



Contents lists available at ScienceDirect

Journal of Business Research



Turning Kurt Lewin on his head: Nothing is so theoretical as a good practice☆

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ARTICLE INFO

Article history:

Received 1 March 2016

Received in revised form 1 March 2016

Accepted 1 April 2016

Available online xxxx

Keywords:

Networks

Corporate innovation

Social issues

Marketing activities

Entrepreneurship

ABSTRACT

Kurt Lewin is acknowledged as the “father of social change theories” because his work has affected many models. Inspired by Lewin's massive contribution to science, this special issue of *Journal of Business Research* (JBR) collects papers regarding “Turning Kurt Lewin on his head: Nothing is so theoretical as a good practice.” These papers are presented in the 6th Conference of the Global Innovation and Knowledge Academy (GIKA 2016), in Valencia, Spain, from March 20 to March 23. After double blind reviews, only 75 papers are recommended to this special issue.

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1. Introduction

Kurt Zadek Lewin was a German–American psychologist and one of the modern pioneers of social, organizational, and applied psychology. Lewin was born on September 9, 1890 in Mogilno (modern-day Poland, then part of the Kingdom of Prussia). He immigrated to the United States in August 1933 and became a naturalized citizen in 1940. There, he made a new life for himself, continuing his outstanding work on psychology research. He passed away on February 12, 1947 in Newtonville, Massachusetts, United States.

Researchers consider Kurt Lewin as the “father of social change theories” because contemporary models build on Lewin's work (Kaminski, 2011). With Lewin's massive contribution to science as an inspiration, this special issue of the *Journal of Business Research* (JBR) seeks studies embracing the following three steps: (1) deep observation of real-life practice (behavior); (2) inductive theory building from practice cases to models of multiple realities; and (3) testing the new inductive theory deductively using additional sample of 5 to 30 or more practice cases. Lewin (1945) famously stated, “Nothing is so practical as a good theory.”

☆ The guest editors of this special issue thank the participants of the Conference of the Global Innovation and Knowledge Academy (GIKA) at the University of Valencia, Spain, March 20–23, 2016. We especially thank Arch G. Woodside, Co-Editor, and Naveen Donthu, Editor-in-Chief, *Journal of Business Research*, for offering a special issue to the challenging theme: Turning Kurt Lewin on his head: Nothing is so theoretical as a good practice. We thank all reviewers who provide authors with constructive comments and suggestions.

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The objective of this JBR special issue is to provide theoretical and empirical evidence using multiple methods and to present conceptual studies that look at different theoretical perspectives. This special issue collects research demonstrating that the reverse thought is useful: good theory follows from bad or good practice and executives' attempts to recognize and solve paradoxes in practice.

Lewin's change management model still affects many recent studies, such as action research (Beaulieu, 2013), activity theory (Langemeyer, 2011), conflict resolution (Edmund, 2010), role playing in conflict resolution (Bowman, 2013), changing practice in early years settings (Davis, 2012), relationships of marriage (Lavner, Karney, & Bradbury, 2014), cultural–historical research (Chaiklin, 2011), experiential learning theory (Kolb & Kolb, 2012), and organizational development (Burnes, 2012). Key contributions on practice-to-theory provide useful insights and tools (Eisenhardt, 1989; Tsoukas, 1989; Van de Ven, 1989; Weick, 1989; Woodside, 2010).

The 6th Conference of the Global Innovation and Knowledge Academy (GIKA 2016): “Turning Kurt Lewin on his head: Nothing is so theoretical as a good practice” takes place in Valencia, Spain, from March 20 (Sunday) to March 23 (Wednesday), 2016. GIKA 2016 attracts more than 540 submissions but only accepts 250 articles for presentation. The double blind reviews recommend only 75 of these articles for this special issue.

2. Contributions to the special issue

Seventy-five articles in this special issue analyze and explore different aspects of the spirit of strategy in five sections: networks; corporate innovation; social issues; marketing activities; entrepreneurship.

<http://dx.doi.org/10.1016/j.jbusres.2016.04.022>

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2.1. Networks

Networks are a key factor to the detection of opportunities, to the testing of ideas, and to garner resources for the formation of the new organization (Zimmer, 1986; Ballestar, Grau-Carles, & Sainz, 2015). Potential partners are often very reluctant to put their reputation, capital, or other resources at risk in a start-up, whose financial prospects, if not its longevity, are uncertain (Chen, 2003).

