Fall 2014 Vol. 57, No. 1

# California Nanagement

### STRATEGY

A Better Way to Forecast Uriel Haran • Don A. Moore The Japanese Software Industry: What Went Wrong and What Can We Learn from It? Robert E. Cole • Yoshifumi Nakata

A Service Lens on Value Creation: Marketing's Role in Achieving Strategic Advantage Lance A. Bettencourt • Robert F. Lusch • Stephen L. Vargo

### INNOVATION

Opportunity Creation in Innovation Networks: Interactive Revealing Practices Sirkka L. Jarvenpaa - Liisa Välikangas

Green Innovation Games: Value-Creation Strategies for Corporate Sustainability Tommi Lampikoski • Mika Westerlund • Risto Rajala • Kristian Möller

Fish Friendly Farming: Water, Wine, and Fish---Sustainable Agriculture for a Thirsty World Ernest Gundling





# Inside CMR

# STRATEGY

- 5 A Better Way to Forecast Uriel Haran and Don A. Moore
- 16 The Japanese Software Industry: What Went Wrong and What Can We Learn from It? Robert E. Cole and Yoshifumi Nakata
- 44 A Service Lens on Value Creation: Marketing's Role in Achieving Strategic Advantage Lance A. Bettencourt, Robert F. Lusch, and Stephen L. Vargo

### INNOVATION

- 67 Opportunity Creation in Innovation Networks: Interactive Revealing Practices Sirkka L. Jarvenpaa and Liisa Välikangas
- 88 Green Innovation Games: Value-Creation Strategies for Corporate Sustainability Tommi Lampikoski, Mika Westerlund, Risto Rajala, and Kristian Möller
- 117 Fish Friendly Farming: Water, Wine, and Fish—Sustainable Agriculture for a Thirsty World Ernest Gundling



Winter 2014 | Vol. 56, No. 2

# California Management

## SUPPLY CHAINS

Social Capital, Sensemaking, and Recovery: Japanese Companies and the 2011 Earthquake

George Olcott • Nick Oliver Managing Value in Supply Chains:

Case Studies on the Sourcing Hub Concept

Anupam Agrawal • Arnoud De Meyer • Luk N. Van Wassenhove

Retail Inventory: Managing the Canary in the Coal Mine

Vishal Gaur • Saravanan Kesavan • Ananth Raman

## MANAGING PEOPLE

Coping with Open Innovation: Responding to the Challenges of External Engagement in R&D

Ammon Salter • Paola Criscuolo • Anne L.J. Ter Wal

Employee Contributions to Brand Equity

Botay DuBols Golb • Deva Rangarajan Culture Change at Genentech: Accelerating Strategic and Financial Accomplishments Jennifer Chatman

### **BUSINESS AND SOCIETY**

Contesting the Value of "Creating Shared Value" Andrew Crane • Guido Palazzo • Laura J. Spence • Dirk Matten



# INSIDE CMR



# SUPPLY CHAINS

- 5 Social Capital, Sensemaking, and Recovery: Japanese Companies and the 2011 Earthquake George Olcott and Nick Oliver
- 23 Managing Value in Supply Chains: Case Studies on the Sourcing Hub Concept Anupam Agrawal, Arnoud De Meyer, and Luk N. Van Wassenhove
- 55 Retail Inventory: Managing the Canary in the Coal Mine Vishal Gaur, Saravanan Kesavan, and Ananth Raman

## MANAGING PEOPLE

- 77 Coping with Open Innovation: Responding to the Challenges of External Engagement in R&D Ammon Salter, Paola Criscuolo, and Anne L.J. Ter Wal
- 95 Employee Contributions to Brand Equity Betsy DuBois Gelb and Deva Rangarajan
- 113 Culture Change at Genentech: Accelerating Strategic and Financial Accomplishments Jennifer Chatman

# BUSINESS AND SOCIETY

130 Contesting the Value of "Creating Shared Value"Andrew Crane, Guido Palazzo, Laura J. Spence, and Dirk Matten

Spring 2014

Vol. 56, No. 3

# Galifornia Vanagement

### STRATEGIC AGILITY

Strategic Agility in MNEs: Managing Tensions to Capture Opportunities across Emerging and Established Markets Sebastian P.L. Fourné, Justin J.P. Jansen, and Tom J.M. Mom

How Do Different Types of Mergers and Acquisitions Facilitate Strategic Agility?

