Index

Africa 41–2, 72, 205
agency theory/perspective 20, 156, 183, 223–4, 294–5
Amabile, T.M. 92
Amazon.com 2–3, 5–6, 7–9
artistic integrity, see constraints and artistic integrity; institutional context of creative freedom
Australia 37, 38

Baker, T. 24–5
Basili, M. 132
behavioural theories of the firm 27–9, 114, 290
Bezos, Jeff (Amazon.com) 2–3, 5–6, 7–9
blogging 226, 230–50
BOP markets and projects 46–9, 51
Bourdieu, P. 115
Bourgeois, L.J. 20
Brazilian community banks, see economic constraints and microfinance
bricolage 21, 24–7, 42–53
imperfect resources and 44, 220
improvisation, frugal innovation and 49–52
organizational slack and 52
broaden and build theory of positive emotions 65–6

Camagni, R. 114
Canada 263, 267–8
clusters 114
Coleman, J. 116
commercialization, see competitive advantage; entrepreneurial opportunity discovery
community banks 208–20
competitive advantage 40, 155–6, 278–9
entrepreneurial opportunity
discovery, see entrepreneurial opportunity discovery
incentive structures/licensing strategies and 271–2
constraints, see constraints and artistic integrity: ingenuity under constraints; institutional context of creative freedom;
organizational ingenuity, roots of;
organizational ingenuity, scarcity and; resource constraints
constraints, theory of 18–19
constraints and artistic integrity 155–78
competitiveness: novelty and genre paradox 155–6
authenticity and creativity 156–7, 160–61
meaningful careers and 161–2
culture perspective and agency 156, 158
study in field of artistic dance authenticity as performer attribute 162
dance type/genre authenticity 163
evolution of, Israeli context 164–8
findings/ingenious solutions 170–75
classic and modern dance as platform 173–5
common idiosyncrasies 175–7
geographic periphery/bare bones of performance 172–3
overcoming constraining authenticity 177–8
methodology and analysis 168–70
moral authenticity 163–4, 170–72
overview 158–60
see also institutional context of creative freedom
contingent nature of ingenuity 292–3
copper industry, see ingenuity under constraints
corporations, see organizations’ environmental role
cost discipline 46
creative authenticity and constraints, see constraints and artistic integrity; institutional context of creative freedom
creativity and organizational ingenuity 279–81
creativity and regional ingenuity 113–22
creativity skills 92–3
cultural capital 115
cultural development of ingenuity 290–91
cultural goods 155–7, 160
customers and customer relations 41, 46–7, 137–44, 280–86
dance, see constraints and artistic integrity
design methods, see organizational ingenuity, stimulating with design methods
destructive and creative entrepreneurial work 223–5, 227–9, 243–4, 246–8
Dettmer, H.W. 18–19
Diamond, J. 35
Dutch homecare study, see opportunity development through institutional work

ecological ingenuity 57–8, 61–2 and processes 62–5, 69
economic constraints and microfinance 203–20
community banks 208
leaders’ organizational ingenuity, demonstrated 210–13
and Brazilian constitutional constraints 207
cultural differences 204–5
outreach and awareness of social disparities 205–6, 210–13
power and responsibility 206–7
sustainability 204
leaders’ organizational ingenuity, effects of 213–17

