Index

Abernathy, W. 49
Aboud, J. 50
Abrahamson, E. 234
absorptive capacity see organisational absorptive capacity
Acs, Z. 4, 45
Adler, P. 81
Agrawal, A. 39
Ahlstrand, B. 51
Alberti, F. 26, 29, 43, 75, 227, 232, 234
Albino, V. 3
Alessi 8, 87, 94, 96, 97, 102
capacity to innovate 109, 110, 174
capability development 102–8
comparison with industrial district 111, 112
comparison with industry sector 110, 111
consequences of entrepreneurial growth on industrial district 222–3
design and product diversification 100, 101, 104, 105, 106, 109, 110–11
employee numbers 108, 111, 112
joint ventures 108
new markets 166, 171–2
new processes 166, 173–5
new products 166, 167–9, 216
operating income, net profit and profitability 112
organisational mechanisms for the acquisition of resources and competencies
gatekeepers and boundary spanners 198, 205–7
inter-organisational relations 198, 201–2
recruitment and training 197, 198
organisational mechanisms for the combination of resources and competencies
functional level 209, 213–14
strategic level 209, 210–11
production moved abroad 107
quality production 103, 109
resources and competencies
human capital 184, 188–9
intellectual capital 184, 192–4
tangible capital 184, 185–6
sources of opportunities
external 178, 181–2
internal 178, 179
turnover 108, 109–10, 111, 112
see also houseware industry; Verbano-Cusio-Ossola houseware district
Alessi, A. 213
Allen, J. 42, 44, 45
Allen, T. 79
Alvarez, S. 69
Amabile, T. 73
Amatori, F. 2, 30
Amin, A. 37
Amit, R. 11, 70
Antonelli, C. 30
Appleyard, M. 77
Ardichvili, A. 61, 62, 64
Argote, L. 78
Arrighetti, A. 28
Asch, D. 42
Asheim, B. 1
Audretsch, D. 4
Azzariti, F. 199
Baden-Fuller, C. 3, 36, 39, 58, 225
Bagnasco, A. 2, 30
Bailey, K. 9
Bamford, J. 18
Index

Barney, J. 69
Baron, R. 74
Baroni, D. 17
Barringer, B. 83
Barron, F. 73
Basadur, M. 73
Baumol, W. 47
Becattini, G. 1, 2, 16, 17, 18, 22, 23, 24, 25, 26, 27, 28, 30, 31, 32
Becker, G. 63
Bell, M. 225
Bellandi, M. 17, 23
Belluno industrial district 148, 151–2
China, competition from 154
network of small specialised firms 152, 153–4
structure and performance 152–3
vertical integration 153–4
see also eyewear industry; Luxottica
Belussi, F. 31, 33, 42
Benko, G. 16
Benton, L. 16
Berger, S. 52
Best, M. 23
Bettiol, M. 176
Bettis, R. 62
Biggiero, L. 29, 31, 37, 225, 232, 234
Bluedorn, A. 83
Blyler, M. 77
Boari, C. 3, 38, 39, 40, 220
Bosa, M. 176
Boschma, R. 2, 39, 219, 222, 225, 228, 229, 231, 234
boundary spanners and gatekeepers
case studies 198, 205–8
leading firms 224–5
brainstorming 82
Bramanti, A. 30
Breschi, S. 224
Brock, W. 45
Brockhaus, R. 51
Brunetti, G. 151
Brusco, S. 2, 18, 23, 30, 34
Buchholtz, A. 50
Buckley, J. 42
Burgelman, R. 52, 53, 83
Bursi, T. 35
Burt, R. 77
business networks 17
Cainelli, G. 3, 39, 220
Camagni, R. 1
Camp, M. 51
Camuffo, A. 151, 169
Cantillon, R. 46
Carnevali, F. 30
Carree, M. 45
Cassia, L. 232
Casson, M. 42, 61, 67
Castillo, J. 16
Castronovo, V. 30
Cawthorne, P. 16
Cazzola, F. 205
Chandler, A. 50
Chrisman, J. 4, 45, 60, 68
Church, R. 51
Ciciotti, E. 30
Cillo, P. 29
Clark, K. 49, 70
Cockburn, I. 39, 81
Coda, V. 44, 55, 68
Coff, R. 77
coffee industry 129–30
Italy 131–4
multinational companies 129–30
supply chain 136
see also Illycaffè; Trieste coffee district
Cohen, M. 64, 65, 79, 82, 229
Coleman, J. 77
Colli, A. 2, 30
Collins, M. 223
competitive information 43–4
consequences of entrepreneurial growth
on industrial districts 222–5, 231
Cooke, P. 1, 2, 227
Corbetta, G. 46, 56, 83
