Nº 47

AD-MINISTER

UNIVERSIDAD EAFIT · MEDELLÍN - COLOMBIA · JULIO - DICIEMBRE 2025 · ISSN 1692-0279 · E-ISSN: 2256-4322

OSCAR JAVIER MONTIEL MÉNDEZ
ARACELI ALVARADO CARRILLO
ADRIANA REYES SANCHEZ
YAZMIN ALEXANDRA GONZÁLEZ IÑIGUEZ
MARK CLARK

JEL: O12, A12, D81

DOI: 10.17230/ad-minister.47.2
www.eafit.edu.co/ad-minister

UNIVERSIDAD EAFIT

FAMILY BUSINESS METASTASIS: AN ANALOGY OF DISSEMINATION AND CORPORATE COLLAPSE

METÁSTASIS EN LA EMPRESA FAMILIAR: UNA ANALOGÍA ENTRE LA DISEMINACIÓN Y EL COLAPSO CORPORATIVO

OSCAR JAVIER MONTIEL MÉNDEZ[1]
ARACELI ALVARADO CARRILLO[2]
ADRIANA REYES SANCHEZ3
YAZMIN ALEXANDRA GONZÁLEZ IÑIGUEZ[4]
MARK CLARK[5]

ABSTRACT

Organizational decline, which might be seen as an involutionary process, has primarily been examined through a life cycle lens and, more recently, from a biological standpoint. This research introduces the concept of family business metastasis (FBM), which describes how detrimental practices and negative organizational cultures spread within a company. Findings suggest that FBM significantly undermines workplace culture, diminishes productivity, and heightens employee turnover, substantially increasing the likelihood of family firm failure. Key contributors to FBM include inadequate leadership, insufficient accountability and innovation, and poor communication.

KEYWORDS:
Family business metastasis, organizational theory, failure, organizational death.

[1] Affiliation - Universidad Autónoma de Ciudad Juárez, México. oscar.montiel@uacj.mx
https://orcid.org/0000-0003-0434-1649
[2] Affiliation - Polytechnic University of Aguascalientes, Mexico. araceli.alvarado@upa.edu.mx
ORCID: 0000-0002-9442-1468
[3] Affiliation - Universidad Autónoma de Ciudad Juárez, México
adriana.reyes@uacj.mx
ORCID: 0000-0003-2760-4376
[4] Student of Ciudad Juarez Institute of Technology L20110463@cdjuarez.tecnm.mx
[5] Affiliation - The University of Texas at Arlington. mark.clark@uta.edu

*The proofreading and style correction of this document were carried out by the authors.

JEL: O12, A12, D81

RECEIVED: 29/04/2025
MODIFIED: 12/01/2026
ACCEPTED: 12/01/2026

DOI: https://doi.org/10.17230/Ad-minister.47.2

RESUMEN

El declive organizacional, que podría considerarse un proceso involutivo, se ha analizado principalmente desde una perspectiva del ciclo de vida y, más recientemente, desde una perspectiva biológica. Esta investigación introduce el concepto de metástasis en la empresa familiar (EMF), que describe cómo se propagan las prácticas perjudiciales y las culturas organizacionales negativas dentro de una empresa. Los hallazgos sugieren que la EMF debilita significativamente la cultura laboral, disminuye la productividad y aumenta la rotación de personal, lo que incrementa considerablemente la probabilidad de fracaso de la empresa familiar. Entre los factores clave que contribuyen a la EMF se encuentran el liderazgo inadecuado, la falta de responsabilidad e innovación, y la comunicación deficiente.

PALABRAS CLAVE:
Metástasis de la empresa familiar, teoría organizacional, fracaso, muerte organizacional.

INTRODUCTION

Numerous models and theories have been developed in organizational research to understand and manage firm behavior and dynamics. Family business metastasis (FBM) offers a unique perspective by comparing the spread of dysfunctional behaviors and practices in a family firm with the way cancer cells spread in an organism. This model is particularly relevant in contexts where toxic practices and negative cultures can spread rapidly, affecting the efficiency, morale, and overall viability of the organization.

The idea of comparing a clinical metastasis with an organizational metastasis comes from a process that is carried out with similarities; that is, the research covers the possible cause of death in a family business due to the metastasis of some evil, whether exogenous or endogenous.

The fact that cancer patients can develop metastasis years or even decades after the diagnosis of the primary tumor adds complexity to the metastatic process. Metastasis is an extraordinarily complex disease. To successfully colonize a secondary site, a cancer cell must complete a series of sequential steps before becoming a clinically detectable lesion. These steps include separation from the primary tumor; invasion through surrounding tissues and basement membranes; entry into and survival in the circulation, lymphatics, or peritoneal space; and arrest in a distant organ (Gupta et al., 2024).

Thus, in comparison to the organizational process, we can see how family firms evolve throughout their life cycles. Typically, life cycle models have four stages: birth, growth, maturity, and decline; however, there are sometimes a stage of renewal or change (Greiner, 1972; Adizes, 1979; Ionescu & Negrusa, 2007; Shyu & Chen, Y. L, 2009; Quinn & Cameron, 1983; Kazanjian, 1988; Gersick et al., 1997). Organizations that do not respond can either fail or perish (death).

This article aims to explore the general model of family business metastasis, a first perspective based on Montiel, Canales-Garcia, and Gardea-Morales (2023), the first study to mention metastasis as the outcome of an organizational dysfunctional process. This analogy concerns Røvik (2011), who explored how organizations adopt and manage new ideas through management using metaphors. A crucial part of this approach is the use of a medical metaphor to describe how ideas spread and evolve within family firms, allowing for a novel understanding of how management ideas travel and transform within organizations and provide a framework for analyzing their impact and evolution over time.

The present study is organized as follows: The first section provides a comprehensive view of how and why metastasis occurs, including its process; in the second section, the concept of organizational death is explored, focusing on family businesses; the third section addresses the methodology (scoping review) to explore emerging themes. The fourth section addresses and explains the proposed general FBM model. In the fifth section, we discuss a case study in which we analyze the decline/fall of Gucci, in which parallels exist between the biological concepts of metastasis and organizational processes. Finally, we conclude this paper.

1. METASTASIS PROCESS

Metastasis is the most common cause of cancer-related death. Most patients with metastatic disease respond transiently to conventional treatment. A greater understanding of the relationship between apoptosis resistance (the death of cells that occurs as a normal and controlled part of an organism's growth or development) of metastatic cancer cells and their chemoresistance should provide important clues to improve systemic therapies (Ahmad & Hart 1997).

Cancer metastasis occurs because of the complex interactions between cancer cells and their environment. The first event leads to the escape of the primary tumor, migration of tumor cells, and entry into lymphatic vessels, where their presence can be detected using various techniques. The interconnections between the lymphatic and vascular compartments allow cells to disseminate tumors to transit between these two systems (Mehlen & Puisieux, 2006). Tumors first migrate from the primary tumor, penetrate blood vessels, and then migrate to distant locations (Ahmad & Hart 1997). Throughout this process, tumor cells must avoid and survive apoptotic signals and host immune responses (Hunter et al., 2008).

Therefore, highly metastatic cells often acquire alterations in more genes than non-metastatic cells do, and several genes are differentially expressed between metastatic and non-metastatic cells. These cells selectively produce metastatic tumors in distant organs; therefore, metastatic tumor cells carry all the genetic alterations necessary to maintain the malignant phenotype of cancer cells (Mehlen & Puisieux 2006).