The first contribution of this special issue, by Mota, Castro and Brito is “Powered by...’ Whom? A Network Perspective on Replication as Strategy” and addresses the replication of a template, that is, a configuration of resources and activities, among firms as a strategy to improve the firms’ position in a network of relationships. They also demonstrate that change in the network position can result from two interwoven processes: the development and replication of a template in some sections of the network, and a rearrangement of the web of relationships with its counterparts. In his article “Collaboration modes, preconditions and coordination contingencies in organizational alliance: A comparative assessment” contextualizes collaboration modes, collaboration contingencies in specific situations and coordination preconditions as key assessment dimensions in collaboration activities. His research concludes with a remark on the roles of conveners in directing and assessing collaboration. In their article “Corporate Venture Capital: The role of governance factors” Anokhin, Peck, and Wincent offer theoretical arguments for the role of governance factors including board, CEO, and institutional ownership characteristics. They conclude that the role of governance factors is potentially important in open innovation arrangements and CVC. The next contribution by Navarro-García, Sánchez-Franco and Rey-Moreno, “Relational governance mechanisms in export activities: Their determinants and consequences,” analyzes the determinants and the consequences of the relational governance mechanisms between exporters and their foreign distributors. Their results show that relational norms have a positive effect on the exporter’s result and that the greater the exporter’s dependence on its distributors, the exporter’s international competences and the volatility of the foreign markets, the greater the exporter’s need to maintain a relation with its foreign distributors based on information exchange, flexibility, and cooperation. The main objective of Parker’s “Team effectiveness and open discussion of conflict in collaborative new product development: A cross-national study” is to contribute to the understanding of the mechanisms through which relational governance and formal contractual governance influence new product development performance. His results indicate that team effectiveness mediates the relationship between governance and new product development performance and that the ability of collaborating firms to create an atmosphere of openness to discuss conflicting views positively moderates the relationship between team effectiveness and performance. Szopiński in his article “Factors affecting the adoption of online banking in Poland” identifies the factors exerting influence on the use of online banking in Poland. The paper contributes to the development of the literature concerned with electronic banking by providing knowledge on the factors which seem to produce impact on the acceptance of online banking on the emerging market in Poland. As the results obtained by Yuen et al. (2015) demonstrate, the users of online banking are different from the non-users, depending on the country of residence.

Bhatti, Larimo, and Carrasco deal with the “Strategy’s effect on knowledge sharing in host country networks” and analyze how knowledge strategy affects multinational firms’ knowledge sharing in host country networks. The results suggest that learning and new knowledge acquisition from knowledge sharing in networks adds to firm competence and consequently to its performance. De Fuentes and Porcuna, in their article “Main drivers of consultancy services: A meta-analytic approach” examine the research on consultancy services models, in particular research that captures when the same company provides both the statutory audit of the financial statements and consultancy services, also known as non-audit services (NAS), to the customer. The findings

indicate a number of key determinants of consultancy bills: client size, audit fees, auditors being from a “Big Audit Firm,” client’s financial difficulties, and prior experience with the legal auditors. Otero-González, Rodríguez-Gil, Martorell-Cunill, and Merigó-Lindahl, in their article “The effect of financial innovation on European banks’ risk,” study the effect of the use of securitization and credit derivatives on the risk profile of European banks. The results show that securitization and credit derivatives had a negative impact on financial stability, indicating for credit derivatives the predominance of trading positions on hedging ones. Also, their results support the higher capital requirements in the new international banking regulation, known as Basel III. The contribution by Lim and Lee analyzes “The effects of industry relatedness and takeover motives on cross-border acquisition completion”. The authors aim to identify national- and firm-level factors that affect decision-makers’ expected returns, perceived risk, and attitude toward risk, which jointly lead to ultimate completion or abandonment of a cross-border acquisition after a public announcement. Their results show that a cross-border acquisition completion is more likely when the excess economic development level of the target firm’s country over the acquirer’s is greater. In their article “Data analytics in banks’ audit: The case of loan loss provisions in Uruguay,” Gambetta, García-Benau, and Zorio-Grima analyze the benefits of implementing an ERP system and using XBRL format to report in the banking industry considering the industry’s specific risks and complexities and they show that ERP and XBRL are necessary to successfully use CAATs while performing audit procedures to verify the compliance of certain crucial regulatory requirements. The contribution entitled “Demographic preferences towards careers in shared service centers: A factor analysis” by Koval, Nabaresh, Klimek, and Chromjakova analyzes talent attraction and employee retention, two main challenges that currently affect the growth of the shared service industry worldwide, and in Central and Eastern Europe in particular. The results and findings are not generalizable for all students globally because of cultural differences, but present a unique starting point for further research and comparative analysis on a regional basis. In their manuscript “Unity is strength: A study of supplier relationship management integration,” Oghazi, Rad, Zaefarian, Beheshti and Mortazavi illustrate a case study built over the concept of SRM process integration between the manufacturer and its first upstream tier within the construction equipment industry of Sweden. Their findings allow them to state that the integration of the SRM process between the manufacturer and its first upstream tier of supplier within the Swedish construction equipment industry can take place through the integration of the SRM sub-processes. Nonetheless, firms must tackle some obstacles to enable the SRM sub-processes integration. The next contribution is “Forecasting incoming call volumes in call centers with recurrent neural networks.” The authors Jalal, Hosseini, and Karlsson explore the proposition and application of the prediction model based on Elman and NARX neural network and Back-propagation algorithm in call volumes forecasting. Their experimental results indicate that the proposed method is efficient for forecasting call volumes to call centers. They also compare the performance of the Elman–NARX neural network model with the time-lagged feed-forward neural network for the same problem. Parida, Patel, Lahti, George and Wincent in their article “Influence of subjective interpretation, causation, and effectuation on initial venture sale” demonstrate variations of subjective interpretations of strategy-relevant cues in the external industry environment. The results show support for greater likelihood of initial venture sales when the entrepreneur increasingly relies on causation and has greater perception of controllability. In “Manager competences in logistics and supply chain practice,” Derwik, Hellström, and Karlsson use shadowing and practice theory to explore the nature of manager competence in L&SCM. The purpose of this study is to address the literature gap on L&SC manager competence by focusing on “managing” rather than “management”. The results suggest that L&SC managers use general managerial competences in practice rather than SCM expertise, and identify multitasking ability as a