Corò, G. 31, 42, 119
corporate entrepreneurship see firm-level entrepreneurship
corporate venturing 60, 61
Covin, J. 51, 57
cross-case analysis 6–7, 165–6, 167, 220
Daft, R. 81
D’Aveni, R. 42
Davidsson, P. 3, 4, 5, 6, 51, 84, 216, 220
Day, G. 41
De Toni, A. 132
DeGregorio, D. 66

Fernando G. Alberti, Salvatore Sciascia, Carmine Tripodi and Federico Visconti - 9781781007709
Downloaded from Elgar Online at 12/23/2018 06:12:00PM
via free access
Index

Dei Ottati, G. 3, 23, 27, 30, 32, 39, 220, 232
Delmar, F. 4, 220
Dematteis, G. 31
Denrell, J. 62, 64
deregulation 42–3
Dess, G. 45, 51, 59, 232
Dessain, V. 213
determinants of firm-level
entrepreneurship 69, 70, 218, 221
model of entrepreneurial growth in
industrial districts 225–8
need to extend activities beyond the
district 227, 229
see also directions of firm-level
entrepreneurship; organisational
mechanisms for the acquisition of
resources and competencies;
organisational mechanisms for
the combination of resources and
competencies; resources and
competencies; sources of
opportunities
directions of firm-level entrepreneurship
67–8, 167
continuous entrepreneurship 216, 228
new markets
case studies 166, 171–3
new processes
case studies 166, 173–7
new products
case studies 166, 167–70
division of labour 35
Dosi, G. 2
Drazin, R. 4
Drucker, P. 71, 81
Duncan, R. 83
Dunford, M. 16
Dutton, J. 83
Eisenhardt, K. 6, 8, 9, 10, 69, 71, 82,
165, 166, 216, 220
Elster, J. 48
Enright, M. 17, 18
entrepreneurial opportunities see
directions of firm-level
entrepreneurship
entrepreneurship theory 4–6, 11, 46–52
characteristics of entrepreneurs 48–9
definitions 4, 46–7
growth 4, 5, 6
innovation 49, 50
management and entrepreneurship
50–52
opportunity 4, 5, 6
role of entrepreneurs 47, 48, 49
technological regimes 49, 50
Evans, D. 4, 45
eyewear industry 145
fashion objects 153
Italy 147, 148, 149, 150
Asian competition 150
brand licences 146–7
exports 148, 149, 150
forwards integration 149–50
large firms 148, 149
market share 146, 147, 150
product diversification 150
small firms 149
turnover 147, 148
market segments 145–6
see also Belluno industrial district;
Luxottica
Fattore, M. 232
Ferrucci, L. 25, 35, 36
firm growth 3, 39, 40
growth as a reflection of the firm’s
entrepreneurship 4, 5, 6, 220
firm-level entrepreneurship
concept of 45–6, 53, 54, 55, 56, 59,
60–61, 68
corporate venturing 60, 61
degree of entrepreneurship 68
entrepreneurial intensity 59, 60
entrepreneurial management 56, 57,
59
knowledge, role of 61–4
opportunity recognition and
exploitation 61–4, 67, 68–9
resource and knowledge perspective of
69–71
strategic behaviour 52, 53
studies on 45–6, 52–61
types of 58
variables influencing 57, 58
see also determinants of firm-level
entrepreneurship
flexible specialisation 21, 35
Fombrun, C. 234

Fernando G. Alberti, Salvatore Sciascia, Carmine Tripodi and Federico Visconti - 9781781007709
Downloaded from Elgar Online at 12/23/2018 06:12:00PM
via free access
footwear industry
   Europe 113, 114, 115
   competition from China 114
   Italy 115–18
   ‘Made in Italy’ products 115
   see also Geox; Montebelluna industrial district
Freeman, J. 31
Friedman, D. 16
Fuà, G. 30
Furlan, A. 169

Galunic, D. 70, 71
Garofoli, G. 23, 30
Gartner, W. 4, 51, 220
Garud, R. 234
gatekeepers and boundary spanners
   case studies 198, 205–8
   leading firms 224–5
geographic agglomerations of firms
   types of 16–19
   see also industrial districts
George, G. 64, 65, 66
Geox 8, 123
   advertising 176