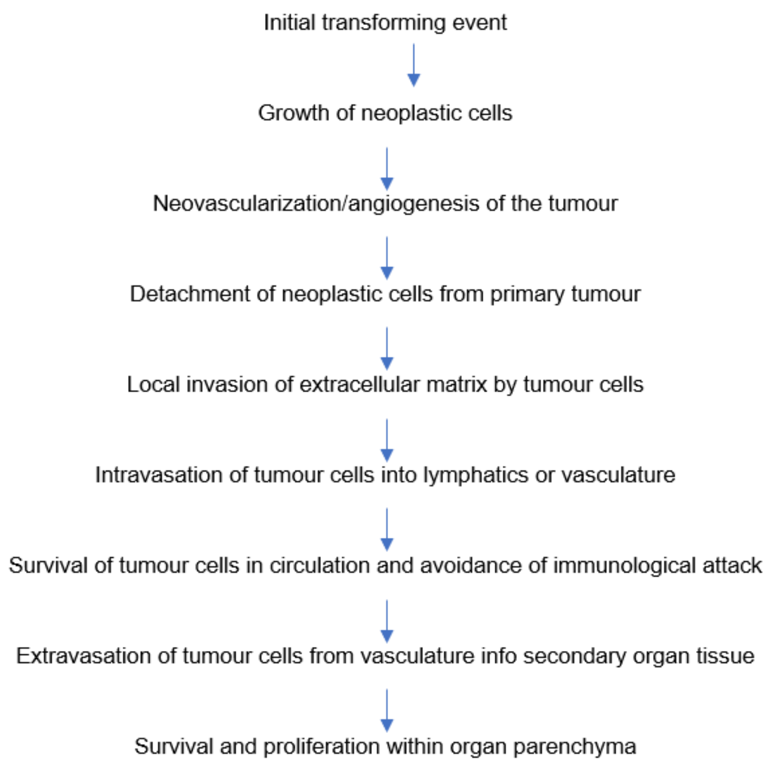
However, metastasis is an extremely inefficient process, owing to the frequency of secondary tumors in patients with cancer. To successfully colonize a distant site, a cancer cell must complete all the steps of the metastatic cascade. If none of these steps are completed, the cell fails to colonize and proliferate in distant organs. Micrometastases may form, but most preclinical lesions appear to regress, probably because of apoptosis (Hunter et al., 2008).

This standardized approach is akin to the systemic nature of metastatic cells, which adapt to and thrive in new environments, ensuring the continued growth of malignancy (Ahmad & Hart, 1997).

Metastasis involves complex interactions between cancer cells and their environment. Therefore, to address organizational metastasis, one must understand the mechanics of tumor migration from the primary site, its penetration into blood vessels, and the colonization of distant places, which is crucial for the development of effective therapies and to address the analogy/metaphor between clinical metastasis and family firm metastasis.

In Figure 1, Ahmad and Hart (1997) show each of the key points of the metastatic process:

Figure 1. General clinical model, metastasis



Source: Ahmad & Hart (1997).

- Initial Transformative Event

The metastasis process begins with an initial transformative event in which a normal cell undergoes genetic mutations and epigenetic changes that convert it into cancerous cells. This establishes the basis for cancer development by transforming normal cells into neoplastic cancer cells (Chaffer & Weinberg, 2011).

- Neoplastic Cell Growth

Once a cell becomes neoplastic, it begins to proliferate uncontrollably, forming the primary tumor. Here, the neoplastic cells grow and divide rapidly, forming the initial tumor mass (Ha, Faraji, & Hunter, 2013).

- Tumor neovascularisation/angiogenesis

Tumors induce the formation of new blood vessels (angiogenesis) to supply the oxygen and nutrients necessary for their growth. It is important to understand that angiogenesis is essential for sustained tumor growth, allowing it to expand beyond a size limited by nutrient diffusion (Folkman, 2002).

- Detachment of Neoplastic Cells from the Primary Tumor

  This is where individual cancer cells or small groups of cells break away from the primary tumor and begin to invade the surrounding tissues. These shed cells are crucial for the spread of cancer to new areas in the body (Chaffer & Weinberg, 2011).

- Local Invasion of the Extracellular Matrix by Tumor Cells

  Tumor cells produce enzymes that degrade the extracellular matrix, allowing them to invade the adjacent tissues. This step is vital for cancer cells to escape from the primary tumor and move to other tissues (Friedl & Alexander, 2011).

- Intravasation of Tumor Cells in Lymphatic or Vascular Vessels

  Cancer cells invade lymph or blood vessels, allowing them to spread to other parts of the body. Intravasation allows tumor cells to enter the circulatory system (Thiery, 2002).

- Survival of circulating tumor cells and prevention of immunological attacks

  Once in circulation, tumor cells must survive adverse blood flow conditions and avoid destruction by the immune system. Cancer cells develop mechanisms to resist immune attack and survive in the bloodstream (Fidler, 2003).

- Extravasation of Tumor Cells from the Vasculature to the Secondary Vasculature

  Here, tumor cells leave the vascular system (extravasation) and enter the tissues of the secondary organ, where they can form new tumors. This process allows cancer cells to colonize new organs and tissues (Valastyan & Weinberg, 2011).

- Survival and Proliferation within Organic Parenchyma

  Once tumor cells have extravasated and settled in a new tissue, they must survive and proliferate in the new environment to form a metastasis. The ability of tumor cells to adapt and grow in a new environment determines the success of metastasis (Massagué & Obenauf, 2016).

Fig. 1 provides a comprehensive understanding of the complex and sequential steps by which cancer cells spread from the primary tumor to other parts of the body. Each stage, from the initial transformation of a normal cell to a neoplastic cell, invasion of secondary tissues, and proliferation in new environments, is crucial for cancer progression. This detailed understanding is essential for developing effective therapeutic strategies that can interrupt the metastatic process at different points, thus improving the chances of treatment and patient survival (Fidler, 2003).

On the other hand, organizational death occurs when an organization functionally ceases to exist, whether because of bankruptcy, voluntary dissolution, or absorption by another entity (Ghazzawi 2018). The path to financial breakdown and bankruptcy is directly related to the factors associated with a business's internal conditions (Arnis et al. 2020). The life cycle of an organization is akin to the biological life cycle (Mouzelis, 2010).

The next section presents various causes and stages of family business death, symptoms, signs of approaching decline, and strategies that businesses can employ to prevent or mitigate these risks.

2. FAMILY BUSINESS

Family businesses have two characteristics: ownership of capital, which belongs to one or more family members, and family management of the business in which family members control and make decisions (Kallmuenzer et al., 2018; Kellermanns et al., 2008; Araya-Castillo et al.,2022). Family firms are an emerging research area because of the importance of their global impact. Family businesses represent more than 60% of global businesses, contributing 50-75% of the Gross Domestic Product (GDP) (Poza et al., 2004; Gagné et al., 2019; Chaudhary et al., 2021). In the USA, 30% of family companies do not survive to the second generation, and only 3% can pass down to the fourth generation (Karagouni, 2018; Song, 2024). According to La Porta et al. (1999) and Araya-Castillo et al. (2022), family firms are the most common form of business in any economy in the world (La Porta et al., 1999; Araya-Castillo et al.,2022). Research suggests the importance of analyzing situations that have hindered entrepreneurship and businesses of all sizes and from various regions of the world (Yitzhak, 2017; Kücher & Feldbauer-Durstmüller, 2019; De Keyser et al.., 2021).

The process of organizational decline generally follows a pattern that includes a gradual loss in profitability and market share, as well as a decline in staff morale and motivation (Van Rooij & Fine, 2018). As these problems intensify, organizations may be forced to reduce their operations, close divisions, or even file for bankruptcy. Family business failure is often driven by several critical factors, mainly related to the owners/founders as CEOs, because of their deficiency in management capacity, appropriate knowledge, lack of specific skills to make decisions, mismanagement of capital, and communication (Arnis et al. 2020).

Family businesses have specific issues related to family stakeholders: nepotism, selecting family members with inadequate experience, internal conflicts, and the dominant ambition to stay under the control of family members (Corbetta & Salvato, 2012) (Caputo et al. 2018).

