Index

Accountability of actors, 34–35 Accounting-based criteria, 16 Accumulated knowledge, 102 Adaptive firms, 10 Adaptive responsiveness analysis, 69, 72 background, 63-64 final estimated and exploring model, 75 hypotheses, 65-66 hypothesized model relationships, 66 limitations, 77 measurement instruments, 68-69 measures, 70-71 methodology, 66-72 research design and data collection. 66-68 results, 72-75 Adaptive SMEs, OS in, 37 Adaptive strategy-making in turbulent environments, 1 background, 3-4 perspectives, 6 Advanced decision-making practices in SMEs, 29 Affective commitment, 12, 15, 18 - 19Ambidexterity ambidextrous firms design solutions, 86 capability and resilience, 84-86 consistency, 91 consistency and resilience, 86-87 Ambiguity, 37, 67 AMOS 22 SEM software, 72 Analogical reasoning, 98, 102 archive, sense-making, and strategic renewal, 102-104

Angle of trajectory between exploration/exploitation, 89 Antecedents of resilience, 83 Archival literature, 101–102 Archive, 102-104, 106 Atlas.ti 7 qualitative data analysis software, 114 "Attentional engagement", 105-106 Attitude change, 35 Autonomous actions, 3 Autonomous strategic action, 68–69 Autonomy, 2, 5, 12–13, 15, 42, 43, 57 middle managers, 48 Average variance extracted (AVE), 69 Beeb.com, 116 Behavioral endowments, 84 Big data, 13-14 Board meetings, 30 Bonded Warehouse Keeper Association, 34 Boston Consulting Group, 9 British Broadcasting Corporation (BBC), 112 adaptation of, 112 Charter, 118 data collection and analysis, 113-114 empirical setting, 113 findings, 114-119 forms of strategic response, 116-118 iPlayer, 113, 118 methods and data, 113-114 phases of strategic response, 114-116 strategic responses to digitization, 117 temporary incorporation as driver of strategic responsiveness, 118 - 119

theoretical background, 112–113 timeline, 115 Worldwide, 117 British Sky Broadcasting, 116 Budgeting, top line, 26 Bureaucratic decision-making processes, 65 Ceefax, 113 Central strategic planning, 61-62 Centralized structure, 63-64 Charter renewal process, 118 Chi-square difference test, 67, 68 Chi-square test of measurement model, 72 Chibar² test, 51 Chief executive officer (CEO), 4, 10, 14, 47, 57 Commitment to change, 12, 15 Communication systems, 63 Comparative fit index (CFI), 72 Competitive advantage of SMEs, 28 Complex strategy-making process, 62 Complexity, 103 Composite reliability (CR), 69 Conduct of business, 99 Confirmatory factor analysis (CFA), 67,72 Conjoint studies (see Vignette experiments) Consistency, 83 Continuance commitment, 12, 18 Control variables, 69, 89-90 Controls, 46-47, 48 Conventional conceptualization of strategic management, 63 Conventional strategic management process, 3 Corporate archive, 98, 99 analogical reasoning, 102-104 history in strategy research, 100-102 Corporate decision structure, 63 Corporate history, 100, 101 Corporate success, 2 Correlation analysis, 72

Covariance-based approach of structural equation modeling, 17 Criteria autonomy, 13, 16 Cronbach's alpha, 48, 69 Cross-sectional survey, 43 Crown Castle UK, 116 Data collection, 42, 66–68 "De-accession" material, 106 Decentralized strategy-making, 61 - 62Decision-making, 6, 11 advanced decision-making practices in SMEs, 29 bureaucratic, 65 strategic, 28, 102 Dependent variable, 46, 48 Descriptive statistics, 91 of field study, 50 of vignette experiment, 49 Digital technologies, 10 Digital Terrestrial Television network, 116 Digital transformation, 113 Digitization, 100 advances of. 20 Dual strategy-making approaches, effectiveness of, 3 Duality theme, 3 Dynamic environment, 19