   breathing membrane 123–4, 125, 169, 183
   China partnerships 126
   clothing range 125, 126, 169, 183
   comparison with industrial district 127, 128
   comparison with industry sector 127, 128
   consequences of entrepreneurial growth on industrial district 224
   employee numbers 126, 127, 128
   history of 123–6
   new markets 166, 172–3
   new processes 166, 176, 216
   new products 125, 126, 166, 169
   operating income, net profit and profitability 127, 128
   organisational mechanisms for the acquisition of resources and competencies
   gatekeepers and boundary spanners 198, 207–8
   inter-organisational relations 198, 203
   recruitment and training 198, 199–200
   organisational mechanisms for the combination of resources and competencies
   functional level 209, 214–15
   strategic level 209, 212
   research 181, 203
   resources and competencies
   human capital 184, 190–91
   intellectual capital 184, 195–6
   tangible capital 184, 187
   sources of opportunities
   external 178, 183
   internal 178, 180–81
   stock exchange listing 126
   stores network 125–6, 176, 208
   training unit 125, 176, 208
   turnover 126, 127, 128
   see also footwear industry;
   Montebelluna industrial district
Gereffi, G. 43
Gerschenkron, A. 50
Ghoshal, S. 75, 80
Gilmore, J. 133
Ginsberg, A. 50, 54, 55
Giuliani, E. 225
Glassmeier, A. 32
Glassner, B. 9
globalisation
   effect on industrial districts 42, 43
Goodman, E. 18
Govindarajan, V. 81
Grabher, G. 32, 232, 234
Grandinetti, R. 42
Granovetter, M. 32, 50
Grant, R. 70
Greiner, L. 4
   group composition 82
   growth of firms 3, 39, 40
   growth as a reflection of the firm’s entrepreneurship 4, 5, 6, 220
Gubrium, J. 9
Guerrieri, P. 42
Gumpert, D. 56, 75
Gupta, A. 81
Gurisatti, P. 119
Guth, W. 54, 55
Hall, P. 15
<table>
<thead>
<tr>
<th>Name</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamel, G.</td>
<td>42, 75</td>
</tr>
<tr>
<td>Hannan, M.</td>
<td>31</td>
</tr>
<tr>
<td>Hargadon, A.</td>
<td>82</td>
</tr>
<tr>
<td>Harrington, D.</td>
<td>73</td>
</tr>
<tr>
<td>Hayek, F.</td>
<td>47, 61, 62, 63, 68</td>
</tr>
<tr>
<td>Helfat, C.</td>
<td>70</td>
</tr>
<tr>
<td>Hellgren, B.</td>
<td>234</td>
</tr>
<tr>
<td>Henderson, R.</td>
<td>81</td>
</tr>
<tr>
<td>Heppard, K.</td>
<td>51</td>
</tr>
<tr>
<td>Herrigel, G.</td>
<td>16</td>
</tr>
<tr>
<td>Hitt, M.</td>
<td>43, 45, 51, 62</td>
</tr>
<tr>
<td>Holstein, J.</td>
<td>9</td>
</tr>
<tr>
<td>Hornaday, J.</td>
<td>50</td>
</tr>
<tr>
<td>Horwitz, P.</td>
<td>51</td>
</tr>
<tr>
<td>houseware industry</td>
<td>87–8</td>
</tr>
<tr>
<td>global market</td>
<td>88, 89, 90, 91</td>
</tr>
<tr>
<td>Italy</td>
<td>89, 90, 91, 93–4</td>
</tr>
<tr>
<td>Asian competition</td>
<td>92, 93, 94</td>
</tr>
<tr>
<td>competitiveness in European markets</td>
<td>93</td>
</tr>
<tr>
<td>distribution channels</td>
<td>92–3</td>
</tr>
<tr>
<td>dominance of big companies</td>
<td>91</td>
</tr>
<tr>
<td>globalised production</td>
<td>94</td>
</tr>
<tr>
<td>innovation and design</td>
<td>92, 93, 94, 95</td>
</tr>
<tr>
<td>joint production ventures</td>
<td>94</td>
</tr>
<tr>
<td>‘Made in Italy’ production</td>
<td>88, 89, 93, 94</td>
</tr>
<tr>
<td>see also</td>
<td></td>
</tr>
<tr>
<td>Alessi; Verbano-Cusio-Ossola houseware district</td>
<td></td>
</tr>
<tr>
<td>hub-and-spoke districts</td>
<td>17–18</td>
</tr>
<tr>
<td>Huberman, A.</td>
<td>10, 220</td>
</tr>
<tr>
<td>human capital</td>
<td>26, 73–5</td>
</tr>
<tr>
<td>case studies</td>