In addition, the inability of leadership to adapt to changes and challenges in the environment is another determining factor that can lead an organization to decline (Gupta et al., 2024). This process causes the organization to experience a deterioration in its performance and may eventually face dissolution or loss of relevance in its industry (Ghazzawi, 2018). According to the literature review, the main factors of family business deaths are as follows:

- **Size.** Hannan and Freeman (1984) argue that large organizations are less likely to fail. Small organizations would have several novel drawbacks that would manifest themselves, such as difficulties in raising financial capital, less ability to recruit and train their workforce, and a lower stock of social capital, which would increase the possibility of failure. On the other hand, the size of the family firm is crucial for the founder's influence in the entire organization, where management and governance are executives to match the entrepreneur’s philosophy, even if it is not the best way to do it (Caputo et al. 2018).
- **Family relationships.** The substantial difference between a company and a family firm is that family members are part of the business. They are all part of the company because they are part of the family, but at the same time, they must respect and care for family relationships. Although Deephouse and Jaskiewicz (2013), Zellweger et al. (2012), and Chaudhary et al. (2021) explain that family businesses protect reputations and trustful relationships, the intersection between family interests and personal ambitions is a cause of death.

- **Poor management.** Bibeault (1982) noted that failed changes are related to poor management, insufficient financial resources, and weak change strategies; associated with deficient management is the extreme control that the founder executes intending to maintain secrecy and control information about the organization (Miller & Le Breton Miller, 2021)
- **Decision making.** Considering the central work of Staw et al. (1981), decision-making has a strong influence on the development of resources and capabilities, influencing either growth or decline. According to Miller and Le Breton-Miller (2021), family businesses make decisions based on the family first, even ignoring good business strategies.
- **Leadership**. Little research effort has been directed toward investigating the role of leadership orientation in organizational decline, despite the accumulating body of evidence, albeit anecdotal, suggesting that leaders' personal qualities could be potentially detrimental, rather than beneficial, to firms. Despite accumulating anecdotal evidence suggesting that leaders' personal qualities could be potentially detrimental rather than beneficial to firms, little research effort has been directed toward investigating the role of leadership orientation in organizational decline (Carmeli & Sheaffer, 2009). Leaders play a crucial role in this process, because their emotions can strongly impact their subordinates (Barsade et al., 2020).
- **Top Management Team (TMT) Behavioral Integration:** Differences in group process effectiveness among TMTs, particularly in their levels of behavioral integration, become particularly critical to group performance when the group is confronted by the rapid and unexpected changes that characterize organizational decline (Carmeli & Schaubroeck, 2006).
- **Lack of Adaptation to Change**: Organizations that fail to adapt (Weitzel & Jonsson, 1989) to changes in their external environment, such as technological, market, or regulatory changes, may fall behind and lose relevance, such as the demise of companies such as Gucci due to their inability to adapt to the digital age (Hannan & Freeman,1984). Family businesses struggle to maintain the initial organization and chase growth (Zapata-Cantu et al. 2023); specifically, family firms tend to stop innovation because they feel nostalgic for the good times of the business and traditions.
- **Financial problems**: The inability to maintain sound financial health, manage debt, or generate sufficient income can lead to bankruptcy, such as the Lehman Brothers bankruptcy that occurred during the 2008 financial crisis (Cameron et al., 1987).

The study of family business death or decline is crucial for understanding how companies and other entities can confront crises, avoid collapse, and in some cases reinvent themselves to survive.

Given the aforementioned, the concept of organizational pathology (OP) has arisen, which refers to problems that affect the performance of organizations, compromise their objectives, and jeopardize their long-term survival. Any internal organizational feature that jeopardizes an organization's ability to survive is encompassed by the wide concept of OP. In particular, the idea compares organizational differentiation to a person's vital organs and systems; organizational formalization to biological systems such as breathing and circulation; organizational centralization to the brain, appendages, and orifices to resource-dependent connections to the outside world; and organizational culture to mental health and personality. (Boardman & Pomnomariov, 2016). But no mention of a FBM under OP.

These problems manifest in the form of dysfunction, disorders, recurrent problems, and inappropriate behaviors. Their common characteristics allow them to be classified as various "organizational pathologies." These pathologies arise because of a lack of inputs, excess inputs, inadequate inputs, or abnormalities in the processing of inputs into outputs (Yitzhak, 2017).

A shortage of critical resources is a serious pathological deficiency. Like respiratory distress in living organisms with insufficient oxygen, lack of working capital has a similar effect on organizations. Similar pathologies include shortages of skilled labor and up-to-date technology (Yitzhak, 2017). Furthermore, continued competition between divisions and departments within an organization causes conflict and exacerbates power struggles between subunits, which is likely to be detrimental to the organization as a whole (Yitzhak, 2017). Changes in economic, technological, and competitive environments are external factors that can precipitate declines. Hannan and Freeman (1984) highlight that organizations operate in complex and changing environments.

Family businesses are considered natural systems, although they are not. Like individuals, organizations can suffer from prolonged and severe pathologies that do not necessarily lead to death. A similar pathology in medicine is known as chronic illness. In organizations, this manifests itself as a lasting deficiency in production or support subsystems. As open systems that exchange resources with their environment, organizations can delay their demise for a long time, a phenomenon known as negentropy (Yitzhak, 2017).

Witzel and Jonsson (1989) identified five stages of organizational decline: blindness, inaction, wrong action, crisis, and dissolution. They mentioned that organizations often go through these stages sequentially, beginning with a lack of recognition of the problem and culminating in dissolution if effective corrective actions are not implemented. Meyer et al. (1990) point out that adaptive capacity and organizational resilience are crucial to overcoming periods of crises. Cameron, Kim, and Whetten (1987) discuss that organizational decline can have a devastating impact on employees, including increased stress, job insecurity, and decreased morale and productivity.

In addition, there is a community impact, as family business closures can negatively affect local economies and communities. Freeman and Hannan (1983) observed that business closures affect not only employees but also local communities, especially in terms of job loss and decreased economic activity.

Tushman and O'Reilly (1996) also emphasize the importance of continuous innovation in maintaining competitiveness and relevance in the market. Organizations must invest in R&D and be open to new ideas and approaches.

Family business death is a critical phenomenon that can affect any entity, regardless of its size or industry. Organizational death not only implies the cessation of operations but also the loss of identity, value, and relevance in the market.

3. METHOD

Exploratory research has been conducted to ascertain the applicability and utility of FBM as a construct in organizational and management studies. Scoping reviews are excellent for, among other things, exploring "emerging" topics from multiple disciplines while "mapping the key concepts" of a line of research and describing "gaps" in the research (Peters et al., 2015). A scoping review was conducted to explore the contemporary issues in the aforementioned research streams. No indication of a previous conceptualization of FBM was discovered despite a thorough literature 8review conducted utilizing a variety of databases, including Google Scholar, EBSCOhost, ProQuest, Scopus, Emerald, Ingenta, JSTOR, ScienceDirect, and Wiley (with no precise dates, under the “any time or moment” criteria). Using keywords such as “organizational metastasis” “organizational failure” “organizational death” and “organizational cancer” (we also did this search in the Spanish language), no articles were found on elaborating FBM.

We did not introduce geographical restrictions. The last search was conducted in March 2025. The scoping review suggests that FBM has potential research applications in various research streams, such as organizational and management studies, entrepreneurship, and family business.

Based on the previous sections, the next section focuses on the proposal and explanation of the general FBM model.

4. PROPOSAL AND EXPLANATION OF THE GENERAL MODEL OF ORGANIZATIONAL METASTASIS AND ITS DEFINITION.

According to Whetten (1989), not all theoretical contributions require propositions; nevertheless, they can have a significant impact on the logic and derivations that lead to the dimension. Consequently, four claims were made to outline the ramifications of logic. These were designed with the understanding that the entrepreneur will change as a normal part of running the business and that the industrial climate and the emergence of unusually severe crises (such as COVID-19) should also have an impact (figure 2).

