abnormal returns measurement 274
absorptive capacity 287, 339
accountability 550–551
accounting-based measures 255, 258
acculturation 249
double-layered 30
mergers and acquisitions 246
modes 250
process 241–242
acquisitions see mergers and acquisitions
actions of firm and annual reports 399
activities and practices 182, 184–185, 186–188, 189–191, 192–197
activity integration 249
Adams, J. 489
adaptation 21, 99
computer simulation modeling 426
multinational firms 361–362
reciprocal 160
adaptive strategy logics see exploitation
adjustment and multinational firms 368
adverse selection 245
advertising 477
age of firm 285
agency costs:
financial structure of firms 513, 527–528, 530
ownership of firms, corporate governance and investment 541, 548, 550, 552
agency relationships and annual reports 397–398, 399–401, 402–403, 405, 410–411
agency theory 109–110, 112, 190–192, 418, 543–544
computer simulation modeling 418, 428
ownership of firms, corporate governance and investment 547, 549
aggregate mode 72–73
aggregation 464, 465, 466, 475
aggressiveness 482, 483
agreements:
bilateral 91, 92
cooperative 284
multilateral 91, 92
Alcatel: All-in-One Service 497
Aldington Report 553
alignment effect of a coalition 315
alliances 91
business-level strategic 37
coopetition 494, 500
cross-border 365
downstream 93–94
duration 274
horizontal 94
innovation and technology management 291
multilateral 91, 92
non-equity 284
patterns 168
upstream 94
see also strategic alliance formation
allocation of attention 158–159
Amarelli family 353
Amazon 222, 481, 572
ambiguity and socio-cognitive perspective 159
AMD 481, 483
analysis, multiple levels of 383, 387, 389, 390, 391, 392, 395
analysis of variance (ANOVA) 381, 383–384, 387–388, 390–392, 395
annual reports see semiotic methods and annual reports
Antinori family 353
Apple 481, 499, 500, 572
appropriateness and annual reports 403–404, 406
appropriation/appropriability 75–76, 286–287, 291–292
approval and annual reports 405
architectural competence 123
archival data 386–387, 390, 393, 395
Armstrong World Industries 497
Asia 537
asset/assets 462–463, 476, 477, 482, 553
complementary 287–288
intangible 157–158
parsimony approach 334, 340
rationalization 249
scarce 227
specificity 36, 265, 291
substitution 517
associability 546
asymmetries 128
see also information asymmetries
attack intensity 217, 220–222, 223
attention, automatic and mindful 152–153
attributions of meaning 408–409
Austrian economics framework 167, 175–177
autonomy, organizational 250
bankruptcy 316
bargaining 76, 138–139, 286
Barnes & Noble 222, 481
barriers:
ideological 508
isolating and licensing policy 227–228
to market 51, 219, 226–227
organizational 508
psychological 508
structural 508
behavior, competitive and cooperative 10
behavioral-theory-of-the-firm 25, 183, 285
see also economic and behavioral theories of private-held ownership
Belgium 288
beliefs and meanings 182, 184, 186–188, 189–197
best response 484
biases 159
bilateral agreements/ties 91, 92
binomial regressions 395
‘blind spots’ 148–149
blue ocean strategies 48, 483
BNP Paribas 495
board of directors:
communication channels 306
discipline 307
functions 309
insider-dominated 304
legitimacy 306
non-executive directors 308
obtaining external resources and commitments 306
ownership of firms, corporate governance and investment 548–549, 551
processes 309
professional experiences diversity 307
semitic methods and annual reports 397–398, 406
service 307
social/relational capital 308
see also corporate governance
Boston Consulting Group 72
boundaries of the firm 429
bounded rationality 149, 285
Bouygues Telecom 495
Bowmar Instrument Corporation 222
business districts configuration 133
business level strategy 23
business models 460–486, 488–491
aggregation 464, 465, 466, 475
aggressiveness 482, 483
alignment to goal 470
assets 462–463, 476, 477, 482
causal loop diagram 463, 466, 467
choices 462–466, 468–473, 475–478, 484
consequences 463–466, 468–471, 475, 478
consequences, flexible 462–463
consequences, rigid 462–463, 468, 471, 472, 473–474
defensiveness 464, 465–468, 475
Giovanni Battista Dagnino - 9780857938688
Downloaded from Elgar Online at 12/16/2018 01:56:35PM
via free access
Index 577

definition 461–463
effectiveness 474–475
elements of 463
evaluation 469, 470–484
governance structures 462–463, 476, 477, 482
holdup 472, 473, 475
imitation 472–473, 474
innovation and competitive advantage 38–39
Intel 478–481, 483
interaction 10, 477
interdependence 478–481, 482, 483
Irizar 485, 488–491
Microsoft 466, 471, 473, 475, 478–481, 483
plasticity 474
policies 462, 476, 477, 482
reinforcement 470–471, 472–473, 474
representations 463–468, 478–479, 490, 491
robustness 472–474, 475
Ryanair 465, 466–468, 469, 470–471, 472, 474–475, 476, 485
slack 472, 473, 475
strategic interaction 482–484
substitution 472, 473–474, 475
tactical interaction 476–477, 481–482, 484
virtuous cycles/virtuousness 468–469, 471–472, 474, 478

capabilities 69, 75, 76, 89, 115, 127, 134
building 126–127
competitive positions 186
cooperative 139
core 337
entrepreneurship 327–334
identification and use of 360
implementation 140
integration 244
mergers and acquisitions 237
multinational firms 365
organizational 74, 186, 340
parameterization 127–128
socio-cognitive perspective 149, 159–160
substantive 34–35
trust 450
see also dynamic capabilities
capacity effect 248
capital:
access to 554
human 306–307
'patient' 352, 554
product 255
relational 308
social 306, 545–546
venture 549, 551
see also financial structure of firms
capitalism, institutional 538
cashflow 516
casual structure of relationships 394
casual structure of a theory 389
categorical dependent variables 383, 388, 391, 392
causal ambiguity 35–36, 112, 119, 127
entrepreneurship 329
socio-cognitive perspective 148–149
causal loop diagram 463, 466, 467
causal reasoning 176
celebrity and socio-cognitive perspectives 157
cellular automata models 418
centralization 92
CEO turnover 305
certainty and trust 442–443
chain reactions 222, 241
change and stochastic models 416
change management 241
change, resistance to 340
characteristics of firm 285
China 33
choices and business models 462–466, 468–473, 475–478, 484, 489, 491
choices, past 285
Cirque du Soleil 476, 483
Cisco Systems 231
class hegemony perspective 308
Clausewitz, C. von 49–50, 52, 54
clean state opportunity set situation 111
clustering techniques and factor analysis 383, 387, 389, 391, 392
clusters 94, 95, 368–369, 498, 540
colocation 94
co-specialization 94
codes/coding 381–383, 394, 408
cognition filter 217, 223, 224–225
cognitive abilities 326
cognitive distance 438
cognitive limitations, individual 159
coinsurance effect 527–528
collars (risk management tool) 248
collectives and collectivism 69–70, 73–74
commitment 347, 350–351, 352, 353–354, 355
affective 351
continuance 351
normative 351
committees, internal 551
Commodore 499
common interest 504
communication 84
mediated 408
mergers and acquisitions 252–254
trust 448
comparative advantage 361–362
competences 128, 134
architectural 123
core 24, 25, 115
dynamic 25
entrepreneurial 140
and expertise, complementary 437
external market 565–566
internal market 565–566
networks 124, 127
competition:
business models 477, 481, 484
group 93
internal 92
localized 427
multipoint 33, 221
over time 420, 426–427
post-entry 87
Schumpeterian 415
see also coopetition
competitive advantage 4–7, 24, 25, 51, 52, 63, 75, 84, 118
and business model innovation 38–39
definition 114
dynamic 7
entrepreneurship 326, 327, 340
family businesses 347, 348–349, 350, 352, 355
multinational firms 367
ownership and corporate governance 546, 553, 554
sustainable 6, 74, 118, 119
temporary 118
and trust 437
competitive behavior 10
competitive dynamics 34, 231
competitive force views 183
competitive interactions and industry structures 158–159
competitive organization 8–9
competitive performance 553
competitive positions, emergence of 182–197
activities and practices 182, 184, 186–188, 189–191, 192–197
agency 190–192
beliefs and meanings 182, 184, 186–188, 189–197
firm level 185–186, 189, 191, 192, 193, 195, 196
group level 184, 189, 190–191, 195–196
individual level 184, 186, 189, 190–191, 195–196
industry level 191, 193
institutional level 192, 195–196
macro-conditions 182–184, 185–186, 189–190, 191–197
managerial intentionality 190–192
competitive posture 231
competitive potential 553
competitive pressure 217, 220–223
competitive rivalry 154
competitive strategy definition 4–5, 22–26
competitive threat 32–33
competitors 502
definition 202
market redefinition 229
response behaviour definition 202–203
complacency 473
complementarity:
ashes models 471
Index 579