creative solutions: virtual social currency 213–14
national impact 216–17
teamwork/community action 214–16
study in Brazilian microfinance
data collection 208–9
findings and future directions 220
practical implications of 219–20
study focus and data analysis 209–10
theoretical implications of 218–19
see also leadership
economies of business, power and institutionalized cultural authority 163–4
entrepreneurial ingenuity 7–9
risk and, see risk perception and ingenuity
see also leadership; entrepreneurial opportunity discovery
entrepreneurial opportunity discovery 84–107
case study, university IP commercialization, 85–7
context 96
dependent variables 96–7
entrepreneurs and university technology transfer offices 88–90
event timing and process 98–9, 100–101
feasibility phase 99
participant scientists, entrepreneurs and students 97–8
responses 103–4
technologies 96–7
ideation team model 90–91
case study methodology 95–6
case study results 101–3
creative skills and 92–3
social interaction and creativity matrix (hypotheses) 93–5
overview 105–7
prior knowledge and 87–8
as resource 92
enlarging pool of 91
see also entrepreneurial ingenuity; risk perception and ingenuity;
ingenuity spirals in theory 65–70
broaden and build theory of positive emotions 65–6
generativity 69–70
panarchy 66
resource mobilization 68–70
upward spirals 66–8, 70, 75, 77
overview 9, 75–7
see also ingenuity, definition
propositions
ingenuity under constraints 254–72
constraints as innovation focusing device 254–5
financial constraints example 264–5
historical and financial study views 255–6
previous knowledge example 265–9
and commercial ‘winners’ 271–2
fruits/roots of innovation 254
overview 270–72
study in copper metallurgy 256–7
development of autogenous smelting 258–62
in Finland (Outokumpu) 264–70
worldwide experimentation 262–3
study methodology 258
see also ingenuity, definition
propositions; technical ingenuity and commercialization
innovation, see regional ingenuity;
ingenuity under constraints
institutional context of creative freedom 182–201
‘enabling limits’ paradox 182–3, 191–3
institutional frame in field of haute cuisine 184–5
organizational creativity/ingenuity 183–4
overview and future research 199–201
and agency/action approach 294–5
study in German haute cuisine characteristics of institutional frame 188–94
creativity as necessity 184–5
expectancy structure 191–3
industry trends and player emulation 193–4
key players’ influence 188–91
data collection 186–7
and analysis 187–8
empirical background 185–6
implications of 197–9
process and subject/actors’ profiling 194–6
see also constraints and artistic integrity
institutional theory 294
institutional work, see institutional context of creative freedom;
opportunity development through institutional work
International Standards Organization (ISO) 59–60
Israel, evolution of artistic dance 164–8
study in ingenuity and authentication 169–78
Japan, competitive advantage 40
and risk, see risk perception and ingenuity
Jobs, Steve 35–6
knowledge stock 87–8, 91–2, 117–18, 144, 265–7
leadership 5–6, 35–6, 73–4, 265–6, 284–5; see also economic constraints and microfinance;
entrepreneurial ingenuity
longitudinal perspectives of ingenuity 291
Mäkinen, Eero 265–6
market research 280–86
Merck pharmaceuticals 63–4, 68–9
microfinance, see economic constraints and microfinance
Mueller, J.S. 92
networks 135, 139–40, 146; see also teamwork
Nohria, N. 19
Nokia 41
opportunity development through institutional work 223–50
as destructional 223–5, 227–8, 246, 247–8
and creational 228–9, 243–4
Dutch health care study
data analysis and interpretation 232–3
data sources and collection 231
limitations 250
overview 224–6, 246–50
site and case study selection 230–31
institutional entrepreneurship 223–4, 225
effortful actions 226–7, 229–30
weblog 230–50
field and venture level actions 233–5
events and logics 245–6
field level opportunity development 235–40
‘legitimating’ organizations and 225, 228, 241
venture level opportunity development 242
social skills and tactics 224
building alliances and knowledge broking 240
resource building and organizing 243–4
organizational fields 227
see also entrepreneurial opportunity discovery
organizational field 227
organizational ingenuity
commercialization of technological innovations, see entrepreneurial opportunity discovery