<td>184, 188–92</td>
</tr>
<tr>
<td>Humphrey, J.</td>
<td>42, 43</td>
</tr>
<tr>
<td>‘hypercompetition’</td>
<td>42, 43</td>
</tr>
<tr>
<td>Iacobucci, D.</td>
<td>3</td>
</tr>
<tr>
<td>Iansiti, M.</td>
<td>70</td>
</tr>
<tr>
<td>Illeris, S.</td>
<td>16</td>
</tr>
<tr>
<td>Illycaffè</td>
<td>8</td>
</tr>
<tr>
<td>company development</td>
<td>138–42</td>
</tr>
<tr>
<td>comparison with industrial district</td>
<td>143</td>
</tr>
<tr>
<td>comparison with industry sector</td>
<td>143–4</td>
</tr>
<tr>
<td>consequences of entrepreneurial growth on industrial district</td>
<td>224</td>
</tr>
<tr>
<td>culture and art</td>
<td>140, 141, 170, 183–4</td>
</tr>
<tr>
<td>Easy Serving Espresso</td>
<td>140</td>
</tr>
<tr>
<td>employee numbers</td>
<td>142, 143</td>
</tr>
<tr>
<td>Espressamente Illy project</td>
<td>140, 141, 170, 173, 205</td>
</tr>
<tr>
<td>innovation and quality</td>
<td>138, 139</td>
</tr>
<tr>
<td>new markets</td>
<td>166, 173</td>
</tr>
<tr>
<td>new processes</td>
<td>166, 176–7, 216</td>
</tr>
<tr>
<td>new products</td>
<td>166, 170, 216</td>
</tr>
<tr>
<td>operating income, net profit and profitability</td>
<td>142–3, 144</td>
</tr>
<tr>
<td>organisational mechanisms for the acquisition of resources and competencies</td>
<td></td>
</tr>
<tr>
<td>gatekeepers and boundary spanners</td>
<td>198, 208</td>
</tr>
<tr>
<td>inter-organisational relations</td>
<td>198, 203–5</td>
</tr>
<tr>
<td>recruitment and training</td>
<td>198, 200</td>
</tr>
<tr>
<td>organisational mechanisms for the combination of resources and competencies</td>
<td></td>
</tr>
<tr>
<td>functional level</td>
<td>209, 215–16</td>
</tr>
<tr>
<td>strategic level</td>
<td>209, 212–13</td>
</tr>
<tr>
<td>resources and competencies</td>
<td>184, 191–2</td>
</tr>
<tr>
<td>intellectual capital</td>
<td>184, 196–7</td>
</tr>
<tr>
<td>tangible capital</td>
<td>184, 187–8</td>
</tr>
<tr>
<td>sources of opportunities</td>
<td></td>
</tr>
<tr>
<td>external</td>
<td>178, 183–4</td>
</tr>
<tr>
<td>internal</td>
<td>178, 181</td>
</tr>
<tr>
<td>technology development</td>
<td>140, 141, 142</td>
</tr>
<tr>
<td>turnover</td>
<td>142, 144</td>
</tr>
<tr>
<td>see also</td>
<td></td>
</tr>
<tr>
<td>coffee industry; Trieste coffee district</td>
<td></td>
</tr>
<tr>
<td>industrial clusters</td>
<td>17</td>
</tr>
<tr>
<td>industrial districts</td>
<td>15, 18</td>
</tr>
<tr>
<td>adaptive system</td>
<td>27</td>
</tr>
<tr>
<td>competition and cooperation</td>
<td>22, 27, 30, 232</td>
</tr>
<tr>
<td>concept of</td>
<td>18, 19, 23</td>
</tr>
<tr>
<td>consciousness, class and locality</td>
<td>28–9</td>
</tr>
<tr>
<td>consequences of entrepreneurial growth</td>
<td>222–5, 231</td>
</tr>
<tr>
<td>definition of firms</td>
<td>35</td>
</tr>
<tr>
<td>diffusion of knowledge</td>
<td>20–21, 221–2</td>
</tr>
<tr>
<td>diseconomies of industrial concentration</td>
<td>21</td>
</tr>
<tr>
<td>division of labour</td>
<td>35</td>
</tr>
<tr>
<td>examples of</td>
<td>15–16</td>
</tr>
<tr>
<td>external economies</td>
<td>19, 20, 21</td>
</tr>
<tr>
<td>firm growth</td>
<td>3, 39, 40</td>
</tr>
<tr>
<td>flexible specialisation</td>
<td>21, 35</td>
</tr>
<tr>
<td>heterogeneity of firms</td>
<td>32–3, 34, 35</td>
</tr>
<tr>
<td>human resources</td>
<td>26</td>
</tr>
</tbody>
</table>
‘industrial atmosphere’ 20, 26
institutions, role of 28
Italy 15, 16
Italianate variant of industrial
districts 16, 22, 23, 24, 29
‘made in Italy’ industries 16
leading firms 2–3, 36, 219–20
contribution to, and draw on,