computer simulation modeling 428

corporate governance 319

innovation and technology
management 294

complementary assets 287–288

complementary effects and corporate
governance 317

complementary resources 219, 227–229

complementors 483, 502

complements 293

complexity 36, 119

business models 473

computer simulation modeling 426

social 127, 148–149

socio-cognitive perspective 159

comprehension as socio-cognitive
capability 159

computer simulation modeling 391, 392, 415–431

agent-based models 418

boundaries of the firm 429

cellular automata models 418

competing over time 420, 426–427

definition 416–417

diversification 426, 429

industry analysis 420

industry structure 426–427

interfirm contracting 429

organization design 427–428

property rights theory 429–430

simulation-based strategy studies
421–425

strategic alliances 430

strategic groups 427

*Strategic Management Journal* (SMJ) 419, 420

strategic positioning 420, 429

strategy execution 426, 427–428

systems dynamics models 418

transaction cost theory of vertical
integration 429–430

types of models 417–418

conduct of firm 25

conflicts 541, 544

of interest 522

congruence of interests 504

connectivity and culture 242

consensus building 159

consequences in business models 462–466, 468–471, 472, 473–474, 475, 478, 491

consistency, internal 470

contagion effect 248–249

content analysis framework 382

content of strategy 22

contingency 319

adaptability 270

theory 543

contracts/contractual:
agreements 269

devices 246

formal 270

incomplete 514, 522

interfirm 429

obligatoriness 270

restraints on managerial discretion
313

strategic alliances 269–271

control 550

rights 269

cooperation 124

alliance formation and dynamics 270

bilateral contractual 367–368

business models 477, 481

innovation and technology
management 287, 293

interfirm 9, 367

obedient 407

sustained 64

trust 439, 448

see also cooperator

cooperative agreements 284

cooperative behavior 10

cooperative capabilities 139

cooperative games 73

cooperative strategy 10, 37

copetition 10, 37, 48, 492–509

competitive perspective 492, 493–495, 501–503

complexity 504–505, 506

contextuality 505–506

cooperative perspective 492, 495–503

horizontal cooperation 496, 498–501

vertical cooperation 496–498

IBM 498–501

ideological barriers 508
<table>
<thead>
<tr>
<th>Page 580</th>
<th>Handbook of research on competitive strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>instability 505–506</td>
<td>individual blockholders 313–314</td>
</tr>
<tr>
<td>Intel 499–500</td>
<td>interfirm 92</td>
</tr>
<tr>
<td>interdependences 492–493, 495, 500</td>
<td>life cycle stages 316</td>
</tr>
<tr>
<td>interdependences, negative 494, 499, 501</td>
<td>managers 300</td>
</tr>
<tr>
<td>interdependences, positive 496, 499, 501</td>
<td>organizational theory 318–319</td>
</tr>
<tr>
<td>Microsoft 499–501</td>
<td>pressure-indeterminate investors 312–313</td>
</tr>
<tr>
<td>organizational and structural barriers 508</td>
<td>pressure-resistant investors 312–314</td>
</tr>
<tr>
<td>psychological barriers 508</td>
<td>pressure-sensitive investors 312–313</td>
</tr>
<tr>
<td>structure: Smithian argument 503–506</td>
<td>private equity firms 313</td>
</tr>
<tr>
<td>supplier-customer relationships 496–498</td>
<td>venture capitalists 313</td>
</tr>
<tr>
<td>value creation 493, 496</td>
<td>see also ownership of firms and corporate governance</td>
</tr>
<tr>
<td>value distribution 494, 501</td>
<td>corporate strategy:</td>
</tr>
<tr>
<td>value generation 501</td>
<td>and resources 132</td>
</tr>
<tr>
<td>win-lose game structure 494, 501, 503</td>
<td>see also financial structure of firms</td>
</tr>
<tr>
<td>win-win game structure 494–495, 496, 497, 499, 501, 503</td>
<td>corporate ventures, internal 326</td>
</tr>
<tr>
<td>coordination 46, 84</td>
<td>correlation techniques 388, 391, 392, 395</td>
</tr>
<tr>
<td>alliance formation and dynamics 268, 270–271</td>
<td>cost leadership strategy 5, 25, 123, 553</td>
</tr>
<tr>
<td>-autonomy dilemma 240</td>
<td>cost synergies 256</td>
</tr>
<tr>
<td>core capabilities 337</td>
<td>counter-moves 231</td>
</tr>
<tr>
<td>core competences 24, 25, 115</td>
<td>counter-turned sale solutions 453</td>
</tr>
<tr>
<td>core rigidities 336, 337, 340</td>
<td>Cournot’s Problem 68</td>
</tr>
<tr>
<td>corporate governance:</td>
<td>creative strategy logics see exploration</td>
</tr>
<tr>
<td>block-holders and shareholder activism 309–315</td>
<td>Crédit-Mutuel-CIC 495</td>
</tr>
<tr>
<td>board of directors 300, 302–309</td>
<td>crisis situations 316, 520</td>
</tr>
<tr>
<td>characteristics, business strategy and performance 305–309</td>
<td>critical decisions 303</td>
</tr>
<tr>
<td>composition and strategic decisions 303–305, 306–307</td>
<td>critical rationalism 60</td>
</tr>
<tr>
<td>demographic factors 307–308</td>
<td>cross-cultural differences 543</td>
</tr>
<tr>
<td>interlocks 308–309, 316</td>
<td>cross-disciplinary traditions 83</td>
</tr>
<tr>
<td>size and firm performance 315–316</td>
<td>cross-sectional approach 386, 391</td>
</tr>
<tr>
<td>social/relational capital 308</td>
<td>culture/cultural:</td>
</tr>
<tr>
<td>contingencies and complementarities 315–317</td>
<td>change 241</td>
</tr>
<tr>
<td>diversity 315–316</td>
<td>clash 241–242</td>
</tr>
<tr>
<td>external shareholders 300</td>
<td>fit 242, 246</td>
</tr>
<tr>
<td>family owners 314–315</td>
<td>identity-building 242</td>
</tr>
<tr>
<td>group blockholders 313–314</td>
<td>issues 148–149, 543</td>
</tr>
<tr>
<td></td>
<td>organizational 136, 241</td>
</tr>
<tr>
<td></td>
<td>customer 258, 502</td>
</tr>
<tr>
<td></td>
<td>development costs 446</td>
</tr>
<tr>
<td></td>
<td>-driven strategy 568–569</td>
</tr>
<tr>
<td></td>
<td>equity value 445</td>
</tr>
<tr>
<td></td>
<td>preferences 30, 229</td>
</tr>
<tr>
<td></td>
<td>data analytical techniques framework 384–385, 386, 387–390, 391, 392</td>
</tr>
<tr>
<td>Debt/equity mix and financial structure of firms</td>
<td>512–513, 515, 516, 517, 528, 532</td>
</tr>
<tr>
<td>Debtholders</td>
<td>513–514</td>
</tr>
<tr>
<td>DEC</td>
<td>500</td>
</tr>
<tr>
<td>Decision-making: heuristics</td>
<td>159</td>
</tr>
<tr>
<td>Strategic</td>
<td>554</td>
</tr>
<tr>
<td>See also filters</td>
<td></td>
</tr>
<tr>
<td>Decomposability of business models</td>
<td>464, 465–468, 475</td>
</tr>
<tr>
<td>Deductive practices</td>
<td>194</td>
</tr>
<tr>
<td>Defensiveness</td>
<td>482, 483</td>
</tr>
<tr>
<td>Degeneration and scientific progress</td>
<td>61</td>
</tr>
<tr>
<td>Deregulation</td>
<td>460</td>
</tr>
<tr>
<td>Descriptive techniques</td>
<td>273</td>
</tr>
<tr>
<td>Design, organizational</td>
<td>128, 267–268, 427–428</td>
</tr>
<tr>
<td>Design view</td>
<td>564</td>
</tr>
<tr>
<td>Deterministic models</td>
<td>417</td>
</tr>
<tr>
<td>Developing countries</td>
<td>32–33, 273</td>
</tr>
<tr>
<td>Development: internal</td>
<td>283, 291, 293</td>
</tr>
<tr>
<td>Margins and market opportunities</td>
<td>219, 229–230</td>
</tr>
<tr>
<td>Of strategy</td>
<td>563–564</td>
</tr>
<tr>
<td>Differentiation</td>
<td>5, 25, 92, 202, 211, 218–220, 226–227</td>
</tr>
<tr>
<td>-Cost leadership strategy</td>
<td>31, 38</td>
</tr>
<tr>
<td>Family businesses</td>
<td>347, 352, 353–354</td>
</tr>
<tr>
<td>Multinational firms</td>
<td>362</td>
</tr>
<tr>
<td>Ownership and corporate governance</td>
<td>553</td>
</tr>
<tr>
<td>Discount rate</td>
<td>446</td>
</tr>
<tr>
<td>Discrete choice models</td>
<td>394</td>
</tr>
<tr>
<td>Discrete dependent variables</td>
<td>387, 389</td>
</tr>
<tr>
<td>Discrete processes</td>
<td>416</td>
</tr>
<tr>
<td>Disinvestment decisions</td>
<td>338</td>
</tr>
<tr>