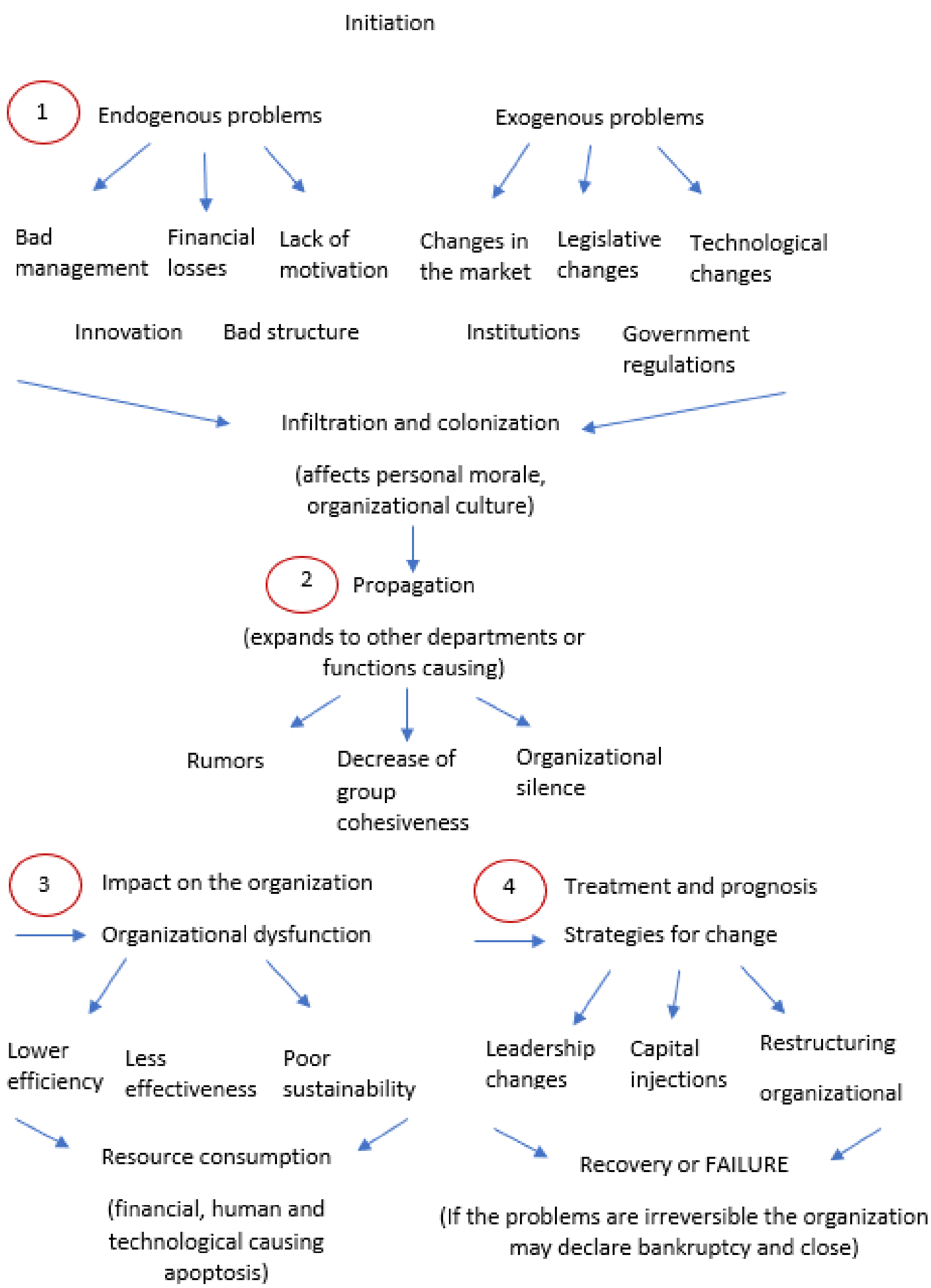
Proposition 1. Challenges faced by the organization originating within the firm’s operations (endogenous), or by the influence of changes in the context (exogenous), more expected issues and complexity will arise, which might lead to the appearance of FBM.

Proposition 2. The more information the organization receives from the measurement of FBM, the more improved strategies can be made to escape the appearance of FBM, thus escalating the probability of accomplishing superior financial and nonfinancial performance for the firm.

Proposition 3. The more issues that appear in the organization are linked to the Logic Model’s input elements, the more likely it is that the FBM will emerge.

Proposition 4. The more problems that arise from dysfunctional organizational practices, toxic behaviors, or ineffective structures/strategies/decision-making, the more likely the FBM will emerge.

Figure 2. FBM General model



Source: Own elaboration based on Carroll and Khessina (2005), Yitzhak (2017), Ghazzawi (2018), Carmeli and Sheaffer (2009), Ahmad and Hart (1997), Wiseman and Bromiley (1996), and Ejimabo (2015).

According to Whetten (1989), testing a model under different settings may reveal the limiting factors that restrict its usefulness. A new idea could lead to more questions about the hypotheses proposed and the gathering of empirical facts. Logical probability was applied to our model by assessing the theory through factual analysis based on a review of the literature (Meehl, 1990).

This model seeks to provide a detailed understanding of the mechanisms and stages through which problems can spread within an organization, as well as strategies to identify and contain this spread before it causes irreparable damage.

The FBM model describes how certain dynamics within an organization can spread, such as how cancer cells can spread in an organism. This model is used to analyze and understand the expansion of harmful practices, behaviors, and structures within organizations, as well as to help predict and manage these phenomena (Anderson, 2020).

We define FBM as *the process by which dysfunctional organizational practices, toxic behaviors, or ineffective structures/strategies/decision-making spread from one element of the organization (founder/family within or not in the family business) to another, progressively affecting the entire entity and resulting in firm death.* This concept is based on an analogy with biological metastasis, in which malignant cells spread from their original site to other parts of the body (Johnson & Smith, 2019).

Explaining the General Model of Family Business Metastasis

1. Origin and Initiation of Dysfunctional Practices: Clinical metastasis refers to the spread of cancer cells from a primary tumor to other parts of the body, forming new secondary tumors. Dysfunctional practices spread throughout the organization, affecting overall health (Hanahan & Weinberg, 2011). In both cases, early detection and intervention are crucial for mitigating harmful effects and stopping their spread.
2. Propagation: Dysfunctional practices and behaviors spread throughout the organization through various means, including informal communication, personnel turnover, policy implementation, and hierarchical structures. This process can be fast or slow, depending on factors such as the size of the organization, cohesion of the teams, and the presence of control mechanisms (Anderson, 2020). The traditional comparison of these ideas to fads suggests that management ideas act like viruses, spreading, mutating, and adapting within organizations (Røvik, 2011).
3. Impact on the Family Business: As dysfunctional practices spread, they begin to affect different areas of the organization, reduce efficiency, decrease staff morale, and increase operating costs. This impact can be particularly severe if corrective measures are not implemented in time (Van Rooij & Fine, 2018).
4. Treatment and prognosis: To mitigate organizational metastasis, it is crucial to implement appropriate control and preventive mechanisms. This includes constant monitoring of internal practices, promoting a positive organizational culture, ongoing staff training, and implementing transparency and accountability policies (Johnson & Smith, 2019).

The proposed general model of FBM identifies several critical points that reflect the internal and external challenges faced by organizations during a crisis. These include an inability to adapt to technological and market changes, ineffective management, and a lack of innovation and strategic responses in the face of competition and economic changes. In biology, where cancer cells spread from a primary tumor to other organs, organizations can experience problems spreading from core areas that affect various parts of their structure and function. The virus theory suggests that management ideas spread and mutate within organizations, such as how viruses do in biological organisms. These ideas can be "contagious," adapt, and evolve to survive in different organizational contexts (Røvik, 2011).