fundamental competence. The next contribution, by Mačiulienė and Skaržauskienė, analyzes the “Evaluation of co-creation perspective in networked collaboration platforms”. The authors examine how that networked collaboration platforms miss out on the potential to utilize networked structure, design, and technological solutions as a source for improving and stimulating internal and external co-creation. Their research results provide valuable information about the trends in managing collaboration platforms, distill best practices, and open up opportunities for scientific reasoning to design engagement strategies.

2.2. Corporate innovation

Innovation contributes to business performance and also to the regional and national economic well-being (Braunerhjelm, 2011). Innovation affects firms' economic activities as well as firms' abilities to discover, evaluate and exploit opportunities that the market makes available to entrepreneurs (Shane & Venkataraman, 2000; Srholec, 2015).

The first contribution to this section is by Lin, Zeng, Liu and Li. Their article “How do intermediaries drive corporate innovation? A moderated mediating examination” theoretically proposes and empirically examines a framework of the effects of intermediaries on corporate innovation performance. They find that firms' ties to intermediaries can contribute to their innovation by providing greater scope of their external innovation searches and reducing their search costs. McDowell, Wilson, and Kile in their article “An examination of retail website design and conversion rate” examine empirical associations between website features and online conversion rate. Their results indicate that certain website design features do explain a sizeable portion of the variance converting e-commerce visitors to purchasers. Features that promote flow, a psychological state of immersion into an activity, positively associate with conversion. Uruña, Hidalgo, and Arenas present “Identifying capabilities in innovation projects: Evidences from eHealth”. Their purpose in this study is to improve the understanding of the organizational capabilities required in eHealth innovation projects after the pilot state. Their analysis shows that the evaluation capability should be as wider as possible covering, among others, the patients' needs, a scientific/medical point of view, and the organizational context. Lages presents “VCW—Value Creation Wheel: Innovation, technology, business, and society.” The main objective is the Value Creation Wheel (VCW) result of two decades of cooperation with companies and academia across the world. The VCW is an efficient way to support decision making, by exploring relevant questions and potential answers, and simplify the selection process. The next contribution by Marco Lajara, Zaragoza Sáez, Claver Cortés, and Úbeda García is “Knowledge sources, agglomeration, and hotel performance.” The authors analyze the extent to which internal and external knowledge affect the performance of Spanish hotels situated in the Mediterranean coastline's tourist districts. The results show that knowledge coming from the firm's workers, and the value of registered trademarks prevail over the investments in R&D in terms of hotel profitability. Fróes Lima, Marega Luz, Tamada Takemoto, Barisson, Terencio Tezzin, Peres, Anarelli, and da Silva, in their article “Strategic modeling to improve services and operation to energy industries' customers,” seek to prepare the conditions for the treatment of large volumes of data and process the information bases to support the relationship evolution trends that will come with the implementation of smart grids. The article attempts to restructure the model of service conditions care and provisioning, which suits (or points out) the customers' specific needs and regional characteristics. The contribution by Guadix, Carrillo-Castrillo, Onieva, and Navascués, “Success variables in science and technology parks,” establishes a series of models—or operation strategies—to identify the strategies of successful parks; that is, parks that have overcome the initial stage and handle high revenue volumes, high rates of land occupation, and a large number of employees. After the selection of the revenue as first output of the study, the results yield a complex solution with three groups of parks, each

