## Index

<table>
<thead>
<tr>
<th>Page(s)</th>
<th>Author(s)</th>
<th>Topic(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Achtenhagen, L.</td>
<td>147</td>
</tr>
<tr>
<td>12</td>
<td>Adams, G.</td>
<td>12</td>
</tr>
<tr>
<td>13-147</td>
<td>Adizes, I.</td>
<td>20, 147</td>
</tr>
<tr>
<td>145</td>
<td>Agor, W.</td>
<td>145</td>
</tr>
<tr>
<td>32, 43</td>
<td>Ahl, H.</td>
<td>32, 43</td>
</tr>
<tr>
<td>142</td>
<td>Albrown, M.</td>
<td>142</td>
</tr>
<tr>
<td>138</td>
<td>Alchian, A.</td>
<td>138</td>
</tr>
<tr>
<td>40</td>
<td>Alvesson, M.</td>
<td>40</td>
</tr>
<tr>
<td>83</td>
<td>Anselmsson, J.</td>
<td>83</td>
</tr>
<tr>
<td>13, 16, 37, 45, 152</td>
<td>antenarrative</td>
<td>13, 16, 37, 45, 152</td>
</tr>
<tr>
<td>120</td>
<td>Argyris, C.</td>
<td>120</td>
</tr>
<tr>
<td>145</td>
<td>Ashforth, B.</td>
<td>145</td>
</tr>
<tr>
<td>146</td>
<td>Austin, J.</td>
<td>146</td>
</tr>
<tr>
<td>22</td>
<td>Avlonitis, G.</td>
<td>22</td>
</tr>
<tr>
<td>135</td>
<td>Baden-Fuller, C.</td>
<td>135</td>
</tr>
<tr>
<td>ix, 141–2, 149, 150</td>
<td>Bakhtin, M.</td>
<td>ix, 141–2, 149, 150</td>
</tr>
<tr>
<td>43</td>
<td>Ballantyne, D.</td>
<td>43</td>
</tr>
<tr>
<td>19, 25, 30</td>
<td>Bamford, C.</td>
<td>19, 25, 30</td>
</tr>
<tr>
<td>21, 134</td>
<td>Barney, B.</td>
<td>21, 134</td>
</tr>
<tr>
<td>147</td>
<td>Barr, P.</td>
<td>147</td>
</tr>
<tr>
<td>14, 44, 152</td>
<td>Barry, D.</td>
<td>14, 44, 152</td>
</tr>
<tr>
<td>viii, 6–7, 8</td>
<td>Barthes, R.</td>
<td>viii, 6–7, 8</td>
</tr>
<tr>
<td>19</td>
<td>Bartlett, C.</td>
<td>19</td>
</tr>
<tr>
<td>148</td>
<td>Bassanini, A.</td>
<td>148</td>
</tr>
<tr>
<td>26</td>
<td>Bateman, T.</td>
<td>26</td>
</tr>
<tr>
<td>29</td>
<td>Baumol, W.</td>
<td>29</td>
</tr>
<tr>
<td>25, 27, 30</td>
<td>Begley, T.</td>
<td>25, 27, 30</td>
</tr>
<tr>
<td>144</td>
<td>Berg, P.-O.</td>
<td>144</td>
</tr>
<tr>
<td>9, 10, 31, 40, 120</td>
<td>Berger, L.</td>
<td>9, 10, 31, 40, 120</td>
</tr>
<tr>
<td>77</td>
<td>Bergh, D.</td>
<td>77</td>
</tr>
<tr>
<td>31</td>
<td>Berglund, K.</td>
<td>31</td>
</tr>
<tr>
<td>13, 14</td>
<td>Bernstein, R.</td>
<td>13, 14</td>
</tr>
<tr>
<td>138</td>
<td>Bertrand, M.</td>
<td>138</td>
</tr>
<tr>
<td>52</td>
<td>Beveridge, W.</td>
<td>52</td>
</tr>
<tr>
<td>ix</td>
<td>Bhabha, H.</td>
<td>ix</td>
</tr>
<tr>
<td>26</td>
<td>Blackburn, R.</td>
<td>26</td>
</tr>
<tr>
<td>19, 30</td>
<td>Boeker, W.</td>
<td>19, 30</td>
</tr>
<tr>
<td>1, 5, 13, 14, 16, 32, 37, 38, 43, 45, 154</td>
<td>Boje, D.</td>
<td>1, 5, 13, 14, 16, 32, 37, 38, 43, 45, 154</td>
</tr>
<tr>
<td>51, 128</td>
<td>Boland, R.</td>
<td>51, 128</td>
</tr>
<tr>
<td>110, 113, 114, 124–5</td>
<td>Bollen, B.</td>
<td>110, 113, 114, 124–5</td>
</tr>
<tr>
<td>149</td>
<td>Booth, C.</td>
<td>149</td>
</tr>
<tr>
<td>77, 134, 143</td>
<td>Bowditch, J.</td>
<td>77, 134, 143</td>
</tr>
<tr>
<td>12</td>
<td>Bowles, M.</td>
<td>12</td>
</tr>
<tr>
<td>8, 11</td>
<td>Boyce, M.</td>