Furthermore, (shown in Table 1), for an individual organization, the following forms of behavior suggest the instigation or stimulus for FBM and the beginning of organizational failure that could impact the markets, industry, or political economy in which it operates or resides (Adams, 2011; Clark, 2013):

A. Incompetence or intentional negligence
B. Elitism, bias or prejudice
C. Moral inversion or criminality
D. Ethnocentric activities

Table 1. Logic Model for Family Business Metastasis and its Measurement

	INPUT	OUTPUT	OUTCOME	METRICS	CORRECTION
This model is relevant in contexts where toxic practices and negative cultures can spread rapidly. During the decline phase of the organization´s lifecycle, collaboration decreases, and any form of innovation offered by the organization becomes more authoritarian rather than collective (Rogers, 1962, 2003; Bass, 1994; Baumol, 2010)	Incompetence	Unproductive innovation practices	Decreased market share, demand, and prices become more elastic	Revenue change per employee, demand and price analysis related to market share and lifecycle phase	**New market share and new technological processes (new products or markets)**
	Elitism and bias	Unproductive collation or ideation for innovation	No new products, methods, or means for supply and no new market entries	Revenue per employee and market share	**New market share and new technological processes (new products or markets)**
	Moral inversion	Destructive culture (shared values, beliefs, attitudes) without information or behavioral controls	Loss of human capital and best available vendors and customers	Costs of resources per employee and revenues per employee	**New administrative processes and better employee, vendor, and customer or secondary stakeholder groups**

	Ethnocentrism	Destructive corporate governance practices	Leadership becomes unproductive, and investment in the organization decreases	Changes in overall financial position compared to rivals that are product, market, or industry leaders	**New administrative processes and better employee, vendor, and customer or secondary stakeholder groups**

Source: Adapted from Clark (2014)

It appears that there are stages or orders related to the occurrence and observation of incompetence, elitism and bias, moral inversion, and ethnocentric behaviors initiated or promulgated by and within the organization (Adams, 2011; Clark, 2013). FBM does not begin outside the organization, but within or across its people or culture, and then its administrative or technological processes, or place or structure.

Simultaneously, it affects the primary, secondary, and tertiary stakeholders of the organization. It reduces the impact of the organization and is reflected by market share changes and changes in the inelasticity of prices related to past or current forms of productive innovation currently traversing or traveling through some product or organizational lifecycle phase (introduction, adoption, diffusion, and early or late growth or maturity), and then declines. It can be measured by the loss of revenue, cost of resources, and other measurable and observable changes in financial, market, and industry position, rank, or image.

Therefore, the independent variables for the dependent variables that then become inputs or measurable independent variables for FBM - incompetence, elitism and bias, moral inversion, and ethnocentric behavior (Adams, 2011) – are people [values, beliefs, attitudes], administrative processes [how the organization does things with people, places, and things], technological processes [what the organization does to things, places, (and) people], and place [location, access, amenities] or structure [organization, market, and industry].

For Table 1, the people or their values, beliefs, and attitudes that determine both individual and organizational behavior according to some mission, vision, and code of conduct or policy and procedure comprise the inputs to outputs incompetence, elitism and bias, moral inversion, and ethnocentrism.

It is only people – based on values, beliefs, and attitudes that determine behavior – that instigate or cause FBM that can lead to organizational failure based on decreased market share; more elastic demand and prices for finished products; loss of human capital that causes forms of innovation within the organization; loss of vendors and customers; or attraction of lesser quality vendors and customers, all of which lead to deterioration of people, processes, and place and investment in the place or organization (Hofstede et al., 2010; Adams, 2011; Clark, 2013).

Based on decision-making processes associated with job assignment from their employer or organization, choices are made on a routine basis, and those choices, after implementation and control, can be evaluated as having been (1) productive, (2) unproductive, or (3) destructive (Schumpeter, 1934; Kirzner, 1973; Baumol, 2010).

Destructive decisions or choices may be classified based on the inputs shown in Table 1, incompetence, elitism or bias, moral inversion, or ethnocentrism, and related to the outputs: (1) unproductive innovation practices, (2) unproductive collaboration, (3) destructive culture, and (4) governance that results in (i) decreased market share; (ii) no new forms of innovation; (iii) loss of human capital, vendors, and customers; and (iv) loss of future wealth and current investment.

This is the process of FBM at the organizational level that leads to or causes organizational failure, and its related conditions are listed by the outputs and outcomes displayed and defined by the "Logic Model for Family Business Metastasis and its Measurement."

One of the challenges faced by FB is adapting to the changing environment. At FB, boundaries are important for times of change or crisis; FB management can have a constitution with formal rules, but when a conflict occurs, FB uses informal rules. These can be perceived or interpreted differently by family members (Kleve, 2020).

Adaptative behavior is an intangible value for every member of FB, which helps innovative functioning after experiencing a crisis, disturbance, or challenge. Conversely, the inability to adapt to biological conditions and FB can lead to decline or death. Team coordination routines and social networks are less prevalent in family businesses because of the stability of their members inside the business. However, when the family succession process occurs, some of the resources can be diminished or lost and affect the future of the family firm. As angiogenesis is crucial for cancer progression, family businesses require a consistent flow of resources to thrive.

Finally, conflicts and poor decisions within family dynamics and leadership are comparable to how mutations genetically occur in cancer. We can compare how a minute mutation can be powerful enough to drive malignant growth and familial discord, and we see that flawed leadership can upset the balance in an organization, weakening its core structures.

5. DISCUSSION, CASE STUDY

In this section, we provide a case vignette/narrative illustrating our conceptual model using an actual archival story. Narratives and stories (Boje, 2018) can generate knowledge about issues in organizational settings.

The exploratory case study is based on the Gucci family business, the largest fashion industry in the world, experiencing a meteoric rise followed by a major crisis that ended the family business era. This case study examines the factors that contributed to its decline, highlighting family relationships and decision-making. Like clinical metastasis, where cancer spreads to other parts of the body, Gucci's decline involves the spread of systemic issues within it. Gucci experienced a crisis in the 1980s, and some causes were governance mistakes and family disputes, namely, family relationships and decision-making. These dysfunctional practices exemplify the model´s principles but highlight how internal and external factors can interact to drive a leading organization into an irreparable decline or radical change (Abatecola, 2013), ultimately leading to its collapse (Cobo, 2018).

Gucci background

Gucci was founded in 1921 by Guccio Gucci in Florence, Italy, as a small leather goods and luggage store. According to Abatecola (2013), family businesses have gained recognition for their quality and appeal. For many years, the family business had only European customers. Gucci's expansion began in 1953, after Guccio Gucci´s death. The succession of the family business brought his son into the brand. Aldo, the founder´s son, expanded the company internationally by opening a leading store in New York City. Gucci grew by opening new stores worldwide, becoming a status and luxury brand.

The factors of the initial phase of metastasis that affected family relationships and decision-making became evident during the 1980s, when the grandson, Paolo, endeavored to begin his own brand and instigated conflicts between the family. The initial phase of metastatic cancer cells begins to spread and establish new tumors, leading to rapid growth and expansion (Ahmad & Hart,1997).

Another factor was the decision to modernize the brand and expand the family business without control or exclusivity. Paolo had an ambitious purpose of creating modern lines for the family business, but it was above family decision-making or negotiations. When Paolo was rejected by the family, he performed dysfunctional practices and inappropriate behaviors that spread throughout the company. This over-expansion mirrors the metastatic spread of cancer cells, which infiltrate and dominate new areas and often lead to widespread systemic issues (Chaffer & Weinberg, 2011). This decline can be compared with the terminal stage of cancer, where the spread of malignant cells overwhelms the body, leading to systemic failure (Ha et al., 2013).
Organizational metastasis refers to the propagation or extension of disruptive changes within an organization, affecting multiple areas and fundamental processes (Cross et al., 2007). In the case of Gucci, organizational metastasis had dysfunctional organizational practices, toxic behaviors, and ineffective decision-making that spread from one element of the family business to another, progressively affecting the entire entity and resulting in the death of the family firm.