one constituting a different model. In their study “The impact of leadership on small business innovativeness,” Dunne, Aaron, McDowell, Urban, and Geho examine the impact the individual entrepreneur has on fostering new product innovation within his or her firm. Their study of small business owners finds inspirational leadership, efficacy, and a competitive negotiation style all positively influence new product innovation for small businesses. Foroudi, Jin, Gupta, Melewar and Foroudi in their article “Influence of innovation capability and customer experience on reputation and loyalty” aim to investigate the role that the demographics of the consumers (age, gender, occupation, and education) played in such relationships. The findings contribute to managers' and marketers' understanding of the value creation process arising from the deployment of technical innovation capability and non-technical innovation capability in the retail environment, and importantly the linkage between the consumer shopping experience and firm reputation and loyalty. The contribution by Chang, Shen, and Liu is “Why mobile users trust smartphone social networking services? A PLS-SEM approach.” The authors analyze how factors influence users' trust in travel advice acquired from smartphone SNS (Trust). Their research findings can help managers and decision makers in the tourism industry keep pace with research on consumer attitudes and innovations in smartphone SNS, and make favorable tactics to catch the benefits the mobile social commerce offers in the ubiquitous commerce environment. In her article “Innovation and technology for the elderly: Systematic literature review,” Mostaghel reviews the literature and identifies the actors in elderlies' life. This literature review shows different definitions for the age of elderly, considering senior citizens over 59 years of age as a diverse group with diverse characteristics, behaviors, and needs. Sahut, Hikkerova and Pupion in their article “Perceived unfairness of prices resulting from yield management practices” study the consumer perception of Yield Management (YM) with an example in the hotel sector. The goal of their research is to better understand how customers react to the request, according to the manner of presenting the pricing strategies. Gallego-Bono and Chaves-Avila deal with “Innovation cooperative systems and structural change: An evolutionary analysis of Anecoop and Mondragon cases” and show that cooperatives in ISs are not only able to stimulate innovation within a business population, but also allow for the spontaneous development of abstract rules to overcome the inevitable imbalances that arise as a result of the processes that allow the achievement of said innovation. They also outline an evolutionary approach that draws on the literature on intermediaries, and on communities of practice (CP) and epistemic communities (CE). Albort-Morant, Leal-Millán, and Cepeda-Carrion examine “The antecedents of green innovation performance: A model of learning and capabilities” by focusing on the dynamic capabilities (DC) and ordinary capabilities (OC) like antecedents of GIP (Green innovation performance), and the relationship between these constructs. Results suggest that both the direct effect and indirect effect of capabilities (DC and OC) on GIP are positive and significant. Furthermore, the structural model supports that DC influences GIP by reconfiguring relationship-learning capabilities (a type of OC).

2.3. Social issues

The view of firms as more than just vehicles for maximizing profits is becoming widespread in society. Actors consider these entities to be social institutions; that is, organizations with goals that seek to benefit the society (Murphy & Schlegelmilch, 2013). Accordingly, these firms depend not only on customers but also on recognition and legitimacy (DiMaggio & Powell, 1983).

Karkoulouian, Srour, and Sinan in their contribution entitled “A Gender Perspective on Work-Life Balance, Perceived Stress, & Locus of Control” probe the compound relationship between external and internal locus of control, levels of perceived stress at work, and work-life balance. However, the focus of their study lies in exploring the role of gender when it comes to the relationship between the aforementioned