<td>8, 11</td>
</tr>
<tr>
<td>2, 25, 27, 30</td>
<td>Boyd, D.</td>
<td>2, 25, 27, 30</td>
</tr>
<tr>
<td>82</td>
<td>Boyle, E.</td>
<td>82</td>
</tr>
<tr>
<td>79–106, 141</td>
<td>brand portfolio building</td>
<td>79–106, 141</td>
</tr>
<tr>
<td>acquisition and new value-creation opportunities</td>
<td></td>
<td>80, 82–3, 92, 97–106, 136–8</td>
</tr>
<tr>
<td>Asian and Russian market</td>
<td>99–100, 102, 128, 137</td>
<td></td>
</tr>
<tr>
<td>brand coordination, benefits of</td>
<td>104, 137</td>
<td></td>
</tr>
<tr>
<td>brand name as quality cue</td>
<td>95</td>
<td></td>
</tr>
<tr>
<td>brand name teams, merging of</td>
<td>91–2</td>
<td></td>
</tr>
<tr>
<td>brand personality</td>
<td>79–80</td>
<td></td>
</tr>
<tr>
<td>brand repositioning and business risk</td>
<td>104, 137</td>
<td></td>
</tr>
<tr>
<td>brand segment and private label segment balance</td>
<td>79, 82, 104–5</td>
<td></td>
</tr>
<tr>
<td>brand strength and customer trust</td>
<td>106</td>
<td></td>
</tr>
<tr>
<td>branding, local and central</td>
<td>104–5, 137</td>
<td></td>
</tr>
<tr>
<td>brands, fit and relationship of acquired</td>
<td>102–6</td>
<td></td>
</tr>
<tr>
<td>customer value and total cost of ownership</td>
<td>105–6, 137–8</td>
<td></td>
</tr>
<tr>
<td>Dr Sleep School</td>
<td>84–5, 86</td>
<td></td>
</tr>
<tr>
<td>European market</td>
<td>83–8, 97–102, 110, 126, 137</td>
<td></td>
</tr>
<tr>
<td>and house of brand architecture</td>
<td>81, 137</td>
<td></td>
</tr>
<tr>
<td>multibrand</td>
<td>81, 136</td>
<td></td>
</tr>
<tr>
<td>place brands</td>
<td>102</td>
<td></td>
</tr>
<tr>
<td>Bratnicki, M.</td>
<td>28–9, 59</td>
<td></td>
</tr>
<tr>
<td>Brocklesby, J.</td>
<td>151</td>
<td></td>
</tr>
<tr>
<td>Brown, A.</td>
<td>5, 14, 41, 115, 118, 128</td>
<td></td>
</tr>
<tr>
<td>Brundin, E.</td>
<td>27, 132, 144, 145, 147, 151</td>
<td></td>
</tr>
<tr>
<td>Bruner, J.</td>
<td>2, 4, 5, 13, 33, 38, 44, 146</td>
<td></td>
</tr>
</tbody>
</table>
business growth narrative beginning 48–62, 131–42
business growth and participatory narrative approach see participatory narrative approach
Bygrave, W. 26, 29, 30
Calori, R. 23, 146
Cardel Gertsen, M. 77
Carlotti, S. 104
Carr, A. 143, 144
Carroll, G. 147
Carson, A. 43
Cartwright, S. 23, 134
Casson, M. 26, 59
Chailan, C. 81, 103, 137
Chakravarthy, B. 144
Chandler, G. 19
Chell, E. 15, 27, 30, 59
Chia, R. 13, 33, 130, 146, 147, 155
Chittipeddi, K. 147
Cho, H.-J. 2, 30
Choi, Y. 27
Chomsky, N. 6–7
Christopher, M. 79, 87, 105, 106, 138
Churchill, N. 20
Claver, E. 19, 20, 136
competitive advantage 19, 21, 22, 23, 25, 55–9, 90
constructionist narrative approach 71
Cooper, C. 23, 134
Covin, J. 28
Crant, J. 26
Crites, S. 46, 133
Crotty, M. 15, 40
Cummings, S. 151, 152
Curran, J. 26
customer service
and brand portfolio building 105–6, 137–8
and business growth narrative beginning 53–4
delivery times, reduction in 124
and merger activities involvement 66–8, 135
Cyert, R. 144