Today, Gucci´s company is an Investcorp firm, meaning that the family business died in its third generation. As a result, this case exhibits the following outputs: (1) unproductive innovation practices; (2) unproductive collaboration; (3) destructive culture; (4) governance that results in (i) decreased market share; (ii) no new forms of innovation; (iii) loss of human capital, vendors, and customers; and (iv) loss of future wealth and current investment.

Initiation of the Metastasis Process: Gucci family member´s misbehaviors

During metastasis, initiation occurs when normal cells undergo genetic mutations that transform them into cancerous cells. This change can be triggered by various factors such as radiation, chemicals, or inherited mutations. Similarly, Gucci's decline began with the emergence of misbehavior and wrongdoings from family members. Gucci´s outrage may refer to broken social norms in a family or business (Rondi et al. 2023). Normal attitudes and decisions go through destructive choices for one important family member, transforming the firm and its members into a company with a bad reputation, where the family can damage themselves.

The destructive decisions of poor management and the incompetence of one unsatisfied member of the family (Paolo) are connected to other problems: unproductive collaboration, destructive culture, and governance. Gucci is the perfect case of a family concern that brings business problems. The metastatic initiation in Gucci began when family management suffered mutations as a response to the rejection of business modernization lacking control or exclusivity, which transformed the family business structure, union, values, beliefs, and attitudes.

According to Rondi et al. (2023), family business reputation is considered an intangible resource and might become a danger. Gucci was unable to respond to the scandal and the bad attitude of Paolo, which resulted in decreased market share, no new forms of innovation, loss of human capital, vendors, and customers, and loss of future wealth and current investment. Therefore, cancer cells evade treatment and proliferate, thereby weakening the host system (Ahmad & Hart, 1997).

Propagation

In cancer biology, spread refers to the expansion of cancer cells from their origin to other parts of the body to form metastases. This phase is crucial, as it determines the severity and treatment of cancer (Folkman, 2002). For Gucci, the initial propagation was the spread of poor management and a lack of skill for one displeased family member. According to Neffe et al.(2020), in the family business, the negative influence of one leader can be dangerous to all family businesses.

The Gucci company suffered because of third-generation members who were envious of each other, which was the cause of many conflicts (Fahed-Sreih,2018). Contrasts in emotional opinions appointed to interactions between family members occasionally impede knowledge sharing (Chirico, 2008; Gunawam & Koenjoro,2023; Trevinyo-Rodríguez & Bontis, 2010). The cancer cells that expanded the problem had different opinions among family members of the next generations. Propagation was created for one family member who instilled a family business with bad decisions and had a bad reputation for the public.

Several conflicts have grown over the years, destroying the family and company. The company has lost its cohesiveness. According to Ortín et al. (2014), in the family business, conflict decline in affective-emotional family relationships leads to poor management at the company and stubbornness and irrationality in decision making.

This social contagion suggests that emotions are transferred between individuals in Gucci, thereby influencing the work environment and organizational performance. Emotional contagion, which occurs through daily interactions and observations, can significantly affect the organizational climate, employee performance, and leadership dynamics. Furthermore, mechanisms such as verbal and nonverbal communication, automatic simulation, and empathy have been described as the main routes of emotional contagion. To effectively manage this phenomenon, it is recommended to promote emotional intelligence, implement programs that promote positive emotions, and train leaders in emotional management (Barsade, Coutifaris & Pillemer, 2020).

Impact on the Organization

Gucci began to reduce efficiency, decrease staff morale, and increase operating costs. The lack of one strategy to continue the family legacy brought significant debt and loss of the market, in addition to the bad reputation of the brand. The impact of metastasis on an organism is devastating, affecting the functions of vital organs and systems. For Gucci, the impact was catastrophic in continuing the family business.

In 1988, Paolo opened his own business (Gucci Shop) when his ideas were rejected by the rest of the family members, and as a result, Gucci had its competitors inside the company. Interpersonal conflicts were loaded with negative emotions, such as resentment, which damaged the performance of the family business (Eddleston and Kellermanns 2007) (Caputo et al. 2018). The aftermath was Gucci losing brand value and perfect reputation, including a loss of the market because of poor management. Paolo was driven by emotions, revealing business secrets and finally taking the company to ruin.

Treatment and prognosis.

Early and aggressive intervention can improve the prognosis in the treatment of metastatic cancer, although this is often an uphill battle. For Gucci, treatment efforts included prohibiting and penalizing family members to protect the brand.

To Gucci, it was impossible to survive as a family business because the family members were cancerous cells for the company due to bad attitudes, irrational decision-making, and ambitious attitudes.

Resource consumption continues with subsequent generations. Gucci sold their family parts until almost 50% of the property was sold to an Eastern investment banking company in 1988. Currently, the Gucci Group is owned by French multinational Kering (Caputo et al. 2018).

The Gucci case illustrates the importance of organizational agility and the ability to manage family conflicts. According to Cross, Parise, and Weiss (2007), organizations that fail to identify and respond effectively to signals of change risk experiencing organizational metastasis with devastating effects on their long-term viability.

Gucci faced significant challenges as a family company that intends to continue with new family members. The company's inability to separate interpersonal conflicts from its goals, combined with a bad reputation caused by family members, has contributed to its decline. This case offers a clear view of how strategic family business decisions, negotiations, and collaboration between family members determine the destiny of an organization in a constantly evolving market.

In this analysis, parallels between the biological concepts of metastasis and organizational processes were explored, highlighting how poor management and a bad reputation can lead even the largest companies to fail. This case study provides valuable insights into how organizations can learn from past mistakes and develop resilient strategies to meet the challenges of the modern marketplace.

This integrative approach between biology and family business management not only enriches our understanding of organizational decline but also offers innovative perspectives for the development of effective management and business sustainability strategies in the 21st century.

6. CONCLUSIONS

In the dynamic contemporary business world, the concept of organizational decline remarkably resembles the biological process of metastasis, in which a series of interrelated events leads to the gradual dissolution of an organization. This phenomenon not only reflects the inherent fragility of business structures, but also the ability to adapt and resist internal and external challenges. A call is made to research FBM and its processes.

To understand this complex process, an FBM model that analyzes decline as a sequential and systematic process has been proposed. This model identifies critical stages, such as the inability to innovate and respond strategically as well as resistance to change within the organization. Each stage represents a challenge that can further weaken the viability and competitiveness of a family business in its market.

The case of Gucci highlights the importance of strategic agility and responsiveness to disruptive changes in the business environment. The lessons learned from this decline can be widely applied, highlighting the critical need to anticipate possible interpersonal conflicts resulting from the succession process.

Understanding and addressing organizational metastasis has broader societal implications, as healthier workplaces contribute to better employee mental health and well-being, leading to more productive and harmonious communities.

The main limitation of this study was its reliance on self-reported data, which may be subject to bias. Future research should incorporate longitudinal studies to validate these findings and to explore the long-term effects of organizational metastasis. Further research is required to validate the proposed model based on a single case.

The study of organizational decline through the prism of FBM provides a comprehensive multidimensional perspective. Integrating biological principles with management theories, this approach not only enriches our understanding of organizational behavior but also offers valuable insights for developing effective change management and business sustainability strategies in a globalized and dynamic business environment that can support the formulation of public policies as well as impact management education.

7. REFERENCES

Abatecola, G. (2013). Survival or Failure within the Organisational Life Cycle. What Lessons for Managers? *Journal of General Management*, *38*(4), 23-38. https://doi.org/10.1177/030630701303800403

Adam, Guy B. 2011. "The Problem of Administrative Evil in a Culture of Technical Rationality." Public Integrity, 13(3).