collective resources 40
fostering entrepreneurship in district 38
gatekeepers of resources and
competencies 224–5
growth of 39, 40
large firms 37
legitimisation of 230
role of 38–9, 230
strong ties with smaller firms 35–6
sustaining entrepreneurial growth 218
transmission of technology and
knowledge 38, 39
limits and obstacles 31–2
literature on firms 32–4, 35, 219
local community of people 24–5
local credit system 28
market 26–7
Marshallian industrial district 24
new industrial districts, literature on 21
openness as precondition for firms’
growth 222
population of firms 25–6
research on 1, 2, 3
classic approach 34, 35
emergent approach 34, 35
theoretical frameworks 2, 29–31
resources
combining with external sources 218
socio-economic mixing 20, 22, 23,
24–5
sources of dynamism 28
spatial proximity 19
specialised firms 36
sustaining entrepreneurial growth 231
system integrators 37
technological change 27
territorial embeddedness 35
wagon firms 36–7
information and telecommunications
technology

management of knowledge and
intangible assets 43
Innocenti, R. 30
intellectual capital 75, 76
case studies 184, 192–7
inter-organisational relations
case studies 198, 201–5
intra-organisational connectedness 80–82
Invernizzi, G. 46, 55, 56
Ireland, D. 51
Jansen, J. 64, 80, 81
Jarillo, J. 4, 46, 55, 59, 71
Jaworski, B. 80
Jennings, D. 83
Jick, T. 9
Kanter, R. 81, 83
Kaplan, S. 42
Kazanjian, R. 4, 69
Kholi, A. 80
Kim, L. 65
King, A. 81
Kinnear, T. 41
Kirzner, I. 47, 49, 61, 68
Knight, F. 46
Knorringer, P. 37
knowledge
diffusion of 20–21, 221–2
leading firms
transmission of technology and
knowledge 38, 39
organisational absorptive capacity
64–5
resource and knowledge perspective of
firm-level entrepreneurship
69–71
role of knowledge in firm-level
entrepreneurship 61–4
see also determinants of firm-level
entrepreneurship
Koestler, A. 66
Kogut, B. 71, 75
Kristensen, P. 16
Krugman, P. 1
Kuratko, D. 51, 67, 68, 83
Kwon, S. 81
Lambooy, J. 2, 219
Lampel, J. 51
Index

Lane, P. 64
Lassini, U. 5
Lawson, C. 31
Lazerson, M. 2, 18, 28, 32, 34, 35, 37, 38, 39, 219
Lazzeretti, L. 31
leading firms see industrial districts
Lengel, R. 81
Lenox, M. 81
Levinthal, D. 64, 65, 79, 82, 229
Liao, J. 218
Lipparini, A. 2, 3, 34, 35, 36, 37, 38, 39, 205, 220
Lissoni, F. 224
Livesay 4, 220
local/regional industrial systems 17
Lomi, A. 2, 37, 38
Lorenzoni, G. 2, 3, 32, 34, 35, 36, 37, 38, 39, 219, 225
Low, M. 4, 51
Lubatkin, M. 64
Lumpkin, G. 59, 83
Luxottica 8
acquisition of brands 158–9, 175
corporate governance 159
corporate growth 155–9
employment numbers 160, 161
encouragement of employees to start own businesses 151–2
expansion of production 157
forwards integration 156, 175
international expansion 156, 157, 172
manufacturing know-how 156
new markets 166, 172, 216
new processes 166, 175
new products 158, 159, 166, 169
operating income, net profit and profitability 161–2
organisational mechanisms for the acquisition of resources and competencies
gatekeepers and boundary spanners 198, 207
inter-organisational relations 198, 202–3
recruitment and training 197, 198–9
organisational mechanisms for the combination of resources and competencies
functional level 209, 214
strategic level 209, 211–12
partnerships with the fashion world 157–8, 182
premium-luxury market 158
product mix towards sunglasses 158, 159, 169
resources and competencies
human capital 184, 189–90
intellectual capital 184, 194–5
tangible capital 184, 186–7
sources of opportunities