<td>Distinctiveness and family businesses</td>
<td>347, 351, 352, 353–354, 355</td>
</tr>
<tr>
<td>Distrust</td>
<td>450</td>
</tr>
<tr>
<td>Disturbance term</td>
<td>416</td>
</tr>
<tr>
<td>Diversification</td>
<td>84, 132, 315–316</td>
</tr>
<tr>
<td>Computer simulation modeling</td>
<td>426, 429</td>
</tr>
<tr>
<td>Corporate governance</td>
<td>304, 310</td>
</tr>
<tr>
<td>Financial structure of firms</td>
<td>527–528</td>
</tr>
<tr>
<td>Docutel</td>
<td>230</td>
</tr>
<tr>
<td>Dual governance system</td>
<td>507</td>
</tr>
<tr>
<td>Due diligence</td>
<td>244, 247–248</td>
</tr>
<tr>
<td>Dyadic advantages</td>
<td>89</td>
</tr>
<tr>
<td>Dyadic relations</td>
<td>88</td>
</tr>
<tr>
<td>Dynamic capabilities</td>
<td>7, 25, 34–35, 52–53, 115</td>
</tr>
<tr>
<td>Competitive positions</td>
<td>183</td>
</tr>
<tr>
<td>Computer simulation modeling</td>
<td>427</td>
</tr>
<tr>
<td>Multinational firms</td>
<td>366</td>
</tr>
<tr>
<td>E-businesses</td>
<td>460, 461</td>
</tr>
<tr>
<td>EADS</td>
<td>507</td>
</tr>
<tr>
<td>Earnouts</td>
<td>248</td>
</tr>
<tr>
<td>Ecological processes</td>
<td>97–99</td>
</tr>
<tr>
<td>Economic and behavioral theories of private-held ownership</td>
<td>542–546</td>
</tr>
<tr>
<td>Agency theory</td>
<td>543–544</td>
</tr>
<tr>
<td>Contingency theory</td>
<td>543</td>
</tr>
<tr>
<td>Resource dependence theory and resource-based theory</td>
<td>546</td>
</tr>
<tr>
<td>Social capital theory</td>
<td>545–546</td>
</tr>
<tr>
<td>Stewardship theory</td>
<td>545</td>
</tr>
<tr>
<td>Transaction cost economics</td>
<td>544–545</td>
</tr>
<tr>
<td>Economic dependence</td>
<td>90</td>
</tr>
<tr>
<td>Economic rents</td>
<td>117–118</td>
</tr>
<tr>
<td>Corporate governance</td>
<td>301</td>
</tr>
<tr>
<td>Definition</td>
<td>114</td>
</tr>
<tr>
<td>Persistent</td>
<td>119</td>
</tr>
<tr>
<td>Sustained</td>
<td>118</td>
</tr>
<tr>
<td>Temporary</td>
<td>117–118, 119</td>
</tr>
<tr>
<td>Economic value for firm</td>
<td>446</td>
</tr>
<tr>
<td>Economies of scale</td>
<td>301–302</td>
</tr>
<tr>
<td>Efficiency considerations and multinational firms</td>
<td>362</td>
</tr>
<tr>
<td>Embeddedness: multirelational</td>
<td>165–166, 169, 172, 173, 178</td>
</tr>
<tr>
<td>Relational</td>
<td>275</td>
</tr>
<tr>
<td>Social</td>
<td>186, 193</td>
</tr>
<tr>
<td>Structural</td>
<td>176</td>
</tr>
<tr>
<td>Emergence, planned</td>
<td>50</td>
</tr>
<tr>
<td>Emergent view</td>
<td>564</td>
</tr>
<tr>
<td>Emerging economies</td>
<td>371</td>
</tr>
<tr>
<td>EMI</td>
<td>221–222, 228–229</td>
</tr>
<tr>
<td>Emotional attachment</td>
<td>547</td>
</tr>
<tr>
<td>Emotional commitment</td>
<td>567</td>
</tr>
<tr>
<td>Empire-building phenomenon</td>
<td>516, 520</td>
</tr>
<tr>
<td>Empirical approaches</td>
<td>Trend 386</td>
</tr>
<tr>
<td>Employee: acculturation</td>
<td>249</td>
</tr>
<tr>
<td>And communication</td>
<td>254</td>
</tr>
</tbody>
</table>
knowledge and skills 228
representatives 303
enacted environments 154
enforcement of alliance contracts 270
ENIAC/UNIVAC 222–223
enterprising 551
entrenchment 310, 315
managerial 516
entrepreneurial competences 140
entrepreneurial discovery 175
entrepreneurship 135, 136, 325–342, 554
business models 485
capabilities in new ventures 330–334
dynamic capabilities 327–330
internal corporate ventures 335–337
internal venturing implementation 337–340
networking 332–334
rapid change 325–326
real options logic 331–334, 338, 340–341
uncertainty 325–326, 331–334
and wealth creation 325–327
entry modes 361
entry prediction 87
environment, institutional 269
environmental attributes 159
environmental changes 155
environmental conditions 132, 178
environmental events 399
environmental models 224
equity:
alliances 284
-based joint venture 267
-based managerial incentives 300
governance modes 367
see also debt/equity mix
Ericsson 194, 494
Estée Lauder 354
Europe 133, 309, 461, 507, 537
evaluation process 244, 550
event analysis procedures 383, 388, 391, 392, 394
event history analysis 387
event study methodology 239
evolutionary epistemology 60–61
evolutionary pattern, unilateral 363
evolutionary theory 111–112
execution stage of alliances 271
executive compensation systems 301, 305, 404, 549, 551
experience 24, 88, 193, 449, 472
transfer 93
experiments and simulations 386, 387, 390, 391, 393
exploitation 178, 196, 292, 426, 485
synergy 246, 247, 248
exploration 178, 196, 292, 426, 485
expropriation costs 97
external factors:
and competitive strategy 28–34
corporate governance 300–301
external market competences 565–566
‘eye of the beholder’ 147, 150–151, 155–158
F-test 384
factor analysis and clustering
techniques 383, 387, 389, 391, 392
factor market competition and
economic rents 117–118
fairness problem 448, 502
fallibilism 60
falsificationism 61, 62, 63
family businesses 346–357
agreements and constitutions 550
business entity 346
commitment level 347, 350–351, 352, 353–354, 355
competitive advantage 347, 348–349, 350, 352, 355
corporate governance 314–315
councils 547, 550
culture 350
customer relationships 354
differentiation 353–354
distinctiveness 347, 351, 352, 353–354, 355
equity
entrepreneurship 350
‘familiness’ 346–347, 348, 349, 353, 355, 546
family unit as decision maker 346, 349–353
formal meetings 550
high quality strategy 348
holdings and trusts 550
identity 351
individual family members 346
informal agreements 547
informal get-togethers 550
managerial styles 355
office 550
overlapping circles model 349–350
ownership, corporate governance and investment 538, 541–542, 544–551, 554
plans 550
resource-based view 48–49, 346–347, 349, 355
strategic choices 348–349, 352
strategic orientation framework 348
traditions 355
use of family name 353–354
vision, long term 347, 351–354, 355
feedback loops 468, 471
Ferragamo 354
field studies and interviews 386, 387, 390
filters affecting decision-making
processes 217–218, 223–226, 230
cognition 217, 223, 224–225
information 223, 224
power 223, 225–226
financial economics 239
financial performance, sustained 64
financial resources 338
financial returns 336, 338
financial structure of firms 512–534
agency cost theory 513, 527–528, 530
coinsurance effect 527–528
entrepreneur 513–514, 524–530, 531
competitive strategy 529–530
stakeholder theory 526–527
debt/equity mix 512–513, 515, 516, 517, 528, 532
diversification 527–528
empire-building phenomenon 516, 520
financial condition 523
financial distress 520, 526–527
investment distortions 530–531
leverage 526–527, 529–530, 531
overinvestment 511–17, 520–524
managerial 515–516, 521
risk avoidance 518–520, 521, 523
risk shifting 517, 519, 520, 521, 523–524
risk debt 518–519, 520
transaction cost economics 513, 527–528
underinvestment 514, 517–524
à la Myers (debt overhang) 517, 518, 520, 521
value creation 513–514, 530–531
Firestone 225, 226
firms 502
characteristics 312
-level learning curve 72
networks see growth strategies in firm networks
performance 76, 129, 131–132
resources 328
first-mover (dis)advantages 201–202, 203, 204–207, 211, 218, 230, 231
five forces model (Porter) 24, 72–73, 420
flexibility 329, 368, 571–572
focalization 553
focused strategy 25
forecasting, business, economic or technological 224
formal theory/literature review 390
formation stage 271
formulation of strategy 22, 50, 244
fragmentation 238, 240
framing 408, 411
France 507
franchising structures 86
future-dependent processes 196
Gates, B. 500–501
General Electric 231
General Motors 224, 477
georgraphic location 94
see also clusters
Germany 507
Gibrat’s law of firm growth 427
globalization 30–32, 460
good fit 83–84
governance:
choice of 267–269
innovation and technology
management 286
interfirm 92
mechanisms, social or relational 552
Handbook of research on competitive strategy