Adizes, I. (1979). Organizational passages—Diagnosing and treating lifecycle problems of organizations. *Organizational Dynamics,* *8*(1), 3-25. https://www.sciencedirect.com/science/article/abs/pii/0090261679900019

Ahmad, A., & Hart, I. R. (1997). Mechanisms of metastasis. *Critical Reviews in Oncology/Hematology, 26*(3), 163-173. https://doi.org/10.1016/S1040-8428(97)00022-2

Anderson, C. (2020). Organizational pathologies: Understanding and managing metastasis. Journal of Business Ethics, 145(3), 349-367. https://doi.org/10.1007/s10551-015-2834-1

Barsade, S. G., Coutifaris, C. G. V., & Pillemer, J. (2020). Emotional contagion in organizational life. Research in Organizational Behavior, 40, 137-151. https://doi.org/10.1016/j.riob.2020.100144

Baumol, W.J. (2010) The Microtheory of Innovative Entrepreneurship. Princeton University Press, Princeton. https://doi.org/10.1515/9781400835225

Berry, G., Cameron, C. J., Park, P., & Macy, M. (2019). The opacity problem in social contagion. Social Networks, 56, 93-101. https://doi.org/10.1016/j.socnet.2018.12.003

Bibeault, D. B. (1982). Corporate turnaround: How managers turn losers into winners. McGraw-Hill.https://books.google.com.mx/books/about/Corporate_Turnaround.html?id=Kji4yFzSV4EC&redir_esc=y

Boardman, C., Ponomariov, B. (2016). Organizational Pathology. In: Farazmand, A. (eds) Global Encyclopedia of Public Administration, Public Policy, and Governance. Springer, Cham. https://doi.org/10.1007/978-3-319-31816-5_2997-1

Boje, D. (2018). Organizational research storytelling in action. Routledge. https://doi.org/10.4324/9781315205854

Cameron, K. S., Kim, M. U., & Whetten, D. A. (1987). Organizational effects of decline and turbulence. Administrative Science Quarterly, 32(2), 222-240. https://webuser.bus.umich.edu/cameronk/PDFs/Organizational%20Effectiveness/Org%20Effects%20of%20Decline.pdf

Carmeli, A., & Schaubroeck, J. (2006). Top management team behavioral integration, decision quality, and organizational decline. The Leadership Quarterly, 17(5), 441-453. https://doi.org/10.1016/j.leaqua.2006.06.002

Carmeli, A., & Sheaffer, Z. (2009). How leadership characteristics affect organizational decline and downsizing. Journal of Business Ethics, 86, 363-378. https://doi.org/10.1007/s10551-008-9857-8

Carroll, G. R., & Khessina, O. M. (2005). The ecology of entrepreneurship. In Handbook of entrepreneurship research: Interdisciplinary perspectives (pp. 167-200). Boston, MA: Springer US. DOI:10.1007/0-387-23622-8_9

Chaffer, C. L., & Weinberg, R. A. (2011). A perspective on cancer cell metastasis. Science, 331(6024), 1559-1564. https://doi.org/10.1126/science.1205408

Chambers, A. F., Groom, A. C., & MacDonald, I. C. (2002). Dissemination and growth of cancer cells in metastatic sites. Nature Reviews Cancer, 2(8), 563-572. https://doi.org/10.1038/nrc867

Clark, Mark L. (2014). Strategic Innovation within Hybrid-enterprise Organizations. Academy of Management Proceedings. Available at doi: 10.5465/ambpp.2014.10639abstract

Cobo Arranz, E. (2018). La Transformación Digital en el Sector del Lujo. Una mirada a Europa y China.

Cross, R., Parise, S., & Weiss, L. M. (2007). The role of networks in organizational change. The McKinsey Quarterly, 3, 28-41. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-role-of-networks-in-organizational-change

Davis, T., & Higgins, J. (2013). A blockbuster failure: how an outdated business model destroyed a giant. University of Tennessee College of Law. https://ir.law.utk.edu/cgi/viewcontent.cgi?article=1010&context=utk_studlawbankruptcy

De Keyser, B., Guiette, A., & Vandenbempt, K. (2021). On the dynamics of failure in organizational change: A dialectical perspective. Human Relations, 74(2), 234-257. https://doi.org/10.1177/0018726719884115

Downes, L., & Nunes, P. (2013). Blockbuster becomes a casualty of big bang disruption. Harvard Business 2Review. https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-role-of-networks-in-organizational-change

Ejimabo, N. O. (2015). The influence of decision making in organizational leadership and management activities. Journal of Entrepreneurship & Organization Management, 4(2), 2222-2839. DOI: 10.4172/2169-026X.1000138

Fahed-Sreih, J. (2018). Gucci Conflict. In: Conflict in Family Businesses. Palgrave Macmillan, Cham. https://doi.org/10.1007/978-3-319-62852-3_4

Fidler, I. J. (2003). The pathogenesis of cancer metastasis: the 'seed and soil' hypothesis revisited. Nature Reviews Cancer, 3(6), 453-458. https://doi.org/10.1038/nrc1152

Folkman, J. (2002). Role of angiogenesis in tumor growth and metastasis. Seminars in Oncology, 29(6), 15-18. https://doi.org/10.1053/sonc.2002.37081

Freeman, J., & Hannan, M. T. (1983). Niche width and the dynamics of organizational populations. American Journal of Sociology, 88(6), 1116-1145. https://doi.org/10.1086/227184

Friedl, P., & Alexander, S. (2011). Cancer invasion and the microenvironment: Plasticity and reciprocity. Cell, 147(5), 992-1009. https://doi.org/10.1016/j.cell.2011.10.036

Gersick, C. J. G., Bartunek, J. M., & Dutton, J. E. (1997). Learning from academia: The importance of relationships in professional life. Academy of Management Journal, 40(6), 1026-1043. https://doi.org/10.2307/256944

Ghazzawi, I. (2018). Organizational decline: A conceptual framework and research agenda. International Leadership Journal, 10(1), 37-80. https://doi.org/10.2139/ssrn.3179783

Gunawan, S., & Koentjoro, S. (2023). Orchestration to improve the performance and sustainability of family companies. *Cogent Business & Management*, *10*(1). http://10.1080/23311975.2023.2176283

Gupta, N., Sardana, D., & Lee, R. (2024). Dynamic capabilities that matter for business failure versus survival. Industrial Marketing Management, 116, 40-50. https://doi.org/10.1016/j.indmarman.2023.10.001

Ha, N. H., Faraji, F., & Hunter, K. W. 2(2013). Mechanisms of metastasis. Cancer Targeted Drug Delivery: An Elusive Dream, 435-458. https://doi.org/10.1007/978-3-319-11355-5_19

Hanahan, D., & Weinberg, R. A. (2011). Hallmarks of cancer: The next generation. Cell, 144(5), 646-674. https://doi.org/10.1016/j.cell.2011.02.013

Hannan, M. T., & Freeman, J. (1984). Structural inertia and organizational change. American Sociological Review, 49(2), 149-164. https://doi.org/10.2307/2095567

Hofstede, G., Hofstede, G.J. and Minkov, M. (2010) Cultures and Organizations: Software of the Mind: Intercultural Cooperation and Its Importance for Survival. 2nd Edition, McGraw-Hill, London.