variables. The comprehensive findings of their article serve as a very meaningful addition to gender related studies about work life for employees in terms of conflict avoidance and achieving a healthy level of balance between personal and work life for employees. The next contribution by Felício, Meidutė, and Kyvik deals with “Global mindset, cultural context, and the internationalization of SMEs” and analyzes the effect of individual global mindset and corporate global mindset on the internationalization of Portuguese, Norwegian, and Lithuanian firms. Their results show the importance of the relationship between individual global mindset and corporate global mindset and its influence on the SMEs’ internationalization factors. Welsh, Kaciak, and Thongpapanl, in their article “Influence of stages of economic development on women entrepreneurs’ startups,” analyze whether stages of economic development (SEDs) influence women entrepreneurs similarly across national settings. The results are useful for further developing policies to promote women-owned business startups by understanding what barriers women entrepreneurs face and what solutions work best with the stage of country development. In “Institutions development affect in venture creation decision: A cognitive view,” Aragon-Mendoza, Pardo-del-Val, and Roig-Dobón try to provide new evidences in the way men and women process the information in venture creation decision (VCD) and the differences that may arise when taking this decision depending on the level of development of countries and their institutions. The results confirm that cognitive scripts of entrepreneurship influence the VCD. Giraldo Marín, Tabares Betancur, and Joyanes Aguilar, in their article “Interactivity Model 2.0: Social communication dynamics in organizational contexts” support the communicative process of knowledge transfer 2.0 developed in organizations under a business model which social business proposes. They proved this model through a case study in a Colombian Information Technology Company. The results show communicative process changes in social settings and allow the identification of a message, a role, the direction, and control of a message, and knowledge contributions of the various actors of Knowledge Transfer Process 2.0. “Experience-focused thinking and cognitive mapping in ethical banking practices: From practical intuition to theory,” by Ferreira, Jalali, and Ferreira, focuses on the banking sector, and uses cognitive mapping and experience-focused thinking to understand how ethical banking practices interrelate. Their result is an empirically informed methodological framework to support the integration of values in ethical banking practices. Alpenberg and Scarbrough, in their article “Exploring communication practices in Lean management,” study the daily work practices of managers at a very strong Lean Production organization and reveal a pattern. They find that the identified communications practices are consistent in embedded LP environments and the opposite practices take place in weak LP and in US-style environments. Palihawadana, Oghazi, and Liu in their article “Effects of ethical ideologies and perceptions of CSR on consumer behavior” analyze the mutual dependence of businesses and society emphasizing the growing importance of the Corporate Social Responsibility (CSR) concept. The results show that consumers perceive CSR as four dimensional, economic, ethical, philosophic, and legal. The next contribution by Wohlgemuth, Berger and Wenzel is “More than just financial performance: Trusting investors in social trading” and examines signals of trustworthiness in the context of social trading. They identify two configurations that prompt trust and the decision to copy. Those configurations rely on both cognition-based and affect-based signals of trustworthiness. Furthermore, the study identifies six configurations in which weak cognition-based and affect-based signals of trustworthiness lead to parties failing to establish trust. Cruz-Cárdenas and del Val-Núñez deal with “Clothing disposition by gifting: Benefits for consumers and new consumption” in which treatment of consumer behavior in the disposition of clothing has attracted increasing academic interest due to various economic, theoretical and environmental implications. This research seeks to contribute to the existing knowledge on this topic, from a scarcely-studied environment. The main disposition method in the collectivist environment studied generates a series of

values and benefits to consumers. Hjort and Lantz’s article, “The impact of returns policies on profitability: A fashion e-commerce case,” is the first attempt to empirically analyze and describe returns policies’ effect on consumer behavior and its moderating effect on profitability. The results reveal that returns policies, totally free of charge, do not necessarily benefit retailers in terms of long-term profitability. In “Organizing lessons learned practice for product-service innovation” Chirumalla focuses on the lesson-learned practices in product-centric manufacturing companies in order to identify potential barriers in the light of product-service innovation, and to identify an alternative way to improve the practice. The study derived ten requirements to support the current practice, grouped into three categories, namely: process, content, and technology. Kazeminia, Hultman, and Mostaghel try to answer to the question “Why pay more for sustainable services? The case of ecotourism.” They draw on dual-processing theory and post-materialism assumptions to uncover the role of attitudinal and materialistic values in determining the degree to which consumers are willing to pay premium prices for sustainable tourism. Their results suggest that by giving rise to the intensity of feelings toward the offering, interest alters the interplay of affective and evaluative antecedents of WTPP, so that greater interest amplifies the influence of affective attitude and materialistic values on WTPP while simultaneously attenuating the effect of environmental beliefs. Dolmans, Shane, Jankowski, Reymen, and Romme deal with “The evaluation of university invention: Judging a book by its cover?” and examine the influence of physical appearance on the perceived commercial potential of new university inventions by technology licensing officers. The experiment reveals that licensing officers perceive inventions by more attractive inventors (inventors with a professional, groomed appearance) to be more valuable to industry. The next contribution by Iniesta-Bonillo, Sánchez-Fernández, and Jiménez-Castillo, “Sustainability, value and satisfaction: Model testing and cross-validation in tourism destinations,” explores the relationships between visitors’ perceived sustainability of a tourist destination and their perceived value of and satisfaction with the trip, using structural equation modeling. The findings extend the sustainability literature by covering previously ignored outcomes that demonstrate how perceived sustainability tends to be a universal factor for explaining perceived value and satisfaction in the context of tourism destinations. Menon, Sigurdsson, Larsen, Fagerstrom, and Foxall, in their study “Consumer attention to price in social commerce: eye tracking patterns in retail clothing,” report the results from a business case with two studies shedding light on these issues. In Study 1 they employ conjoint analysis to investigate the effect of price purchase intention relative to other salient attributes of the clothing industry uses on Facebook. The results from Study 1 show that price is the most influential attribute with an inverse relationship between price and utility. Study 2 utilizes eye tracking to examine observational behavior as fixation time on price and the total fixation time on the Facebook page displaying the clothing product. Results from Study 2 shows a U-shape function for both fixations on price and total fixation on page with respect to price. Mirvis, Baltazar Herrera, Googins, and Albareda analyze “Corporate social innovation: How firms learn to innovate for the greater good.” They explore how companies learn to engage in successful social innovation through the acquisition of tacit knowledge from external parties. Their findings have relevance to companies seeking to innovate in the CSR and “shared value” space, to social entrepreneurs, and to researchers interested in these topics.