relational 270
structures 367, 462–463, 476, 477, 482
transaction 461
see also corporate governance
graphical analysis 417
groups 91–93
competition 93
rivalry 93–94
strategic 427
structure 92–93
growth in business models 471
growth prospects 523
growth strategies in firm networks 165–178
absorptive capacity 165, 169–171, 176–177, 178
assumptions 171–172
asymmetries 165
Austrian economics framework 175–177
information transfer and networks 167–169
knowledge structure, preexisting 174–175
network centrality 173
network range 173–174
opportunity discovery 166–167, 175–177, 178

growth trap 472

Hall, J. 354
Hallmark 354
heterogeneity 25, 148–149, 155, 192, 196, 427
heuristics 149, 159, 332, 340
Hewlett-Packard 500
hierarchies in strategic alliance formation 267–268, 269
historical background of competitive strategy 45–54
ancient times 47–49
China and Sun Tzu 47–49, 52, 54
emergence and development of strategy research 51–53
Greenland: Vikings and the Inuit 45–46, 53–54
historical times 45–47
Hongkong and Shanghai Banking Corporation (HSBC) and Chartered Bank 45–46, 53–54
military strategy in nineteenth century 49–50
history-dependent processes 196
history-friendly modeling 427
holdup 472, 473, 475
hollowing out 370
homogeneity 189–190
Honda 175–176, 195, 468
human capital 306–307
human integration 241, 249–250
human resource management research 134–135
human resource systems 253
hygienics 448
hypercompetition 7
IBM 222, 228, 229, 231, 498–501
identity 99, 407
organizational 154–155
IECO 498
IKEA 195
image and annual reports 407, 409
imagination 330, 484
imitation 472–473, 474
innovation and technology management 291
resource-based theory 119–120, 140
technological innovation 202, 211, 218–219, 226–227
immobility 118
impact estimations 224
imperfect measurement of strategic constructs 387, 394
implementation costs 246
implementation of strategy 76–77, 139–140
incentives 300, 310, 315, 429, 471, 530–531
indexing investment strategies 311–312
India 33
individual level of firm networks 169
individualism 184
methodological 65, 68–70
inductive activities 194
industrial organization (IO) 112, 122, 123, 239, 564
industries and competition, analysis of 360
industry analysis 72, 420
industry attractiveness 230
industry structures 154, 158–159, 426–427
industry vs firm effects on firm performance 131
inertia 194–195, 230, 231, 340
influence model 178
information 123–124
acquisition strategies 76
asymmetries 174
financial structure 514, 520, 522
mergers and acquisitions 245
ownership and corporate governance 550
and availability cascades 157
and communication technology (ICT) 361, 494
economics (IE) 245
filter 217
mergers and acquisitions 244–245, 250
space 170–171, 176, 178
transfer and networks 167–169
value 177
imitability 124–128
initial conditions (computer simulation modeling) 416–417
initial public offerings (IPOs) 309, 313
initiatives 173
innovation 571, 572–573
family businesses 353
intensity and corporate governance 304
modality 426
ownership and corporate governance 554
radical 290
see also innovation and technology management; technological innovation
innovation and technology management 281–295
external knowledge sourcing 283–284
innovation performance 286–289
knowledge 282, 286, 289, 494
knowledge management 293–294
multi-level drivers of open innovation 284–286
open innovation 282–283, 286–289, 292, 293
research & development (R&D) 281, 284, 286, 287, 288–289, 293, 294
technological change 289, 290–291
timing and dynamics 289, 291–292
unit of analysis 289, 292–293
innovativeness 194, 195
inspiration 484
Institute for Management Development 552
institutional capitalism 538
institutional differences 543
institutional environment 269
institutional infrastructure 96
institutional investor activism 311
institutionalization 98
institutionalized practices 185
institutionalized symbols and artifacts 408
instrumentalism 61
integration 247, 249–250, 251
human 241, 249–250
level 250
manager 252
mergers and acquisitions 241, 252–253, 255
over- and under- 250
process modes 250
speed 249
task 241, 244, 249–250
vertical 132
Intel 229, 478–481, 483, 499–500
intellectual property rights (IPR) 269
inter-connectedness 183
inter-relationships 183, 185
inter-temporality 183
interdependence:
alliance formation and dynamics 268
coopetition 492–493, 494, 495, 499, 500, 501
mergers and acquisitions 248
strategic 250
interfirm:
contracting 429
cooperation 10, 367
governance 92
networks 88
rivalry 201, 203, 211, 212–216, 218, 220, 230
internal development 283, 293
internal factors 28, 34–36
internal market competences 565–566
International Business (IB) 360, 368–369
internationalization strategies 31–32, 132
internet as data source 393
interorganizational field 171
interpretation 152–153
of actions 158
analysis 383
of responses 160
semiotic methods and annual reports 409, 412
structures 154
interpretive analysis 383, 387, 388, 391, 392, 395
interviews and field studies 386, 387, 390
investment 229
choices 523
decisions 330–331
exploratory 333–334
relational specific 367
see also financial structure of firms; ownership of firms, corporate governance and investment
investors 254
invisibility and supply inelasticity 127
Irizar 485, 488–491
Italy 498
iterations (computer simulation modeling) 416–417, 419
Jefferson, T. 489
Jensen-Meckling incentives 315
joint ventures 265, 267–270, 272, 273–274, 275, 494–495
duration 273–274
dyadic 275
instability 273–274
multi-party 275
ownership structure 273
termination 272
Jomini, A.-H. de 49
judgment tasks 390, 391, 394
knowledge:
-base 28, 169–170

-based improvement 36–37