Nir N. Brueller, Abraham Carmeli, and Israel Drori

Paradoxical Leadership to Enable Strategic Agility

Marianne W. Lewis, Constantine Andriopoulos, and Wendy K. Smith

### CORPORATE STRATEGY

How to Tell which Decisions are Strategic

Ram Shivakumar Developing and Diffusing New Technologies: Strategies for Legitimization Jeremy Hall, Vernon Bachor, and Stelvia Matos

### SOCIAL ISSUES

What Impact? A Framework for Measuring the Scale and Scope of Social Performance Alnoor Ebrahim and V. Kasturi Rangan

Maersk Line: B2B Social Media----''It's Communication, Not Marketing'' Zsolt Katona and Miklos Sarvary

University of California



# INSIDE CMR

# STRATEGIC AGILITY

- 5 Strategic Agility: A State of the Art Introduction to the Special Section on Strategic Agility Yaakov Weber and Shlomo Y. Tarba
- Strategic Agility in MNEs: Managing Tensions to Capture Opportunities across Emerging and Established Markets
   Sebastian P.L. Fourné, Justin J.P. Jansen, and Tom J.M. Mom
- 39 How Do Different Types of Mergers and Acquisitions Facilitate Strategic Agility? Nir N. Brueller, Abraham Carmeli, and Israel Drori
- 58 Paradoxical Leadership to Enable Strategic Agility -Marianne W. Lewis, Constantine Andriopoulos, and Wendy K. Smith

### CORPORATE STRATEGY

- 78 How to Tell which Decisions are Strategic Ram Shivakumar
- 98 Developing and Diffusing New Technologies: Strategies for Legitimization Jeremy Hall, Vernon Bachor, and Stelvia Matos

# framente Dt 2. amonths Dt 2. 15

## SOCIAL ISSUES

- 118 What Impact? A Framework for Measuring the Scale and Scope of Social Performance Alnoor Ebrahim and V. Kasturi Rangan
- Maersk Line: B2B Social Media—"It's Communication, Not Marketing"
  Zsolt Katona and Miklos Sarvary

Summer 2014 Vol. 56, No. 4

# California Nanagement

### **BUSINESS AND SOCIETY**

Leanwashing: A Hidden Factor in the Obesity Crisis

Aneel Karnani • Brent McFerran • Anirban Mukhopadhyay

### CORPORATE STRATEGY

Winning in Rural Emerging Markets: General Electric's Research Study on MNCs

Fabio Ancarani • Judy K. Frels • Joanne Miller • Chiara Saibene • Massimo Barberio

Is Revenue Sharing Right for Your Supply Chain?

Mehmet Sekip Altug • Garrett van Ryzin Managing Ambiguity in Strategic Alliances Rajesh Kumar

### **OPEN INNOVATION**

Managing Crowds in Innovation Challenges

Arvind Malhotra • Ann Majchrzak Social Media: A Tool for Open Innovation Matthew Mount • Marian Garcia Martinez

Chez Panisse: Building an Open

Henry Chesbrough • Sohyeong Kim • Alice Agogino



# INSIDE CMR

### **BUSINESS AND SOCIETY**

5 Leanwashing: A Hidden Factor in the Obesity Crisis Aneel Karnani, Brent McFerran, and Anirban Mukhopadhyay

# CORPORATE STRATEGY

- 31 Winning in Rural Emerging Markets: General Electric's Research Study on MNCs Fabio Ancarani, Judy K. Frels, Joanne Miller, Chiara Saibene, and Massimo Barberio
- 53 Is Revenue Sharing Right for Your Supply Chain? Mehmet Sekip Altug and Garrett van Ryzin
- 82 Managing Ambiguity in Strategic Alliances Rajesh Kumar

### **OPEN INNOVATION**

- 103 Managing Crowds in Innovation Challenges Arvind Malhotra and Ann Majchrzak
- 124 Social Media: A Tool for Open Innovation Matthew Mount and Marian Garcia Martinez
- 144 Chez Panisse: Building an Open Innovation Ecosystem Henry Chesbrough, Sohyeong Kim, and Alice Agogino