2.4. Marketing activities

Firms should use the advantage that active communication on the part of the consumers provides to improve their relationship with customers (Brown, Broderick, & Lee, 2007). Marketing planning designers must pay especial attention to possible changes in customers’ behavior patterns to include such interests and demands.

The first contribution by Séraphin, Ambaye, Gowreesunkar, and Bonnardel, “A Marketing research tool for destination marketing

organisations' Logo Design," focuses exclusively on logos, and adopts the position that the choice of colors of a logo can benefit from marketing research methods. In "Evaluation of quantitative indicators of marketing activities in the banking sector," Csikósová, Čulková, and Janošková assess the efficiency and effectiveness of marketing activities undertaken in selected enterprises from the banking environment and propose measurements that could contribute to increasing overall performance of the organization. They conclude among other findings that organizations can resolve the identified weaknesses by focusing on the customer perspective of performance evaluation in the chosen company. In their article "Benefits of the retail payments card market: Russian cardholders' evidence," Krivosheya and Korolev evaluate cardholders' benefits resulting from the participation in the retail payments market and examine the effect of the level of cardholders' benefits on the frequency of card payments. Their findings imply that direct regulatory intervention may be detrimental to the agents' welfare and propose a mechanism for ex-ante evaluation of the effect of shocks and interventions. The next contribution by Boso, Story, Cadogan, Annan, Kádics-Maglajlić, and Micevski is "Enhancing the sales benefits of radical product innovativeness in internationalizing small and medium-sized enterprises." The authors' analysis of most firm-level product-innovation theories suggests radical product innovativeness directly drives firm performance. While such assertions are intuitively appealing, scholars have overlooked relevant boundary conditions that help explain when radical product innovativeness affects performance. The study finds that, although radical product innovativeness has a positive association with sales performance in a developed economy context, the relationship is non-significant in an emerging market context. In their article "Export strategic orientation-performance relationship: examination of its enabling and disabling boundary conditions," Cadogan, Boso, Story, and Adeola find that the form of relationship between export strategies—entrepreneurial orientation (EO) and export market orientation (MO)—and export sales performance is curvilinear and dependent on levels of intra-firm resource coordination capabilities. Their neutral conclusion is that new international ventures that develop their MO resources and align these with their intra-firm resource coordination competencies will fully realize the export sales benefits of their EO activities. Fraenkel, Haftor, and Pashkevich deal with "Salesforce management factors for successful new product launch" finding that although new innovative products constitute a central source of economic value creation, in many industries the salesforce management during the new product launch highly conditions the appropriation of such economic value. The results offer also potential managerial implications, defying a one-solution-for-all and calling for a contingency approach dependent on the market conditions faced. The study's limitations require further research to establish more confidence to the results and to expand both the theoretical and empirical scope. Najafi-Tavani, Sharifi, and Najafi-Tavani present "Market orientation, marketing capability, and new product performance: the moderating role of absorptive capacity." The authors extend the literature on market orientation and marketing capabilities by introducing absorptive capacity (AC) as a moderator of the relationship among market orientation, the interaction of market orientation and marketing capability, and firms' new product performance. Their findings confirm previous studies that claim a positive relationship among market orientation, marketing capability, and new product performance. More importantly, the results indicate that AC positively moderates the relationship between market orientation and firms' new product performance. Aljamal, Speece, and Bagnied write about "Kuwait water challenges: Building a research agenda for policy impact and student experiential learning." This study develops a research agenda in the College of Business & Economics at a small private university in Kuwait. One key problem is the institutions which govern the entire process; Kuwait's system is not well oriented toward a functioning market mechanism to reduce water consumption, especially in the tap water part of consumption. Good management of communications can gain acceptance