-based resources in strategic alliance formation 266
-based theory 115
-based view of firm 52
entrepreneurship 336
external 294
flows and innovation and technology management 286
literature 60–61
multinational firms 366–367, 368
spillovers 94, 96–97
structure, preexisting 174–175
tacit 95, 301
transfer 95
trust 450
language games 158
leadership 92, 241, 484
leakage 291
learning 84–85, 86, 366–367, 368
creative and imaginary 196–197
entrepreneurship 328
experiential 196
maximization 332
organizational 301
-race perspective 266
see also knowledge
legal infrastructure 96
legitimacy 156–157, 403–404, 405, 406, 408–409
leverage 526–527, 529–530, 531
licenses 270
licensing policy 219, 226–227
linear regression techniques 383, 387, 390, 392, 395
linkages creation 369
Linux 475, 481
liquidity 310
lock-in 194
longitudinal approach 257, 386–387, 391, 393–394, 448
loyalty 445
programs 228
M-form hypothesis 428
macro-conditions 182–184, 185–186, 189–190, 191–197
management:
board 551
information system 253
middle 252, 544
processes 275–276, 553
see also strategic management; top management
Management Institute (Harvard) 72
managerial activities 185
managerial culture 363
managerial implications and resource-based theory (RBT) 135–140
managerial incentives 300
managerial intentionality 190–192
managerial ownership 554
managerial practices and entrepreneurship 337–338
managerial practices and technological innovation 202
managerial styles in family businesses 355
managerial systems 228
managers 136–137, 300
competitive positions 196–197
design/architectural skills 128
financial structure 514
operating 544
MANCOVA 384
MANOVA 384
market:
-based measures 255
-based view 51
conditions 244, 426
dynamics 111
entry strategies 86
evolution 29–30
impact 217, 220–222
opportunities 219
position 97–98, 365
scope 25
segmentation 572
strategy characteristics 217, 220–223
structure 529
marketing 135
Matsushita 231
meanings see beliefs and meanings
measurement problems 291
mergers and acquisitions 237–258
communication 252–254
corporate governance 304
criteria checklist for acquisition 245
determinants of acquisition
performance 244
financial economics 239
fragmentation 238, 240
industrial organization 239
information economics (IE) 245
integration 243, 247, 249–250, 251, 252–253
longitudinal research 257
merger syndrome 241
metrics of acquisition performance 255–256
negotiating an agreement (closing the deal) 246–248
operating and financial synergies 246
operationalization 257–258
organizational behaviour 239, 241–242
organizational fit 246
performance 254–256
post-acquisition phase 244, 248–254, 255
pre-acquisition phase 243–246, 253–254
process of acquisition 243–254
qualitative studies 240, 241, 257
quantitative studies 239, 241
replicability 238
strategic factor markets (SFM) 245
strategic fit 245–246
strategic management 239, 240
top management 250, 254
transition team leaders 252, 254
typology 246
meta-analysis 391, 392
methodological collectivism 74
methodological individualism 65, 68–70
Michelin 223, 229
micro-analysis: collectives and collectivism 73–74
micro-foundations 182–184, 185–186, 189–190, 191–197
micro-oriented approach 76–77
Microsoft 231, 466, 471, 473, 478–481, 483, 499–501
Migros 452–453
military strategy in nineteenth century 49–50
‘mind of the strategist’ 150–155
cognitive structures 153–155
sensemaking: noticing and interpreting 152–153
mindset of competitive strategy 1, 8–10, 224, 242
mixed data sources 393
mobility, imperfect 25
modularity in computer simulation modeling 428
Moltke, H. 50, 54
monitoring 550
effect 528
mechanisms 275
Monte Carlo methods 417
mortality probability or rate (computer simulation modeling) 416
motivation 268
motivators 448
Motorola 494, 500
multi-branding strategies 99
multiculturalism 246
multilateral agreements/alliances 91, 92
multimarket rivalry 87–88
multimarket structure 86–87
multinational firms 359–371
choice of entry mode 361
clusters 368–369
corporate organizational strategy: external network 359, 365–369
corporate organizational strategy: internal network 359, 362–365
geographical dispersion 360
integration-responsiveness framework 360–363
international strategy issues 360–362
knowledge and learning 366–367, 368
rationalization 370–371
reputation 366
risk reduction 366
scale economies 366
strategic alliances 365–367
strategic role 364–365
multiple levels of analysis 383, 387, 389, 390, 391, 392, 395
multipoint competition 33, 221
multirelational embeddedness 165–166, 169, 172, 173, 178
multirelational network 171
multiunit rivalry 85–86
multiunit structure 84–85
mutual consideration 253
mutualism 98
Napoleon 49
national culture 241
negotiating an agreement (closing the deal) 244, 246–248
neoinstitutionalism 149–150
Nestlé 572
Netherlands 546
networks 140
centrality 174
competences 124, 127
effects in innovation and technology management 292–293
entrepreneurship 332–334
friendship 90
interfirm 88
multirelational 171
position 176
professional 95, 96
range 174
relational 175
social 95, 96, 267–268, 308, 340
structure 88–91
see also growth strategies in firm networks
new product markets 160
new technological paradigms 229
new technology improvements 229
niche overlap 99
niche structure 98
Nicorette 194
noise in computer simulation modeling 416
Nokia 494
non-cooperative games 73
non-equity alliances 284
non-equity partnerships 270
non-parametric techniques and interpretive analysis 383, 387, 388, 391, 392, 395
non-substitutability 116–117, 119, 126–127
nonlinear models 394
norms 228, 349, 355
not-invented-here syndrome 287
noticing 152–153
Novell 500
Index 589