A narrative approach to business growth
Mona Ericson - 9781849808019
Downloaded from Elgar Online at 05/28/2019 09:55:27PM via free access
Index

employees
  care by management, and business growth narrative beginning 60–61
  information sharing by management, and merger activities 64, 135
  treatment as family members 64
  we-feeling and merger activities 77–8, 135
entrepreneurship
  at individual level 29–33
  and corporate setting 27–8
  entrepreneurial actions by employees 132
  entrepreneurial self 59–62, 133
  and growth 21, 22–3, 25–9
  judgment and risk-taking, and business growth narrative beginning 59–60, 133
  and management judgment 27–8
  and resource allocation 29
  social constructionist perspective 27–8, 29–33
Erramilli, M. 24, 140
evolutionary process theory 147–8
existentiel dimension, participatory narrative approach 15, 16, 28, 33, 35, 46, 142, 145

Feldman, M. 5, 11, 13, 41
Fichtner, B. 2
Findlay, M. 109, 139
Fineman, S. 142
Fischer, E. 32
Fisher, W. 5–6, 143, 144
Fletcher, D. 3, 14, 32
Fortnato, A. 21
Fowler, L. 77
Frank, H. 10
Freeman, J. 147
Friesen, P. 20
Frye, N. 6

Gadamer, H.-G. ix, 6, 7, 13, 14, 33, 35, 36, 38, 42, 45, 130, 152
Gadow, S. 35, 145
Gallagher, C. vi, vii
Geertz, C. vii, viii
Gergen, K. 31, 46, 145, 151
Gersick, K. 20, 147
Ghemawat, P. 150
Ghoshal, S. 19
Gibb, A. 18, 19, 20, 146
Giddens, A. 10, 142
Ginsburg, A. 28
Gioia, D. 147
Glaser, B. 36
Glete, J. 29
Goddard, J. 2, 30
Goffman, E. 154
Golann, B. 19, 136
Grant, R. 22
Greenblatt, S. vi, ix
Greiner, L. 20

Growth
  and belief in growth 132
  continuous, and brand portfolio building 81–96, 136, 137
  and entrepreneurship 21, 22–3, 25–9
  expectations of continued, and, merger activities 74–8
  and firm’s linear moves 20
  and internal–external distinction (dualism) 18, 21–2, 29, 30–32, 147–8, 150
  and internationalization 23–5
  patterns and change, relating to earlier studies on 146–50
  and performance measurement 18–29
  and research and development 129
  and resource and capability 21–3, 24
  strategy, pursuing aggressive 96–102, 136–7, 138
Guillet de Monthoux, P. 143
Guth, W. 28