external 178, 182
internal 178, 179–80
stock exchange listing 158, 159
structure 155
turnover 160, 161
see also Belluno industrial district; eyewear industry
Lynskey, M. 47, 51
MacMillan, I. 4, 51, 66, 69
‘made in Italy’ industries and products 16, 88, 89, 93, 94, 115
Malberg, A. 31
Malerba, F. 1, 50
Malipiero, A. 3, 38, 39, 227, 229, 234
management
guiding entrepreneurial growth 228–9
Mansfield, E. 77
Marchi, G. 35
Markusen, A. 2, 15, 18, 22, 24, 29
Marshall, A. 1, 2, 15, 19, 20, 21, 22, 24, 25, 26, 47
Marsili, O. 50
Martin, J. 69, 71
Maskell, P. 31
May, E. 79
Mazzoni, P. 199
McClelland, D. 50
McGrath, R. 50, 51, 66, 69
Melin, L. 234
Mendini, A. 194
Menger, C. 47
Meyer, G. 51
Michael, S. 44
Miles, M. 10, 220
Miller, D. 53, 54, 59, 82, 83
Miller, J. 9
Miner, A. 82
Minoja, M. 2, 38
Mintzberg, H. 51, 81
Molteni, M. 46, 55, 56, 57
Montebelluna industrial district 118–19
challenges for firms 122–3
exports 122
offshore production 121
product diversification 119, 121–2
ski-boot production 119
structure and performance 119–20
types of firm 120–21
see also footwear industry; Geox
Montgomery, D. 41
Moon, Y. 106, 213
Moorman, C. 81, 82
Moranti, E. 3
Morris, M. 51, 59, 60, 67, 68, 83
Morrison, A. 3, 39, 224, 225, 229
Mowery, D. 65
Mumford, M. 82
Murphy, K. 63
Nahapiet, J. 75
Naldi, L. 43
Nardin, G. 35
Nelson, R. 49, 63, 70, 71, 228
Neustadt, R. 79
new competitive landscape 41–5
competitive information 43–4
deregulation 42–3
globalisation 42, 43
‘hypercompetition’ 42, 43
information and telecommunications technology
management of knowledge and intangible assets 43
innovation and renewal as a source of success 44, 45
social environment, changing 44
technological change 43
new markets
case studies 166, 171–3
new processes
case studies 166, 173–7
new products
case studies 166, 167–70
Nonaka, I. 31
Normann, R. 82
Norton, P. 42
Novello, P. 28
Nuti, F. 30
Omegna district see Verbano-Cusio-Ossola houseware district
opportunity recognition and exploitation
4, 5, 6, 61–4, 67, 68–9
knowledge, role of 61–4
organisational absorptive capacity 64, 65
accessing and assimilating external knowledge 65–6
knowledge, role of 64–5
transforming and exploiting accessed external knowledge 66
see also organisational mechanisms for the acquisition of resources and competencies; organisational mechanisms for the combination of resources and competencies
organisational mechanisms for the acquisition of resources and competencies 77–9, 197, 217, 222, 228, 229
gatekeepers and boundary spanners
case studies 198, 205–8
inter-organisational relations
case studies 198, 201–5
recruitment and training
case studies 197, 198, 199–200
see also organisational absorptive capacity
organisational mechanisms for the combination of resources and competencies 79–80, 208–9, 218, 229
functional level 80–82
brainstorming 82
case studies 209, 213–16
group composition 82
intra-organisational connectedness 80–82
strategic level 82–3
case studies 209, 210–13
see also organisational absorptive capacity
Ornati, O. 35, 36
Orsenigo, L. 1, 50
<table>
<thead>
<tr>
<th>Name</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Osborn, A.</td>
<td>82</td>
</tr>
<tr>
<td>Owen-Smith, J.</td>
<td>39, 225</td>
</tr>
<tr>
<td>Oxley, J.</td>
<td>65</td>
</tr>
<tr>
<td>Paci, M.</td>
<td>30</td>
</tr>
<tr>
<td>Paleari, S.</td>
<td>232</td>
</tr>
<tr>
<td>Parri, L.</td>
<td>30</td>
</tr>
<tr>
<td>Penrose, E.</td>
<td>3, 4, 5, 71, 75, 220</td>
</tr>
<tr>
<td>Pesciarelli, E.</td>
<td>48</td>
</tr>