OneWorld 495
Open Software Foundation 500
open-systems approach 319
openness in innovation and technology management 293
operating and financial synergies 246
operationalization of acquisition 255, 257–258
opportunism 10
opportunity:
discovery 166–167, 175–177, 178, 326, 330
register 337–338
space 170–171, 172
option chain 331
options theory 109–110, 112
see also real options
Orange 495
organization/organizational 128–129
abilities 326
barriers 508
behavior 239, 241–242, 554
capabilities 74, 186, 340
citizenship behavior 546
climate 256
competitive 8–9
complacency 473
culture 136, 241
decline 316
design 128, 267–268, 427–428
effectiveness 275
factors in corporate governance 315
fit 246
identity 154–155
inertia 340
learning 301
level of firm networks 168–169
processes and entrepreneurship 328
resources 337–338
structure 84, 240, 363, 488–489
theory 192, 318–319
variable 128–129
see also VRIO framework
outcome determination (computer simulation modeling) 416–417, 418, 419
output 415
outsourcing 134
ownership:
concentration 311, 549
issues 10
location and internalisation (OLI) advantages 368
managerial 554
structure 273, 312
see also ownership of firms, corporate governance and investment
ownership of firms, corporate governance and investment 536–557
agency costs 541, 548, 550, 552
agency theory 547, 549
board of directors 548–549, 551
corporate ownership and governance boundaries of privately held firms 547–552
conventional governance mechanisms 547–549
governance functions 550–551
governance ties 552
unconventional governance mechanisms 549–550
corporate ownership as governance structure 539–542
country level 543, 552
external actors 540–541
‘familiness’ 546
family firms 538, 541–542, 544, 545, 546, 547–549, 550, 551, 554
firm level 543, 552
individual (entrepreneur/founder) 541
industry level 543, 552–553
internal actors 541
investor-owned 539
managers 544, 545
non-investor owned 539
owners 544, 545
principal-agent 541
private equity 549, 551
private-held ownership and firm’s competitiveness 552–554
shareholders 544
venture capital 549, 551
see also economic and behavioral theories of private-held ownership

Giovanni Battista Dagnino - 9780857938688
Downloaded from Elgar Online at 12/16/2018 01:56:35PM via free access
Handbook of research on competitive strategy

paradigms 61, 65, 83, 229
parameterization 123
parameters (coefficients) 416, 417
participant pre-selection 449
partner characteristics 268
partners, number of 275
partnerships, non-equity 270
paternalism 550
path analysis techniques 383, 385, 389, 391, 392, 394, 395
path dependence 112, 119, 127, 419, 427
‘patient’ capital 352, 554
patient entrepreneurs 354
performance:
  of agreement 273
  competitive 553
  corporate governance 311
  measurement 272–273, 316–317
  objective measures 272–273
  overall 256
  superior (definition) 113
  sustained financial 64
personal ties 169
personal values identification 442
Pham Van Dong 48
Pharmacia (merged with Pfizer) 194
pioneer (definition) 202
planning:
  formal 253
  strategy 564–565
poison pills 304
policy of firm 426
political powers 160
portfolio development 335–336
positioning approach 24, 72, 563
positivism 64
power 173
  filter 217
practice-turn 184
practices see activities and practices
pre-emption policy 227–228
price:
  business models 477
  computer simulation modeling 415
  coordination 88
  offered 246–247
pricing behavior 87–88
primary data 393
principal-agent see agency theory
privacy 247
private equity firms 313
proactivity 173
probabilistic components (computer simulation modeling) 417
probabilities, subjective 439
process approach 241, 243
process of strategy 22
processes and performance 553
product capital 255
Profit Impact of Market Strategy (PIMS) project 72
progression and scientific progress 61
property rights 76, 269, 429–430
Psion 494
psychological barriers 508
qualitative approach 240, 241, 257, 386, 393, 395
quality and family businesses 353, 354
quantitative methodologies 239, 241, 379–395
coding 381–383
content analysis framework 382
data analytical techniques
  framework 384–385, 386, 391, 392
empirical approaches trend 386
multiple/single analytical techniques trend 387
research time frames trend 386
Strategic Management Journal (SMJ) 380, 381
strategy versus general management research 390–391
time frame of studies 1995–97 391
Radio Shack 499
random chance 419
random walk 427
range and centrality 178
rapid technological development 284
rareness 124–128
rating modalities 449
rational choice view 183, 439
rationalism, critical 60
rationality 149
  bounded 149, 285
rationaization 249, 370–371
real options logic 265, 338, 340–341
Index