Hunter, K. W., Crawford, N. P., & Alsarraj, J. (n.d.). Mechanisms of metastasis. Breast Cancer Research. Retrieved from https://breast-cancer-research.biomedcentral.com/articles/10.1186/s13058-017-0900-0

Ionescu, G. G., & Negrusa, A. L. (2007). The study about organizational life cycle models. Review of International Comparative Management, 8(4), 5-17. https://tarjomefa.com/wp-content/uploads/2017/08/7487-English-TarjomeFa.pdf

Jennings, R. (2013). The rise and fall of Blockbuster. Business Insider. Retrieved from Business Insider

Johnson, A., & Smith, K. (2019). Metastasis in business: Identifying and addressing organizational dysfunctions. Harvard Business Review, 97(5), 112-123. https://hbr.org/2019/05/metastasis-in-business-identifying-and-addressing-organizational-dysfunctions

Jones, M. (2012). The Netflix effect: Technology and entertainment in the 21st century. Journal of Media Studies, 45(3), 331-345. https://doi.org/10.1080/02673843.2012.678264

Kazanjian, R. K. (1988). Relation of dominant problems to stages of growth in technology-based new ventures. Academy of Management Journal, 31(2), 257-279. https://doi.org/10.2307/256547

Kleve, H. (2020). *Die Unternehmerfamilie: Wie Wachstum, Sozialisation und Beratung gelingen*. Carl-Auer Verlag.

Kirzner, Israel M., Competition and Entrepreneurship (1973). University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship, Available at SSRN: https://ssrn.com/abstract=1496174

Kücher, A., & Feldbauer-Durstmüller, B. (2019). Organizational failure and decline–A bibliometric study of the scientific frontend. Journal of Business Research, 98, 503-516. https://doi.org/10.1016/j.jbusres.2018.05.017

Lengyel, E. (2010). Ovarian cancer development and metastasis. The American Journal of Pathology, 177(3), 1053-1064. https://doi.org/10.2353/ajpath.2010.100223

Massagué, J., & Obenauf, A. C. (2016). Metastatic colonization by circulating tumour cells. Nature, 529(7586), 298-306. https://doi.org/10.1038/nature17036

Meehl, P. (1990). Appraising and amending theories: the strategy of lakatosian defense and two principles that warrant it. Psychological Inquiry, 1(2), 108-141. https://doi.org/10.1207/s15327965pli0102_1

Mehlen, P., & Puisieux, A. (2006). Metastasis: A question of life or death. Nature Reviews Cancer, 6(6), 449-458. https://doi.org/10.1038/nrc1898

Meyer, A. D., Brooks, G. R., & Goes, J. B. (1990). Environmental jolts and industry revolutions: Organizational responses to discontinuous change. Strategic Management Journal, 11, 93-110. https://doi.org/10.1002/smj.4250110107

Montiel, O., Canales-Garcia, R. A. ., & Gardea-Morales, O. H. (2023). Entrepreneurial Iatrogenesis: An explorative view. European Journal of Family Business, 13(1), 113–125. https://doi.org/10.24310/ejfbejfb.v13i1.15751

Mouzelis, N.P. (2010). Organizational Pathology: Life and Death of Organizations (1st ed.). Routledge. https://doi.org/10.4324/9781315125923

Neffe, C., Wilderom, C.P.M. and Lattuch, F. (2020), "Leader behaviours of family and non-family executives in family firms", *Management Research Review*, Vol. 43 No. 7, pp. 885-907. https://doi.org/10.1108/MRR-12-2018-0468

Ortín García, J., Martín Castejón, P. J., & Pérez Pérez, C. (2014). The culture of conflict in family business. *European Journal of Family Business*, *4*(2). https://doi.org/10.24310/ejfbejfb.v4i2.5049

Padera, T. P., Meijer, E. F., & Munn, 2L. L. (2002). The lymphatic system in disease processes and cancer progression. Annual Review of Biomedical Engineering, 4(1), 245-273. https://doi.org/10.1146/annurev.bioeng.4.020701.153213

Parker, A., Pallotti, F., & Lomi, A. (2022). New network models for the analysis of social contagion in organizations: An introduction to autologistic actor attribute models. Organizational Research Methods, 25(3), 513-540. https://doi.org/10.1177/10944281221101991

Peters, M., Godfrey, C., Khalil, H., McInerney, P., Parker, D., & Soares, C. (2015). Guidance for conducting systematic scoping reviews. International Journal of Evidence-Based Healthcare, 13(3), 141-146. https://doi.org/10.1097/

Quinn, R. E., & Cameron, K. (1983). Organizational life cycles and shifting criteria of effectiveness: Some preliminary evidence. Management Science, 29(21), 33-51. https://doi.org/10.1287/mnsc.29.1.33

Rogers, E.M. (1962) Diffusion of Innovations. Free Press, New York.

Rogers, E.M. (2003) Diffusion of Innovations. Free Press, New York.

Rondi, E., Benedetti, C., Bettinelli, C., & De Massis, A. (2023). Falling from grace: Family-based brands amidst scandals. *Journal of Business Research*, *157*, 113637. https://doi.org/10.1016/j.jbusres.2022.113637

Røvik, K. A. (2011). From fashion to virus: An alternative theory of organizations' handling of management ideas. Organization Studies, 32(5), 631-653. https://doi.org/10.1177/0170840611405426

Schumpeter, J.A. (1934) The Theory of Economic Development: An Inquiry into Profits, Capital, Credits, Interest, and the Business Cycle. Transaction Publishers, Piscataway.

Shyu, J., & Chen, Y. L. (2009). Diversification, Performance, and the Corporate Life Cycle. Emerging Markets Finance and Trade, 45(6), 57–68. https://doi.org/10.2753/REE1540-496X450604

Staw, B. M., & Ross, J. (1981). Commitment in an escalating decision dilemma: A test of the behavioral explanation of the sunk-cost effect. Organizational Behavior and Human Performance, 28(1), 78-97. https://doi.org/10.1016/0030-5073(81)90006-2

Sugarbaker, P. H. (2005). Peritonectomy procedures. Annals of Surgery, 241(3), 340-350. https://doi.org/10.1097/01.SLA.0000155363.31858.15

Thiery, J. P. (2002). Epithelial-mesenchymal transitions in tumour progression. Nature Reviews Cancer, 2(6), 442-454. https://doi.org/10.1038/nrc822

Tushman, M. L., & O'Reilly, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change. California Management Review, 38(4), 8-30. https://doi.org/10.2307/41165852

Ugander, J., Backstrom, L., Marlow, C., & Kleinberg, J. (2012). Structural diversity in social contagion. Proceedings of the National Academy of Sciences, 109(16), 5962-5966. https://doi.org/10.1073/pnas.1117402109

Valastyan, S., & Weinberg, R. A. (2011). Tumor metastasis: Molecular insights and therapeutic opportunities. Cell, 147(2), 275-292. https://doi.org/10.1016/j.cell.2011.09.024

Van Rooij, B., & Fine, A. (2018). Toxic corporate culture: Assessing organizational processes of deviancy. Administrative Sciences, 8(3), 23. https://doi.org/10.3390/admsci8030023

Whetten, D. (1989). What constitutes a theoretical contribution? The Academy of Management Review, 14(4), 490-495. https://doi.org/10.5465/amr.1989.4308371

Weitzel, W., & Jonsson, E. (1989). Decline in organizations: A literature integration and extension. Administrative Science Quarterly, 34(1), 91-109. https://doi.org/10.2307/2392987

Widia, F., Rosanensi, M., & Rahmawati, L. (2021). Netflix's strategy to dominate the world's entertainment media market after the death of Blockbuster. JBTI: Jurnal Bisnis: Teori dan Implementasi, 12(3), 155-171. https://doi.org/10.18196/jbti.v12i3.13396

Wiseman, R. M., & Bromiley, P. (1996). Toward a model of risk in declining organizations: An empirical examination of risk, performance and decline. Organization Science, 7(5), 524-543. https://doi.org/10.1287/orsc.7.5.524

Yitzhak, S. (2017). Organizational pathology: Life and death of organizations. Routledge. https://www.routledge.com/Organizational-Pathology-Life-and-Death-of-Organizations/Samuel/p/book/9781412845847