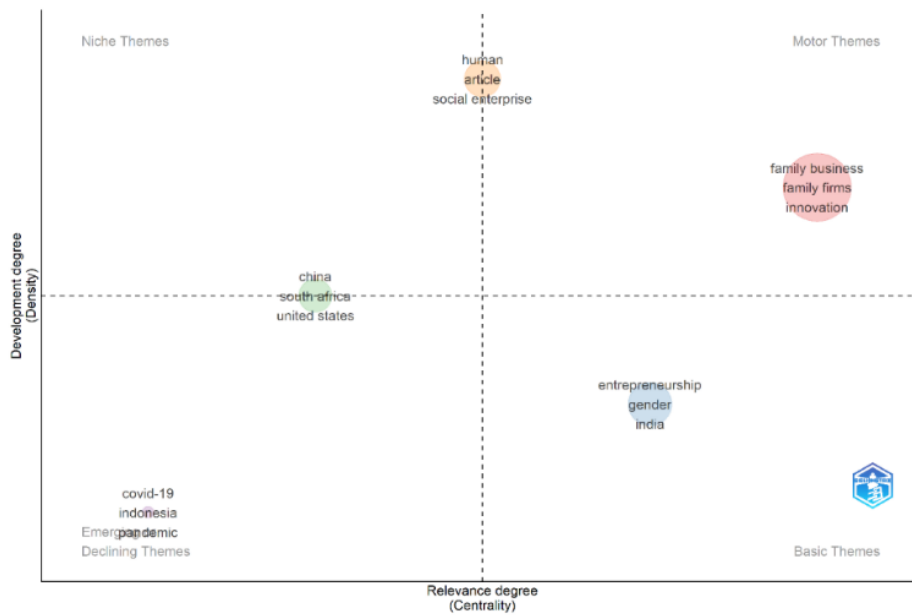
Figure 5. Documents by country or territory





Source: processed data

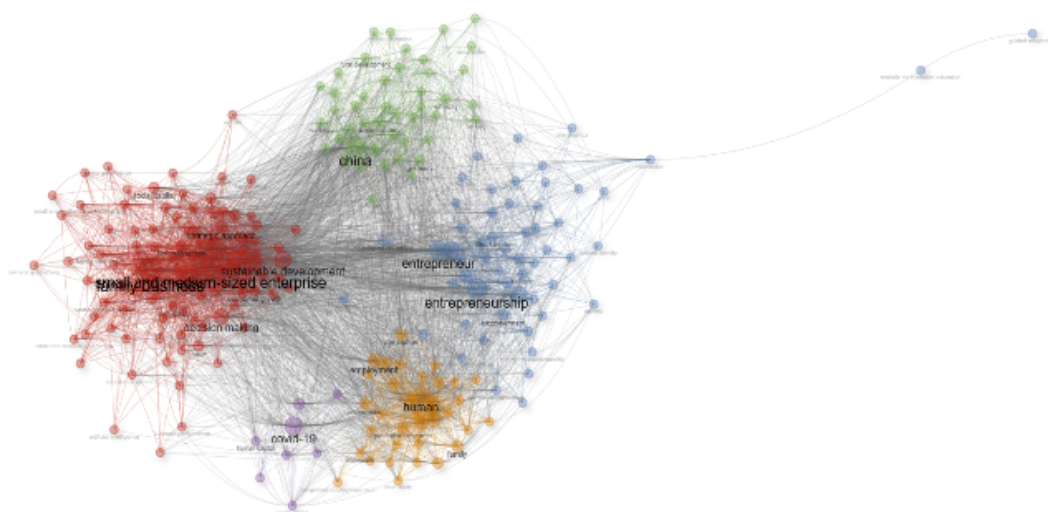
Figure 6. Most Global Cited Documents



Source: Processed Data

Figure 7. Strategic Thematic Map





Source: processed data

Figure 8. Network Map

CONCLUSION

This study aimed to examine the global evolution of research on *family enterprises and reinvention* over the last decade through a bibliometric approach using Scopus data. The analysis revealed that research in this field has grown rapidly and become increasingly multidisciplinary, highlighting key themes such as innovation, sustainability, entrepreneurship, and family values. Findings indicate a shift from conceptual discussions toward more practical applications in small and medium-sized enterprises (SMEs) and emerging economies. The results emphasize that innovation and adaptability are central to the reinvention process, ensuring that family businesses remain competitive, resilient, and sustainable in the digital and post-pandemic era.

Beyond these findings, this study suggests that reinvention should be understood as a dynamic capability that enables family firms to balance continuity and change. Reinvention is not merely a response to environmental disruption but a strategic process through which family firms renew their resources, organizational identity, and competitive positioning while preserving socioemotional wealth and transgenerational continuity. This perspective extends existing family business literature by integrating strategic renewal, organizational identity elasticity, and innovation capability into a unified reinvention framework.

Future research should consider integrating data from multiple databases and adopting mixed-method approaches that combine bibliometric mapping with

qualitative content analysis to gain deeper insights into the mechanisms of reinvention. Scholars are encouraged to explore underrepresented topics such as gender dynamics, intergenerational innovation capability, and digital transformation in developing economies. Practically, the findings recommend that policymakers, business associations, and family business leaders foster innovation ecosystems that balance traditional family values with digital adaptability, ensuring long-term competitiveness and sustainable economic growth.

LIMITATION AND FUTURE RESEARCH

This study has several limitations. First, the analysis was based solely on the Scopus database, which may not capture all relevant publications. Future studies should incorporate additional databases, such as Web of Science, to improve coverage and robustness. Second, although the search

strategy was expanded, variations in terminology may have resulted in the exclusion of some relevant studies. Finally, bibliometric analysis identifies research trends and thematic relationships but does not empirically test them. Therefore, future research is encouraged to validate the proposed framework through qualitative, quantitative, or mixed-method studies in different family business contexts.

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