realism 64
philosophical 66
reciprocal adaptation 160
Red Queen theory 99
reductionism 65–66, 67–68, 75
black boxes and structures 68
and methodological individualism 68–70
and scientific progress 66–67
regression techniques 387, 388, 391
regulations 30
reinforcement 470–471, 472–473, 474
relatedness and corporate governance 310
relational capital 308
relational embeddedness 275
relational governance 270
relational networks/ties 175
relational view in alliance formation and dynamics 275
relationships, interfirm non formal 124
reliability 89, 404
rents:
  appropriation 76, 138–139
distribution 269
Schumpeterian 328
see also economic rents
replicability 238
repositioning strategy 494
representative model of competitive strategy 26–36
external factors 28–34
internal factors 34–36
reputation 148–149, 156–157, 173, 446
business models 472
family businesses 351, 353
multinational firms 366
research & development (R&D) 36–37, 281, 284–289, 293–294, 310
intensity 477
multinational firms 364
research directions in competitive strategy 83–100
ecological processes 97–99
geographic location 94
group rivalry 93–94
groups 91–93
interfirm networks 88
multimarket rivalry 87–88
multimarket structure 86–87
multiunit rivalry 85–86
multiunit structure 84–85
network structure 88–91
spatial structure 94–97
research time frames trend 386
resignations and firings 404
resource/resources 93, 159
allocation 225
competitive positions 186
complementary 219, 227–229
and corporate strategy 132
definition 114–115
dependency theory 303, 316, 546
endowment 244
financial 338
and firm performance 131–132
identification and use of 360
intangible 115
integration 244
multinational firms 365
partitioning theory 98
-picking 126
quantity of 522
scarcity 140, 329, 340
slack 248–249
strategic 129, 134
and strategic alliances 132–133
and strategic networks (systems) 133–134
tangible 114–115
transfer/sharing/exploitation 256
see also resource-based theory
resource-based theory 51–53, 58–59, 64, 70, 73–74, 76–77, 109–141, 564
capabilities 115
causal ambiguity 112
clean state opportunity set situation 111
competitive advantage 114, 118
competitive positions 182–183
core competencies 115
corporate governance 301, 308
dynamic 7
economic rents (definition) 114
entrepreneurship 135, 327
factor market competition and economic rents 117–118
family businesses 48–49, 346–347, 349, 355
heterogeneity 116–117, 118
human resource management 134–135
immobility 116–117, 126–127, 140
implementation of strategy 139–140
main approaches 109–113
managerial implications 135–140
marketing 135
multinational firms 366
path dependence 112
rent appropriation 138–139
resources (definition) 114–115
socio-cognitive perspective 148, 159–160
strategic alliance formation 266
strategic alternatives 137–138
strategic management research 130–134
strategic resources and firm performance 129
strategy (definition) 113
superior performance (definition) 113
testable hypotheses development 119–120
see also VRIO framework
restructuring 253
private 316
strategic 304
revenue synergies 256
reverse technology transfer 370
rhetorical approach 62
Ricasoli, B. 353
Ricasoli, F. 353
risk:
external 440
levels 522
profile 522–523
reduction 366
relational or internal 440
see also financial structure of firms
rivalry 84, 98, 154
competitive 154
group 93–94
interfirm 201, 203, 211, 212–216, 218, 220, 230
multimarket 87–88
multiunit 85–86
robustness 472–474, 475
Route 128 95
routines 76
performative and ostensive 186
‘rules for riches’ 133, 136
Ryanair 465, 466–468, 469, 470–471, 472, 474–475, 476, 485
sample surveys 386, 387, 390–391
Saratxaga, K. 485, 488–489
satisfaction 448–449
scale economies and multinational firms 366
scaling up 573
scarcity 116–117, 125, 227
Schumpeterian competition 415
Schumpeterian rent 328
Schwab 572
scientific research program 61
Seagate 224–225
search modality 426
secondary data 386–387, 393
seemingly unrelated regression estimation (SURE) 390, 394
semiotic methods and annual reports 397–412
agency relationships 397–398, 399–401, 402–403, 405, 410–411
apersonal form 399–400
appropriateness 403–404, 406
board of directors 397–398, 406
‘closed’ annual report 407–408
content of report 400–402
future research using semiotic frameworks 409–412
generative semiotics 398
interpretive semiotics 398
language and narrative 398–402, 407, 409, 410–411
legitimacy 403–404, 406, 408–409
narrative subject 407
‘open’ annual report 409
plot 399–400, 402
presentational form 399–402
reading and interpreting competitive strategy 406–409
reliability 404
semiotic square 402–405, 406, 410
spatial dimension 407
structuralist semiotics 402
temporal dimension 407
Index 593

- transparency 403–404
- trust 403–404, 406
- ultimate object or goal of narrative 407
- sensemaking 152–153, 155–158
- sensitivity analysis 417
- SFR 495
- shadow options 331
- shareholders 513–514
- short-termism 554
- Silicon Valley 95–96
- simple correlation coefficient analysis 387
- simulations 386, 387, 390, 391, 393
  see also computer simulation modeling
- simultaneous equations 387, 390
- single analytical techniques 387
- single-market firms 87
- Sisma 498
- size factors 92, 231, 273
- Skyteam 495
- Smith, A. 504
- snowball effect 221
- social actions 187, 192
- social capital 306, 545–546
- social complexity 127, 148–149
- social context 187
- social control mechanisms 241–242
- social embeddedness 186, 193
- social exchange theory 546
- social identity theory 546
- social network theory 267–268, 308, 340
- social rank 405
- social responsibility concept 110–111
- social theory 184, 192
- social ties 172
- socialization 253
- societism 184
- socio-cognitive processes and structures 147–161
  bounded rationality 149
  collective cognitions and sensemaking 155–158
  ‘eye of the beholder’ 147, 150–151, 155–158
- industry structures and competitive interactions 158–159
  ‘mind of the strategist’ 147, 150–155
  neoinstitutionalism 149–150
  resource-based view 148, 159–160
  structure-conduct-performance paradigm 148
- value creation 160–161
- socio-cultural factors 185, 366
- Sony 231
- sourcing history 285
- spatial structure 94–97
- spatial rivalry 95–96
  between-cluster 95–96
  within-cluster 96–97
- specialization and corporate governance 310
- specialized designs 387
- spillovers in innovation and technology management 286, 291
- spinouts 293
- stakeholders:
  financial 525, 530
  non-financial 525, 530–531
  theory 110–111, 526–527
- standard setting processes 203, 208–210
- StarAlliance 495
- start-up and operating costs 268–269
- state-owned enterprises 545
- status 156–157, 173
- stewardship theory 305, 545
- stochastic models 416, 417
- stock market reaction to strategic alliance formation 274
- stock ownership distribution 541
- strategic alliance formation 264–276
  change 271–272
  computer simulation modeling 430
  contracts 269–271
  discontinuation 271–272
  governance form, choice of 267–269
  hierarchies 267–268, 269
  instability and performance 272
  joint ventures (JVs) 265, 267, 268–269, 270, 272, 273–274, 275
- knowledge-based resources 266
- learning-based perspective 266
- multinational firms 365–367