creative constraints, see institutional context of creative freedom
creative solutions in microeconomics, see economic constraints and microfinance
definition 1, 183
developing 7–9, 290–91
individual ingenuity and 5–7
the organization’s DNA characteristics 9–10
regional ingenuity and 7
roots of, see organizational ingenuity, roots of scarcity and, see organizational ingenuity, scarcity and stimulating, see organizational ingenuity, stimulating with design methods
organizational ingenuity, roots of 15–30
bricolage 21, 24–7
characteristics/definitions of ingenious solutions 17–18
constraints theory 18–19
aspirational factors and 27–9
innovation and 15
jet engine example 16
organizational slack 19–21
and performance variables 22–3
research, future directions 30
organizational ingenuity, scarcity and 34–53
ingenuity in practice 42–9
bricolage and imperfect resources 44
frugal innovation and customer frugality 46–9
improvisation and time scarcity 45–6
overlaps and continuities 49–52
overview 53
resource perspectives 35–7
stubborn facticity versus enactment 37–9
threat versus opportunity 39–40
slack as research element 52
organizational ingenuity, stimulating with design methods 277–86
ingenuity, theories of 279–80
organizational creative scope 280
steps towards business development 285
strategic thinking/planning and 285
study focus and overview 277–8
limitations and contributions 286
medical company research example 277–8
data collection and analysis 281–2
data translation 284
findings 284
personnel and methods 285–6
research stages 282–4
organizational performance 278
organizational slack 19–21, 52
and performance variables 22–3
organizations’ environmental role 63–4, 68–9, 82–3
drivers of ingenuity spirals 72–4
and outcomes 74–5
ecological rigidity and crisis 71–2
Outokumpu, see ingenuity under constraints
outreach 205, 210–11
and social intimacy 48, 92
Paju Bank, Brazil 207, 208–12, 214, 216
Palmas Bank, Brazil 208–15, 217
panarchy theory 64, 66
Paraguaya 205
Pfeffer, J. 38
process versus stand alone ingenuity 291–2
property rights 139, 171–2
qualitative nature of outcomes 15–18
aspirations and 27–9
bricolage and 24–6, 27
regional ingenuity, firm innovation and role of social capital
enabling conditions 113–14
future study propositions 122
implications of study for practitioners 120–21
innovation and knowledge stock 117–18
local social capital 118–19
negative bonding effects 121
overview 7, 119–20
theoretical background literatures 114–17
resource constraints/scarcity
and actor creativity 2–3
ingeniousness and risk 4–5
organizational ingenuity and 34–53
bricolage, improvisation and frugal innovation 42–9
resource consumption and preservation 38, 60–61
and resource mobilization 19–21, 68–9
resource dependence theory 38
resource excess 19–21
risk perception and ingenuity 4–5, 125–51
customer base 137–44
customer relations 141–4
customers as investors, and property right protection 137–9
network serendipity 139–40
entrepreneurial starting point, returns and gains 131–2
human resources 145
founder and top management 146–8
managers’ definitions of risk 127–9
risk and consequences of failure 129
risk as dynamic 129
risk as integral to management, and effects 129–31
risk sources and coping mechanisms 133–44
cash flow 141–2
funding 134–7
customers providing 137–9
institutional void 136, 140
non-commercial affiliates 137
human relations form of contracting 142
network solutions 135, 139–40, 146
personnel’s knowledge of market 144
study overview 125–7, 148–9
managerial implications of 150–51
see also entrepreneurial opportunity discovery; technical ingenuity and commercialization
Russia 262–3
Salancik, G.R. 38
Schumpeterian innovation 17, 61
sense-making theory 64
Shane, S. 90
social capital 113–22
and networks 135, 139–40, 146
social disparities 205–6, 212–13
social ingenuity 61
social intimacy 48, 92
outreach 205, 210–11
Soviet Union 262–3
Stinchcombe, A.L. 10, 290
strategic planning 285

TATA motors 48, 51
technical ingenuity, definition 61
technical ingenuity and
commmercialization 61, 84–107,
125; see also ingenuity under

constraints; risk perception and
ingenuity
Travel Unleashed 37–9

United States of America 140–41,
260–61, 262
user ingenuity 41
venture businesses, see risk perception
and ingenuity
waste destruction and management 61
website efficiency 3, 226, 230–50

Zappia, C. 132