<tr>
<td>Peterson, R.</td>
<td>52</td>
</tr>
<tr>
<td>Pettigrew, A.</td>
<td>6, 7, 50, 228</td>
</tr>
<tr>
<td>Pilotti, L.</td>
<td>31, 33</td>
</tr>
<tr>
<td>Pinchot, G.</td>
<td>54</td>
</tr>
<tr>
<td>Pine, B.</td>
<td>133</td>
</tr>
<tr>
<td>Piore, M.</td>
<td>1, 2, 18, 21, 23, 30, 32, 33, 34, 40</td>
</tr>
<tr>
<td>Pistarelli, P.</td>
<td>205</td>
</tr>
<tr>
<td>policy makers</td>
<td></td>
</tr>
<tr>
<td>recommended interventions</td>
<td>230</td>
</tr>
<tr>
<td>Poni, C.</td>
<td>31</td>
</tr>
<tr>
<td>Porter, M.</td>
<td>1, 2, 15, 17, 18</td>
</tr>
<tr>
<td>Portes, A.</td>
<td>77</td>
</tr>
<tr>
<td>Powell, W.</td>
<td>39, 225</td>
</tr>
<tr>
<td>Prahalad, C.</td>
<td>42, 75</td>
</tr>
<tr>
<td>Provasi, G.</td>
<td>2, 30</td>
</tr>
<tr>
<td>Pyke, F.</td>
<td>16, 18, 23, 34</td>
</tr>
<tr>
<td>Rabellotti, R.</td>
<td>2, 16, 33, 40, 219</td>
</tr>
<tr>
<td>recruitment and training</td>
<td></td>
</tr>
<tr>
<td>case studies</td>
<td>197, 198, 199–200</td>
</tr>
<tr>
<td>Reed, T.</td>
<td>43, 45</td>
</tr>
<tr>
<td>regional clusters</td>
<td>17</td>
</tr>
<tr>
<td>research method</td>
<td>6–10</td>
</tr>
<tr>
<td>case selection</td>
<td>7–8</td>
</tr>
<tr>
<td>contributions of the study</td>
<td>231–2</td>
</tr>
<tr>
<td>cross-case analysis</td>
<td>6–7, 165–6, 167, 220</td>
</tr>
<tr>
<td>data analysis</td>
<td>9–10</td>
</tr>
<tr>
<td>data collection</td>
<td>8–9</td>
</tr>
<tr>
<td>further research</td>
<td>233–4</td>
</tr>
<tr>
<td>limitations of the study</td>
<td>232–3</td>
</tr>
<tr>
<td>theory building</td>
<td>10</td>
</tr>
<tr>
<td>resources and competencies</td>
<td>73, 184–5, 217</td>
</tr>
<tr>
<td>human capital</td>
<td>73–5</td>
</tr>
<tr>
<td>case studies</td>
<td>184, 188–92</td>
</tr>
<tr>
<td>intellectual capital</td>
<td>75, 76</td>
</tr>
<tr>
<td>case studies</td>
<td>184, 192–7</td>
</tr>
<tr>
<td>tangible capital</td>
<td>75–6</td>
</tr>
<tr>
<td>case studies</td>
<td>184, 185–8</td>
</tr>
<tr>
<td>see also organisational absorptive capacity; organisational mechanisms for the acquisition of resources and competencies; organisational mechanisms for the combination of resources and competencies</td>
<td></td>
</tr>
<tr>
<td>Ressico, A.</td>
<td>37</td>
</tr>
<tr>
<td>Ricardo, D.</td>
<td>47</td>
</tr>
<tr>
<td>Rindfleisch, A.</td>
<td>81</td>
</tr>
<tr>
<td>Roberts, K.</td>
<td>75</td>
</tr>
<tr>
<td>Robins, K.</td>
<td>37</td>
</tr>
<tr>
<td>Rodan, S.</td>
<td>70, 71</td>
</tr>
<tr>
<td>Romano, P.</td>
<td>169</td>
</tr>
<tr>
<td>Ronstadt, R.</td>
<td>62</td>
</tr>
<tr>
<td>Rossi, A.</td>
<td>119</td>
</tr>
<tr>
<td>Rullani, E.</td>
<td>17, 31</td>
</tr>
<tr>
<td>Sabel, C.</td>
<td>1, 2, 18, 21, 23, 30, 32, 33, 34, 40</td>
</tr>
<tr>
<td>Salaman, G.</td>
<td>42</td>
</tr>
<tr>
<td>Salvato, C.</td>
<td>5, 194, 210, 223</td>
</tr>
<tr>
<td>Sammarra, A.</td>
<td>29, 42</td>
</tr>
<tr>
<td>Sandberg, W.</td>
<td>51</td>
</tr>
<tr>
<td>Santarelli, E.</td>
<td>48</td>
</tr>
<tr>
<td>Sapelli, G.</td>
<td>30</td>
</tr>
<tr>
<td>Sarasvathy, D.</td>
<td>74</td>
</tr>
<tr>
<td>Sathe, V.</td>
<td>68</td>
</tr>
<tr>
<td>Saxenian, A.</td>
<td>2, 15, 17, 18, 23, 39</td>
</tr>
<tr>
<td>Say, J.</td>
<td>46, 47</td>
</tr>
<tr>
<td>Schendel, D.</td>
<td>46</td>
</tr>
<tr>
<td>Schmitz, H.</td>
<td>2, 16, 33, 37, 40, 42, 43, 219</td>
</tr>
<tr>
<td>Schoemaker, J.</td>
<td>70</td>
</tr>
<tr>
<td>Scholhammer, H.</td>
<td>52</td>
</tr>
<tr>
<td>Schumpeter, J.</td>
<td>4, 47, 48, 49, 50, 58, 61, 62, 67, 71</td>