Hall, A. 50, 144, 145–6, 147, 151
Hamilton, R. 21
Hanks, S. 19
Hannan, M. 147
Hansted Blomqvist, K. 82, 90, 103
Hardy, B. 5
Harper, S. 145
Harré, R. 151
Harrington, L. 80, 105, 137, 138
Haspeslagh, P. 134
headquarters move, importance of 109
Heath, P. 19
Hellgren, B. 144, 147, 148, 149
Helms, M.  20
Herman, D.  8
Herman, V.  38, 40, 43, 133
Hilding Anders  1–2, 39–40, 45
brand portfolio building see brand portfolio building
business growth narrative beginning 48–62, 131–42
expansion plans, realization of 53–9
and Ikea  55, 66–8, 73, 76, 79, 84,
110, 121, 134
merger activities involvement see merger activities involvement
Hilding Anders, sale of company 107–29
Candover takeover 124–9, 138–40,
141
Investcorp as new owner 109–23
and Program 100 days (P100) 88, 96,
114, 115, 122
Hjorth, D.  vi–xi, 31, 32, 48, 58, 70, 75,
130, 147
Hobbs, D.  26
Hummel, R.  8
Humphrey, R.  145
Hunt, J.  77
Hutzschenreuter, T.  149

Ingersoll, V.  12
internationalization
and brand portfolio building 81, 83,
136
and business growth narrative beginning 56–7
globalization and expansion 68
and merger activities involvement 67
and new ventures 25
Isaacs, K.  68, 145

Jarillo, J.  26, 27
Jarzabkowski, P.  147
Jemison, D.  77, 134
Jennings, D.  28
Jensen, M.  138
Jiang, P.  95
Johannisson, B.  31
Johanson, J.  24
Johnson, G.  147

Keller, K.  79, 80
Kim, W.  19, 136

King, C.  144
King, S.  19
Kirdar, N.  110
Kirzner, L.  26
Kitching, J.  77
Kleindienst, I.  149
Knights, D.  44
knowledge application, and narrative dynamic conceptualization 19
individual learners, allowing for 120
information exchange and technological development 54–6, 58
organizational learning and adaptation 9, 120, 123
performative 130
resource, and business growth narrative 140
sharing, and narrative dynamic conceptualization 8
Kroger, R.  145
Kumar, S.  82, 90, 103
Küpers, W.  14, 151
Lämsä, A.-M.  5, 8, 9, 13, 14, 16, 52,
120, 128, 130, 152
Langer, S.  145
Langley, A.  148, 149
language common (Movex system), and efficiency 117–18
and dialogue narrative 38, 40–41
and intersubjectivity 46
and reality construct 152
and understanding 14–15
Lant, T.  147
Larsson, R.  23
Lasch, F.  32
Latour, B.  viii
Le Breton-Miller, I.  138
Leblebici, H.  147
Leitch, S.  141
Lévi-Strauss, C.  6–7
Levinas, E. ix
Levinson, D.  52
Levinthal, D.  144
Lewis, V.  20
life-cycle process theory 147–8
Lindblom, C.  144
Index

Lindell, M. 134
Lockett, A. 21
Louis, M. 8
Lounsbury, M. 147
Løwendahl, B. 147
Luckmann, T. 9, 10, 31, 40, 120
Luddington, S. 92
Lueger, M. 10
Lumpkin, G. 21
Lumpkin, J. 28
Lyles, M. 147
Lyman, S. 154
Lytard, J.-F. vii