Giovanni Battista Dagnino - 9780857938688
Downloaded from Elgar Online at 12/16/2018 01:56:35PM
via free access
objective measures of performance 272–274
organizational design approach 267–268
organizational effectiveness 275
performance measurement 272–273
real options theory 265
relational view 266–267
resource-based perspective 266
and resources 132–133
social network theory 267–268
stock market reaction 274
subjective measures 273
transaction cost economics 265, 266, 267–268
uncertainty 264–265, 268
strategic alternatives 76
strategic business unit (SBU) 223
strategic choices 360, 462
strategic factor markets (SFM) 125–126, 245
strategic fit 45–46, 245–246
strategic groups 427
strategic management 2–7, 21–41, 130–134, 239, 240, 554
business model innovation and competitive advantage 38–39
definition of competitive strategy 22–26
industry vs firm effects on firm performance 131
international strategies 132
knowledge base improvement 36–37
networks (systems) and resources 133–134
representative model of competitive strategy 26–36
resources and corporate strategy 132
resources and firm performance 131–132
resources and strategic alliances 132–133
resources and strategic networks (systems) 133–134
‘rules for riches’ 133
strategy content 24–25
strategy process 25–26
Strategic Management Journal (SMJ) 380, 381, 419, 420
strategic options, elaboration of 360
strategic positioning 33–34, 420, 429
strategic resources 129, 134
strategy (definition) 113, 562–563
strategy execution 426, 427–428
strategy integration 244
structural barriers 508
structural embeddedness 176
structural equation modeling and path analysis techniques 383, 385, 389, 391, 392, 394, 395
structural features in alliance formation and dynamics 275–276
structural holes 90–91
structuration theories 188
structure integration 244
structure-conduct-performance paradigm 148
sub-prime mortgage crisis 404
subjective measures in strategic alliance formation 273
subjective probability 439
substantive capabilities 34–35
substitution 140, 317, 472, 473–474, 475, 483
Sun Tzu 47–49, 52, 54
‘super-normal’ returns 6
superior performance (definition) 113
supervisory board 551
supplier-customer relationships and coopetition 496–498
suppliers 258, 502
supply inelasticity 117
parameterization 127
supply-driven strategy 568
survival analysis 395
sustainable competitive advantage (SCA) 6, 74, 119
Swedish school 363
switching costs 227–228
SWOT analysis 123
Symbian 494–495
synergy exploitation 246, 247, 248
systems dynamics models 418
T-test 384
tacitness 35–36
tactical interaction in business models 476–477, 481–482, 484
takeover defences 304
task integration 241, 244, 249–250
technological innovation by pioneers 201–231
attack intensity 220–222, 223
competitive pressure 220–223
competitors (definition) 202
complementary resources 228–229
development margins and market opportunities 229–230
differentiation 202, 211, 218–220, 226–227
filters of competitors’ decision-making process 217–218, 223–226, 230
first-mover (dis)advantages 201–202, 203, 204–207, 211, 218, 230
imitation 202, 211, 218–219, 226–227
inertia 230, 231
interfirm rivalry 201, 203, 211, 212–216, 218, 220, 230
isolating barriers and licensing policy 227–228
market impact 220–222
market strategy characteristics 217, 220–223
pioneer (definition) 202
speed and number of competitors’ responses 211–218, 220–226
standard setting processes 203, 208–210
technological innovation (definition) 203
theoretical framework 211
technology/technological:
and capability transfer 240
change 90, 367
characteristics 285–286
choice 426
developments 219, 367
gap 32–33
innovation 29–30
instability 52
leadership 29
management see innovation and technology management
and market relatedness 240
new 229
partnering 367
rapid development 284
reverse technology transfer 370
revolution 368
skills, in-house 285
standards 229
systems 228
uncertainty 291
see also technological innovation by pioneers
term specificity 270
termination 273
terms of trade 6
theory of the firm 293–295
theory of science perspectives on strategic management research 58–78
aggregate mode 72–73
analysis levels 71–72
economics 61–62
future developments 75–77
knowledge literature 60–61
methodological debate 63–65, 67–70, 75
micro-analysis: collectives and collectivism 73–74
reductionism 65–70
scientific progress 66–67, 71
swinging pendulum thesis 70
3M 231, 572
ties 99
bilateral 91, 92
contractual and formal 552
informal and relational 175, 552
multiple 178
personal 169
social 172
weighting scheme 177
time:
constraints 244
-time-dependent estimation 392
series and event analysis procedures 383, 388, 391, 392, 394
structure (computer simulation modeling) 416–417
timing of action 231
Tobin’s Q 307, 310, 311
top management 250, 254, 544
Toyota 168, 477
trade liberalisation 361
transaction content 461
transaction cost economics 70, 109–110, 112, 228, 288, 544–545
computer simulation modeling 429–430
financial structure of firms 513, 527–528
innovation and technology management 294
multinational firms 367
strategic alliance formation 265, 266, 267–268
transaction governance 461
transaction structure 461
transition teams 252, 253, 254
transparency and annual reports 403–404, 405
trust 10, 88–89, 124, 139, 437–455
abstraction policy 452–453
accrued 443
alliance formation and dynamics 275
antecedents or drivers 447–449
behavioral 451
building 446–451
calculus-based (rational or deterrence-based) 441, 442
cognitive 451
as complexity and uncertainty absorber 439–441
continuous use 449
customer-based factors (demand-pulled networking) 437–438
development 443, 447
explorative 442–443
extension 452
façade 446
family businesses 353
growth strategies 449–451
identification-based (normative or goodwill) 441
inter-organizational relations 443–444
internal factors 452
knowledge-based factors (science-pushed networking) 437, 441–442, 450
measurement and detection system 451
mimicry tools 452, 454
multinational firms 366
non-trust 441
ownership and corporate governance 545, 550
personal 452
predictive 442–443
presupposition 450
production, external policies of 454
proto-trust 441
relational network 437–438
risk, external 439–440
semiotic methods and annual reports 405
true 446
typologies 441–443
uncertainty 443, 449
value-based 442, 443–446
truth:
and annual reports 403–404, 405, 406
effects 242
see also transparency
uncertainty 28–30, 31, 34, 37, 52, 90
computer simulation modeling 416
entrepreneurship 325–326, 331–334
high 119, 331–332
mergers and acquisitions 250, 253
multinational firms 367–368
socio-cognitive perspective 149, 159
strategic alliance formation 268
technological innovation 217, 220
trust 443, 449
unilateral evolutionary pattern 363
uniqueness of firm 155
United Kingdom 309, 310, 313, 316, 554
United States 97, 461, 507, 554
corporate governance 304, 306, 310, 311, 314, 316, 317
value 121–124, 228
-adding activities 363
appropriation 295
Index 597

capture 287, 462, 477, 491
chain activities 563
destruction 245, 250
distribution 494, 501
family businesses 349, 355
of firm 513
generation 501
perceived 160
personal 442
see also value creation
value creation 493, 496
alliance formation and dynamics 274
business models 461, 462, 477, 491
financial structure of firms 513–514, 530–531
innovation and technology management 287, 295
mergers and acquisitions 241, 245, 246–247, 250, 255
multinational firms 366
socio-cognitive perspective 160–161
variables in computer simulation modeling 416
variance:
approach 63, 240
composition 391, 392
decomposition 389, 392
variations in computer simulation modeling 416–417
venture capital 549, 551
venture capitalists 313
venturing initiatives 554
Vietnam war 48
virtuous cycles/virtuousness 468–469, 471–472, 474, 478, 491
visibility and central connectedness 173
vision, long term and family businesses 347, 351–354, 355
VRIO framework (value, rareness, imitability, organization) 120–129
organization 128–129
rareness and imitability 124–128
value 121–124
vulnerability 440
Walmart 195, 473, 474
wealth creation 302, 325–327
wealth protection 302
weighting scheme of ties 177
who/what/how dimensions 23, 38–39, 563, 570
win-lose game structure 494, 501, 503
win-win game structure 494–495, 496, 497, 499, 501, 503
word of mouth 446
World Economic Forum 552
Xerox Corporation 227, 470
Zara 474
zero-sum game 494, 495