</tr>
<tr>
<td>Sciascia, S.</td>
<td>43</td>
</tr>
<tr>
<td>Scott, A.</td>
<td>2, 23, 29</td>
</tr>
<tr>
<td>Seale, C.</td>
<td>10, 221</td>
</tr>
<tr>
<td>Sengenberger, W.</td>
<td>16, 23, 34</td>
</tr>
<tr>
<td>Senn, L.</td>
<td>30</td>
</tr>
<tr>
<td>Seravalli, G.</td>
<td>28</td>
</tr>
<tr>
<td>Sexton, D.</td>
<td>50, 51, 59, 60</td>
</tr>
<tr>
<td>Sforzi, F.</td>
<td>2, 17, 18, 23, 29</td>
</tr>
<tr>
<td>Shane, S.</td>
<td>4, 5, 51, 52, 61, 62, 63, 67, 73, 76, 227, 229, 234</td>
</tr>
<tr>
<td>Shapero, A.</td>
<td>50</td>
</tr>
<tr>
<td>Sharma, P.</td>
<td>4, 45, 60, 68</td>
</tr>
<tr>
<td>Simon, H.</td>
<td>75, 82</td>
</tr>
<tr>
<td>Sinatra, A.</td>
<td>26, 55</td>
</tr>
</tbody>
</table>
Sjoman, A. 213
Slevin, D. 51, 57
Smith, A. 46, 47
Smith, K. 66
social environment, changing 44
Solinas, G. 17
sources of opportunities 71–3, 177, 217
external 71, 72
case studies 178, 181–4
internal 71, 72
case studies 178, 179–81
mix of internal and external sources 217
specialised firms see industrial districts
Spender, J. 71
Staber, U. 2, 17, 27, 30, 31
Stevenson, H. 4, 45, 46, 55, 56, 59, 71, 75
Stopford, J. 58
Storai, D. 31
Storey, D. 44
Storper, M. 2, 29
Sutton, J. 49
Sutton, R. 82
system integrators 37
Tabrizi, B. 82
Tallman, S. 2
tangible capital 75–6
case studies 184, 185–8
technological change 43
Teece, D. 70, 71
Ter Wal, A. 2, 39, 219, 222, 225, 228, 229, 231, 234
territorial embeddedness 35
Thomas, H. 44
Thurik, A. 45
Timmons, J. 50
Tinacci Mossello, M. 29
Tomasetto, V. 26
Tracogna, A. 132
training and recruitment
case studies 197, 198, 199–200
Trieste coffee district 134
cooperation 138
exports 135
limitations 137
processing stages covered 136–7
structure and performance 134–5
see also coffee industry; Illycaffè
Trigilia, C. 23
Troilo, G. 29
Tsai, W. 64, 80
Tushman, M. 79
Ucbasaran, D. 51
Ugolini, M. 26
unspecialised local productive systems 17
Vaccà, S. 30
Vagaggini, V. 29
Varaldo, R. 25, 35, 36
Venkataraman, S. 4, 5, 6, 52, 61, 62, 67, 73
Verbano-Cusio-Ossola (VCO) houseware district 95–7
Asian competition 99, 101
communication 101–2
counterfeiting 101
decline of 97
emerging countries, competition from 101
firms’ strategies 100
high-quality brands 100, 101
mergers and acquisitions 100
offshoring of production 99
product diversification 97
relationship between large and small firms 99
structure and performance 97–100
supply chain 98–100
see also Alessi; houseware industry
Vernon, R. 42
Vesper, K. 46
Viesti, G. 34
Vinelli, A. 169
Visconti, F. 2, 35, 36, 38, 39, 40, 219, 230
Viteriti, A. 30
Von Hippel, E. 75, 77
Von Mises, L. 47, 49
Von Wieser, F. 47
wagon firms see industrial districts
Wall, S. 75
Weber, A. 19
Weber, M. 50
Weick, K. 75
Welsch, H. 218
<table>
<thead>
<tr>
<th>Name</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wernerfelt, B.</td>
<td>69</td>
</tr>
<tr>
<td>Whitford, J.</td>
<td>3, 39, 220</td>
</tr>
<tr>
<td>Wigren, C.</td>
<td>15, 25</td>
</tr>
<tr>
<td>Wiklund, J.</td>
<td>4, 5, 220</td>
</tr>
<tr>
<td>Winter, S.</td>
<td>49, 50, 63, 70, 71, 228</td>
</tr>
<tr>
<td>Yin, R.</td>
<td>6, 7, 8, 10, 220, 221, 227</td>
</tr>
<tr>
<td>Zucchella, A.</td>
<td>224</td>
</tr>
<tr>
<td>Zacchia, C.</td>
<td>30</td>
</tr>
<tr>
<td>Zagnoli, P.</td>
<td>15</td>
</tr>
<tr>
<td>Zahra, S.</td>
<td>45, 51, 54, 57, 58, 64, 65, 66, 81, 82</td>
</tr>
<tr>
<td>Zander, U.</td>
<td>71, 75</td>
</tr>
<tr>
<td>Zook, C.</td>
<td>42, 44, 45</td>
</tr>
<tr>
<td>Horvath, J.</td>
<td>233, 240</td>
</tr>
</tbody>
</table>