McCann, J. 20
McDougall, P. 25, 57, 136
MacIntyre, A. 5
McKelvie, A. 18, 21–2
McMahon, R. 2, 19, 30
McWhinney, W. 9
Madhok, A. 23–4
Mahajan, V. 138
Malekzadeh, A. 23, 134, 137
management competency and entrepreneurial judgment 140
and employee, distance between 127–8
involvement, and business growth narrative beginning 60–61
knowledge and capabilities, and merger activities involvement 63
and shareholder expectations, mixed 76–7
Markham Shaw, C. 132
Martin, J. 22, 150
Massumi, B. viii, x
Mattsson, L.-G. 24
Mauborgne, R. 19, 136
meaning-making 4, 5–6, 9, 13, 37–8, 115
see also sense-making
Meckling, W. 138
Melin, L. 134, 144, 147, 148–9
merger activities involvement 63–78, 133–5, 141
actantial schema 72, 135, 139
and business integration 75–6
catalytic elements 71–2, 134–5
co-ownership 64
legality confirmation 72–4
long-term prospects and multiple motives 64–78
management and shareholder expectations, mixed 76–7
motives as categories and taxonomies 134
subsidiaries and management compatibility 75–6
and uncertainty avoidance 71, 135
we-feeling 77–8, 135
Merz, R. 18, 20, 25, 146
Miller, D. 20, 138
Milliken, F. 128, 147
Minniti, M. 26, 29, 30
Mintzberg, H. 144, 147
Mitchell, W. 2, 30
MNEs and monopolistic advantage 24
Moore, C. 22–3, 136, 154
Morgan, G. ix, 11, 135
Moustakas, C. 36
Mumby, D. 4, 14, 46
Munuera-Alemán, J. 106
Nahavandi, A. 23, 134, 137
Naldi, L. 24, 25, 28, 140
Napier, N. 134
Narch, J. 144
narrative dynamic conceptualization 1–17, 150–53
behavior and action, distinction between 5
clarification of meaning 18–34
cognitive revolution, shortcomings of 4–5
and communication theory 7–8
empirical and rational approach, and lack of intentionalality 4
and human interaction and activity 2–3
and knowledge-sharing 8
language and understanding 14–15
narrative and story 4–15
narrative and story, history of research 6–8
narrative and story as meaning-making mechanisms 4, 5–6, 9, 13, 37–8, 115
and organizational learning processes 9
and organizational life 8–13
and plot 1–2, 9–10
and reception theory 7–8
rhetorical approach 11
social constructionist perspective 8–11
and structuralism 6–7
narrative fragments 140–42
narrative, ontological dimension 35–47
business growth narrative and continuity 37–8
dialogical authorship 43–4
ethnographic methodology 36
framing narrative and completeness 37–46
grounded theory methodology 36
participatory narrative approach see participatory narrative approach
plot delineation 44–6
narrative rationality 142–6, 149, 151–2
Cartesian distinction 143–5
Nelson, R. 147, 150
Ng, W. 141
Nisker, J. 5, 43
non-narrative firm-related theory 131
Nordqvist, M. 2, 72
Normann, R. 147
Nystrom, H. 26

O’Connor, E. 32, 43, 152
Oliveira, B. 21
Orbuch, T. 1, 58, 154
organizational
change, and business growth narrative 147–9, 151
change, longitudinal 148–9
learning and adaptation 9, 120, 123
life, collective and individual level, relationship between 120, 140
life, and narrative dynamic conceptualization 8–13
projects to coordinate operations, and merger activities involvement 76
symbolism 11–13
Oviatt, B. 25, 57, 136
owner-manager agency costs 138–9
Øyhus, A. 133

participatory narrative approach 9, 13–14, 18, 40–41, 130–31, 150–51
existential dimension 15, 16, 28, 33, 35, 46, 142, 145
ontological dimension 35–6, 41–2, 44–5

Pattison, S. 43
Peay, T. 26
Peng, M. 19, 23, 27, 60
Penrose, E. 3, 20, 21–2, 24, 140
performance measurement, and growth 18–29
Petromilli, M. 79, 81, 102–3, 104, 105
Pettigrew, A. 147
Pfeffer, J. 19, 71
plots 1–2, 9–10, 131
delineation, ontological dimension 44–6
and motifs 37, 38
polyplotted business growth 142, 150
Polkinghorne, D. 1, 5, 6, 7, 8, 141
Pondy, L. 11
Ponsonby-Mccabe, S. 82
Poole, M. 146, 148
Porac, J. 135
production optimization, and sale of company 117–18, 123, 138, 139, 140
pilot project 118–20
standardization of components 118
profit and productivity increases 70, 119, 120–22, 123, 139
Propp, V. 6
Prus, R. 36
Pucik, V. 2, 30
purchasing activities, and efficiency increase 115–17, 123
Quinn, J. 144
Rae, D. 41, 50
Ravenscraft, D. 77
Reissner, S. 8, 53, 117
relationality 14, 23, 26, 29, 30, 35, 41, 44, 130, 142, 145–6, 151
Renfrow, T. 20
Reuber, A. 32
Revang, Ø. 147
Rhodes, C. 120