of reduced subsidies, but poorly implemented policy changes will generate strong resistance. "Risk aversion in prediction markets: A framed-field experiment," by Boulu-Reshef, Comeig, Donze, and Weiss, investigates the effect of risk aversion on the equilibrium price in a prediction market. Scholars often interpret the equilibrium price as the market's belief on the likelihood of an event occurring; however, this difference in price is critical to account for when to use prediction markets for predicting future events. The study finds a highly significant difference in price between the risk-averse and low risk-averse groups. Geldres-Weiss, Uribe, Coudounaris, and Monreal-Perez in their article "Innovation and experiential knowledge in firm exports: Applying the initial U-Model" analyze the role of innovation in exporting, focusing on two activities (export product innovation and export market innovation) which are two strategic means to acquire experiential knowledge. During the research, the authors have confirmed the importance of experiential knowledge for the firm market; accumulating experience is key in order to face risky and uncertain export operations. Gomez, Martínez-Molés, Urbano, and Vila's contribution, "The attraction effect in mid-involvement categories: an experimental economics approach," applies the methodology of experimental economics to the analysis of the attraction effect to gain insight into this discussion. This study shows that the introduction of a decoy option—a strictly dominated option—in the election set has a significant influence on purchase behavior. Specifically, the inclusion of a decoy option increases the total purchase level of the other products and increases the market share of the product with the same features as the decoy option and lower price. Vega-Vázquez, Cossío-Silva, and Revilla-Camacho try to answer the question "Entrepreneurial orientation-hotel performance: has market orientation anything to say?" by showing the mediating role of market orientation (MO) in the link between entrepreneurial intention (EO) and business results. From the point of view of its application to firm management, the study concludes that the development of EO is not enough to generate a positive result, at least in the short term. To this end, implementing an MO-based organizational culture also becomes necessary to attain a positive effect of EO on results. Jugend, da Silva, Salgado, and Cauchick Miguel, in their article "Product portfolio management and performance: Evidence from a survey of innovative Brazilian companies," aim to analyze the product portfolio management practices that innovative firms in a developing country adopt. This research demonstrates that formalization and systematization practices contribute to the achievement of the product portfolio performance objectives. That is, efforts to create clear and explicit rules, procedures, and criteria that companies apply to analysis and decision making in product development significantly influence the achievement of the performance objectives.

2.5. Entrepreneurship

Numerous studies have identified a positive relationship between entrepreneurial activity and the growth of territories (Reynolds et al., 2005). One of the first authors to highlight the effect of new firm creation and expansion on economic growth and employment was David Audretsch, in the eighties. Recently, more authors continue to corroborate entrepreneurship's contribution to higher levels of economic development (Audretsch, 2004; Audretsch, Grilo, & Thurik, 2007; Storey, 2005).

In her article "Paradoxes of trade-offs of entrepreneurship: Exploratory insights from the Cambridge eco-system," Jahanmir explores two approaches entrepreneurs follow while making decisions, a trade-off versus a paradox approach. Four dimensions emerge from the analysis: technology, market, customer, and team. Results show that within each dimension, in some cases successful entrepreneurs consider a trade-off approach. In other cases, they take a paradoxical approach (e.g. passion versus preparedness, improvisation versus planning, exploitative versus explorative innovations, a reactive versus a pro-active approach). The next contribution by Lassala, Burrus, and

Graham is “Business school grading on both sides of the Atlantic” and examines factors associated with academic performance in introductory finance and economics classes in Spain, comparing results to published outcomes with similar classes in the United States. Their findings highlight cultural differences between the two countries, important in addressing student and university needs. Chen, Liu, Yang, and Chen study “CEO succession in family firms: Stewardship perspective in the pre-succession context” by focusing on the pre-succession context and offering a comprehensive theoretical framework based on agency theory and stewardship theory. The study empirically tests how the pre-succession factors influence CEOs' succession decisions. Among other findings they demonstrate the incentive mechanisms between executive compensation schemes, industry dynamism, and professional managers' stewardship behaviors.