Emotional endowments, 84 Engineering and Physical Sciences Research Council (EPSRC), 31 Entrepreneurial actions, 44 scale using for measuring engagement in, 58 Entrepreneurial orientation, 12 Environment dynamic, 19 of organization, 16 state of technological turbulence, 13 Euclidean distance, 89 Executive team, 57 Experimentation, 85 Exploitation, 89 Exploration, 89 External collaborations, 116 - 117Factiva global press database, 114 Factor analysis, 46, 48 Factor loadings, 69 Factorial surveys (see Vignette experiments) Family ownership, 82, 83 and resilience, 87-88 Family-owned firm, 89 variable, 90 Family-owned MEs, 88 Field study data, 47-48 descriptive statistics, 49 empirical results, 52-53 scale using for measuring management support in. 59 Firm(s), 86 competitiveness, 100 firm-specific strategy-making processes, 62 performance, 69 resilience, 88-89 size, 90 Formal business plan, 34 Formal partner meetings, 31 Formal strategy-making process, 63

Global business environment, 1 Goodness-of-fit index (GFI), 72 Grenoble School of Management, 6

Harman's one-factor test, 48, 67 Head of Marketing and Sales (HMS), 67 *History of Britain, The*, 117–118 Hypothesized effects, 67 Inclusive OS practices, 27–28 Inclusive strategy, 36 Independent variables, 46, 48 Inductive qualitative data analysis, 31 Industry control, 48 Industry variables, 90 Instituto de Empresa Familiar (IEF), 89 Interactive controls, 66, 68, 73 effects of interactive control systems, 63 Interactive processes, 3 Internal competencies, 117–118 Internal consistency, 69 Interrelationships, 104 Intrapreneurship, research on, 43

Kaiser–Meyer–Olkin's measure (KMO measure), 46 Koebmandsstandens oplysningsbureau (KOB), 67 Kolmogorov–Smirnov test, 72

Latent variables, 69, 73 Leadership dimension, 62–63 participative leadership style, 5, 65, 68 supportive, 42 transformational, 12 Legitimacy of actors, 34–35 Longevity, 2 Lower-level constructs, 68 decisions, 64 managers, 64 Management

information, 63 strategy, 26 support, 43, 48, 57 team, 33, 35 top, 4, 6, 10, 34, 65 Managerial populations, 45 Managing Director (MD), 31, 34 Manipulation check, 47 Marker variable test, 67 Market-based criteria, 16 Measurement instruments, 68-69 Medium-sized enterprises (MEs) (see also Small and medium enterprises (SMEs)), 5, 82 ambidexterity capability and resilience, 84-86 ambidexterity consistency and resilience, 86-87 analyses and results, 90 control variables, 89-90 family ownership and resilience, 87 - 88sample and data collection, 88 senior managers at, 82 theoretical background, 83-88 variables and measures, 88-89 Middle managers, 42 autonomy, 48 Model-building approach, 73 Moderation through technological turbulence, 13-14 Monitoring of outcomes, 63 Multifaceted strategy-making process, 63 Multilevel-mixed effects regressions, 51

Netflix, 111–112 Nonresponse testing on firm's characteristics, 47 Normative commitment, 12, 15, 18 Normed fit index (NFI), 72 NVivo 11 Pro Qualitative data analysis software, 31

Open strategy (OS), 4, 26 in adaptive SMEs, 37 extended conceptual framework in SMEs, 35 legitimacy and accountability of actors, 34–35 lens, 27–28

modalities, 28 process at Whisky Co, 32-35 readying for, 33-34 research process, 30-31 SME strategy, 28-30 Openness, 26, 36 Operations Director, 31, 33–34 Operations Manager, 31, 35 ORBIS® database, 88 Ordinary least squares (OLS), 90 regression analyses, 92-93 Organizational ambidexterity (OA), 88.89 consistency, 89 Organizations, 83-84 agents, 2 renewal, 29 resilience, 81, 84 slack, 89

Paradigm shifts in strategy, 28 Participation, 5, 27, 34, 36 Participative leadership style, 5, 65, 68 performance effect, 73 Participatory practices, 27, 36 Path dependency, 100-101 Permission impact to change on strategic flexibility, 15-16 through work autonomy, 12-13 Personal willingness, 15 Procedural measures, 48 Procedural remedies, 67 Profitability targets, 26 Psychologists, 83, 88