Mona Ericson - 9781849808019
Downloaded from Elgar Online at 05/28/2019 09:55:27PM
via free access
Richardson, B. 37
Ricoeur, P. 9–10, 38, 41, 150
Riessman, C. 5
Risberg, A. 23
Rossiter, M. 1, 37–8, 46
Rotfeld, H. 83
Roulac, S. 102
Rouse, M. 19
route followers 131, 150
and brand portfolio building 81–2,
86–7, 89–90, 93, 95–6, 101–2,
136–8
and sale of company 123, 127–8, 139
see also turning points
Rovio-Johansson, A. 76
Rugman, A. 21
Saarni, C. 151
Salavou, H. 22
Salvato, C. 96
Scheler, M. 143
Scheppe, F. 77
Schmidt, D. 77
Schoar, A. 139
Schön, D. 120
Schumpeter, J. 26
Schwenk, C. 147
Sciascia, S. 28
Scott, M. 154
Seale, F. 19, 136
self-concept and intersubjectivity 50,
132–3
Senge, P. 120
sense-making
and brand portfolio building 86
and business growth narrative
beginning 58
and calculative rationality 118, 122,
123, 128
and change, dealing with 115
collective pooling of 122, 123, 127,
128
and future growth 127
and mergers 135
see also meaning-making
Sexton, D. 26, 136
Shane, S. 26, 28
Shepherd, D. 2, 18–19, 21, 27, 30, 31,
32, 132
Shklovsky, V. 37, 38
Shotter, J. 14, 15, 33
Sievers, B. 12
Singh, K. 2, 30
Sintonen, T. 5, 8, 9, 13, 14, 16, 52, 120,
128, 130, 152
Sitkin, S. 77, 134
Sjöstrand, S.-E. 144, 147, 151
Slevin, D. 28
Smallbone, D. 18, 19
Smilor, R. 26
Smircich, L. ix, 11, 135
social constructionism 8–11, 59
and entrepreneurship 27–8, 29–33
Sole, D. 8, 41, 152
Sørgard, L. 79
Spence, P. 5, 41, 42
Staahl Gabrielsen, T. 79
Starbuck, W. 128
Steiner, P. 134
Steinmetz, G. 38
Stevenson, H. 26, 27
Steyaert, C. 3, 32
stock exchange listing 108
strategy as rational 144
Strauss, A. 36
surrogate experiences 152
Sztompka, P. 41, 141, 142, 150, 151
Taguiri, R. 52, 62
Taylor, J. 13
Taylor, S. 8
Teece, D. 150
teleological process theory 147–8
Thomas, H. 135
Thompson, J. 71
Thompson, S. 21
Thornhill, S. 27, 29
Thurik, R. 26
Tienari, J. 142
time–space relations 141–2, 149–50,
151, 152
Timmons, J. 26
Tollington, T. 92
Treacy, M. 106
Tsoukas, H. 13, 130, 146, 147
Turkel, S. 94
turning points
business growth narrative, emergence
of 51–2, 58–9, 131–2, 150
and life stages 52, 132
merger activities involvement 69–71, 134–5
ontological dimension 45
sale of company 123, 127–8, 139
see also route followers

Ungson, G. 122, 127
Urde, M. 90

Vaara, E. 69, 77, 109, 142, 143
Vahlne, J.-E. 24
Van de Ven, A. 146, 147, 148, 149
Van Every, E. 13
Varadarajan, R. 79
Venkataraman, S. 26, 28
Verbeke, A. 21
Very, P. 23
Vickers, D. 41

Walsh, J. 122, 127
Walter, G. 134
Waters, J. 147
Watson, T. 2
Watzlawick, P. 145

Weber, M. 4–5, 73, 135
Weick, K. 5, 115, 128, 135, 148
Welter, F. 32
Wennekers, S. 26
Westley, F. 147
Whipp, R. 147
White, R. 144
Whitmore, G. 109, 139
Whittington, R. 147
Wiedersheim-Paul, F. 24
Wiersema, F. 106
Wigren, C. 10–11, 13, 16, 44
Wiklund, J. 2, 18–19, 21, 27, 30, 31, 32, 96, 132
Wilkins, A. 8, 11–12
Wilkinson, D. 93
Williamson, O. 23
Wilson, D. 8, 41, 147, 152
Wind, Y. 138
Winter, S. 147, 150
Witt, P. 77
Wolff, R. 55, 59
Wood, L. 145
Wright, A. 51, 76, 128