In “Entrepreneurship in different contexts in cultural and creative industries,” Porfírio, Carrilho, and Mónico analyze what influence the context has on the effect of the development of entrepreneurship in cultural and creative industries (CCIs). Megehee in her article “Flipping Lewin on his head: There is nothing as usefully theoretical as a good practice” calls for recognizing how good practices improve theory construction. She bases her research on the assertion that “most thinking is non-conscious and automatic, people are not able to retrieve and report their actual beliefs, feelings, and likely actions, and the whole complexity of situation and context drives automatic thinking.” She finds that researchers need to conduct true unobtrusive field experiments and analyze results using recipe or case-based (versus variable-based) methods to describe the whole accurately and in context. Ben-Letaifa and Goglio-Primard in their article “How does institutional context shape entrepreneurship conceptualizations?” analyze entrepreneurship conceptualizations by comparing two different paths of cluster genesis and evolution. The findings highlight how network entrepreneurship is more successful and fosters more innovation than individual entrepreneurship, especially during economic crises. This article contributes to the understanding of entrepreneurship as a process instead of an output. The contribution “ICT adoption in heritage organizations: crossing the chasm,” by Gombault, Allal-Chérif, and Décamps, focuses on the adoption of information and communication technologies (ICTs) by heritage organizations in southern Europe and contributes to the understanding of how these organizations use technology, an under-researched sector in the management literature but an important one in knowledge society. This research generates a theory about the behaviors of heritage organizations regarding ICT adoption, identifying three types: conservative, pragmatic, and visionary. Breunig and Christoffersen try to answer to the question “If x then why? Comparative analysis using Critical incidents technique” by analyzing how the existing research methodology for the construction of inductive theory within the field of management extends by merging with basic properties of the CIT. This article extends the application of the CIT in qualitative comparative analysis aiming to inductive theory-building. In “The contribution of business experience and knowledge to successful entrepreneurship,” Staniewski aims to discover the relationships between selected organizational predictors and entrepreneurial success. His findings show that entrepreneurs with managerial experience or an effective entrepreneur in the family, with unique knowledge, and whose employees had unique knowledge had higher mean scores in the general indicator of entrepreneurial success. In their article “Demand- and supply-side perspectives of city branding: A qualitative investigation,” Hultman, Yeboah-Banin, and Formaniuk address gaps in city branding literature by investigating the brand vision model on a second-tier UK city, Leeds, from the perspective of both brand steerers and brand consumers. The findings indicate some significant differences between the steerers and citizens' vision for the city's brand, which prevents the two sets of viewpoints from strongly aligning. Crecente-Romero, Giménez-Baldazo, and Rivera-Galicia examine “Subjective perception of entrepreneurship. Differences among countries.” The authors mention that knowledge of entrepreneurial activity is essential to

characterize both entrepreneurs and their businesses so that public policies intended to promote and to support the creation of companies are effective and efficient. This article proposes a new classification of countries using statistical tools and taking into account the countries present in GEM for the years 2004, 2009, and 2014. This classification allows analyzing the evolution of the perception of entrepreneurial opportunities, and identifying the cultural patterns of entrepreneurship. The results show that entrepreneurial activity does not depend only on economic development, but also on behavioral economics. Berger and Kuckertz, in their article “Raising the level of female entrepreneurship in startup ecosystems” explore the recipes explaining a high share of female founders among the twenty most successful startup ecosystems worldwide. The results suggest three different configurations explaining a high female founder share and provide implications what conditions might be tackled on a metropolitan level and what issues might require attention from national politicians. Král and Králová deal with “Approaches to changing organizational structure: The effect of drivers and communication.” The main purpose is to examine the process of changing organizational structure and to explore approaches managers take when facing a change in organizational structure. Their results derive approaches to changing organizational structure which has a) an emphasis on external or internal drivers of the change and b) a prevalence of formal or non-formal communication about the change. Finally, the contribution by Nisar, Palacios, and Grijalvo deals with “Open organizational structures: A new theoretical framework for the energy industry”. The authors synthesize the case of 8 energy companies to produce a theoretical framework based on a checklist of the exogenous and endogenous factors that are central to the innovation process. This framework can act as an evaluation tool for energy companies to assess the fit between existing structures to an open structure. Their research results show that all the companies in the study place themselves in one quadrant of the framework, as institutional and social contexts are, in most cases, very rigid. This trait makes the energy industry unique and highly dependent on the external environment (exogenous factors), while its linkages to the internal factors make the framework novel in its approach.

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