Random allocation, 46–47 Readying stage, 5, 36 Real-time data collection, 45 Regression analysis, 90 Regression models, 48 Relational endowments, 84 Relational mapping, 103 Reliability, 69, 83, 85 Research design and data collection, 66-68 implications for, 18-20 on intrapreneurship, 43 model, 14 process, 30-31 Research Councils UK (RCUK), 31 Resilience, 82, 84 Resiliency model for, 83 sources of, 85 Resource slack, 89-90 Return on assets (ROA), 69 Robust findings, 105 Robustness of model, 75 Root mean square error of approximation (RMSEA), 72 Royal Charter (2007), 116, 118 Schemas, 102 Seizing, 84 opportunities, 86 Senior managers, 33 Sense-giving, 101 Sense-making, 101, 102-104 history in, 6 Sensing, 84 Sequence of theory-based nested structural models, 72 Single factor test, 48 Small and medium enterprises (SMEs) (see also Mediumsized enterprises (MEs)), 26,83 conceptual framework to analyzing **OS** in, 30 extended conceptual framework for understanding OS in, 35 managers, 30, 37 strategic decision-making in, 28 strategy, 28-30 Social-desirability, issue of, 47 Statistical measures, 48

Stock listing, 48 Strategic/strategy change, 10 choice, 101 consensus, 27 consistency, 87 control, 62–63 formulation in SMEs, 29 implementation in SMEs, 29-30 logic, 11 management, 26 map for Whisky Co, 32 orientation of CEO, 14 renewal, 13, 102-104 researchers, 97 reviews in SMEs, 30 strategy-making processes, 2, 62 strategy-related constructs in model, 66 Strategic decision-making, 102 in SMEs. 28 Strategic flexibility, 11 derivation of hypotheses, 14-17 implications for research, 18-20 limitations and opportunities for future research, 20-21 methodology and key results, 17-18 moderation through technological turbulence. 13-14 permission through work autonomy, 12-13 practical implications, 20 research model. 14 theoretical foundation, 11-14 in turbulent times, 9, 10 willingness through commitment to change, 11-12 Strategic planning, 66, 69 and controls. 64 importance of, 73 Strategic response/responsiveness, 3, 43.112 forms, 116-118 methods, 46-50 phases, 114-116

problem of ascertaining directional claims, 43–44 results, 51 temporary incorporation as driver of, 118–119 vignette experiments, 44–45 Strategy as practice (SAP), 3 Structural equation models, 72, 74 Supportive leadership, 42 SWOT analysis, 33

Technological turbulence moderating role of, 16-17 moderation through, 13-14 Temporary incorporation, 6 as driver of strategic responsiveness, 118-119 Temporary organization, 120 3D printing, 13-14 Top management, 6, 10, 34, 76 application of control systems, 4 conducting leadership style, 75 leadership style assessment, 68 support and autonomy, 43 support for experimentation and entrepreneurship, 65 Transformational leadership, 12 Transparent OS practices, 27 Transparent strategy, 36 Tucker-Lewis index (TLI), 72

Turbulent business environment, 2

UKTV, 116

Uncertainty, 4, 6, 17, 98, 103–105 Upper echelons, 83, 86 theory, 10, 11, 105 "Uses of the past" literature, 98

Variables, 88–89 control, 69, 89–90 dependent, 46, 48 family-owned firm, 90 independent, 46, 48 industry, 90 latent, 69, 73 Vignette experiments, 5, 42, 44–45 data, 46–47 descriptive statistics, 49 empirical results, 52–53 sentence using in, 57

Walking with Beasts, 117–118 Whisky Co, 30–31 OS process at, 32–35 strategy map for, 32 Willingness through commitment to change, 11–12 impact to change on strategic flexibility, 14–15 Work autonomy method autonomy, 13 permission through, 12–13 scheduling autonomy, 13

YouTube, 111-112