Strategies for New Venture Development

Edited by

Ari Ginsberg

Professor of Strategy and Entrepreneurship Leonard N. Stern School of Business New York University, USA

THE INTERNATIONAL LIBRARY OF ENTREPRENEURSHIP

1

An Elgar Research Collection

Cheltenham, UK • Northampton, MA, USA

Contents

 -	٠	•••	

Acknowledg Introduction		ix xiii
PART I	BUSINESS-POSITIONING STRATEGIES	
	1. Henry R. Feeser and Gary E. Willard (1990), 'Founding Strategy and Performance: A Comparison of High and Low Growth High Tech Firms', <i>Strategic Management Journal</i> , 11 (2), February, 87–98	3
	 Kathleen M. Eisenhardt and Claudia Bird Schoonhoven (1990), 'Organizational Growth: Linking Founding Team, Strategy, Environment, and Growth Among U.S. Semiconductor Ventures, 	
	1978–1988', Administrative Science Quarterly, 35 (3), September,	15
	 504–29 Patricia P. McDougall, Richard B. Robinson, Jr. and Angelo S. DeNisi (1992), 'Modelling New Venture Performance: An Analysis of New Venture Strategy, Industry Structure, and Venture Origin', <i>Journal of Business Venturing</i>, 7, 267–89 	15 41
	 Nancy M. Carter, Timothy M. Stearns, Paul D. Reynolds and Brenda A. Miller (1994), 'New Venture Strategies: Theory Development with an Empirical Base', <i>Strategic Management</i> 	
	 Journal, 15 (1), January, 21–41 Gaylen N. Chandler and Steven H. Hanks (1994), 'Market Attractiveness, Resource-Based Capabilities, Venture Strategies, and Venture Performance', Journal of Business Venturing, 9, 331–49 	64 85
	 Timothy M. Stearns, Nancy M. Carter, Paul D. Reynolds and Mary L. Williams (1995), 'New Firm Survival: Industry, Strategy, and Location', <i>Journal of Business Venturing</i>, 10, 23–42 	104
	7. Ming-Tien Tsai and Yong-Hui Li (2007), 'Knowledge Creation Process in New Venture Strategy and Performance', <i>Journal of</i>	
	 Business Research, 60, 371–81 8. Charlene L. Nicholls-Nixon, Arnold C. Cooper and Carolyn Y. Woo (2000), 'Strategic Experimentation: Understanding Change and Performance in New Ventures', Journal of Business Venturing, 15, 	124
PART II	493–521 LEGITIMACY-SEEKING STRATEGIES	135

9. Wesley D. Sine, Heather A. Haveman and Pamela S. Tolbert (2005), 'Risky Business? Entrepreneurship in the New Independent-Power Sector', *Administrative Science Quarterly*, 50 (2), June, 200–32 167

	10.	Erno T. Tornikoski and Scott L. Newbert (2007), 'Exploring the Determinants of Organizational Emergence: A Legitimacy	
	11.	Perspective', Journal of Business Venturing, 22, 311–35 Scott Shane and Daniel Cable (2002), 'Network Ties, Reputation, and the Financing of New Ventures', Management Science, 48 (3),	200
		March, 364–81	225
	12.	Christoph Zott and Quy Nguyen Huy (2007), 'How Entrepreneurs Use Symbolic Management to Acquire Resources', <i>Administrative</i> <i>Science Quarterly</i> , 52 , 70–105	243
	13.	Raghunath Singh Rao, Rajesh K. Chandy and Jaideep C. Prabhu (2008), 'The Fruits of Legitimacy: Why Some New Ventures Gain More from Innovation Than Others', <i>Journal of Marketing</i> , 72 , July, 58–75	279
	14.	Ranjay Gulati and Monica C. Higgins (2003), 'Which Ties Matter When? The Contingent Effects of Interorganizational Partnerships on IPO Success', <i>Strategic Management Journal</i> , 24 (2), February,	
	15.	127–44 Guoli Chen, Donald C. Hambrick and Timothy G. Pollock (2008), 'Puttin' On the Ritz: Pre-IPO Enlistment of Prestigious Affiliates as Deadline-Induced Remediation', <i>Academy of Management Journal</i> , 51 (5), 954–75	297 315
	16.	Timothy G. Pollock and Violina P. Rindova (2003), 'Media Legitimation Effects in the Market for Initial Public Offerings',	
	17.	Academy of Management Journal, 46 (5), October, 631–42 Martin L. Martens, Jennifer E. Jennings and P. Devereaux Jennings (2007), 'Do The Stories They Tell Get Them The Money They Need? The Role of Entrepreneurial Narratives in Resource	337
	18.	Acquisition', <i>Academy of Management Journal</i> , 50 (5), 1107–32 David L. Deeds, Paul Y. Mang and Michael L. Frandsen (2004), 'The Influence of Firms' and Industries' Legitimacy on the Flow of Capital into High-Technology Ventures', <i>Strategic Organization</i> ,	349
		2 (1), 9–34	375
PART III	ALI	JANCE AND FRANCHISING STRATEGIES	
	19.	H. Kevin Steensma, Louis Marino, K. Mark Weaver and Pat H. Dickson (2000), 'The Influence of National Culture on the Formation of Technology Alliances by Entrepreneurial Firms',	
	20.	Academy of Management Journal, 43 (5), October, 951–73 Seung Ho Park, Roger (Rongxin) Chen and Scott Gallagher (2002), 'Firm Resources as Moderators of the Relationship between Market Growth and Strategic Alliances in Semiconductor Start-ups',	403
		Academy of Management Journal, 45 (3), June, 527–45	426

21.	Joseph E. Coombs, Ram Mudambi and David L. Deeds (2006), 'An	
	Examination of the Investments in U.S. Biotechnology Firms by	
	Foreign and Domestic Corporate Partners', <i>Journal of Business</i>	445
~~	Venturing, 21 , 405–28	445
22.	Riitta Katila, Jeff D. Rosenberger and Kathleen M. Eisenhardt	
	(2008), 'Swimming with Sharks: Technology Ventures, Defense	
	Mechanisms and Corporate Relationships', Administrative Science	
	Quarterly, 53 , 295–332	469
23.	James G. Combs and David J. Ketchen Jr. (2003), 'Why Do Firms	
	Use Franchising as an Entrepreneurial Strategy?: A Meta-Analysis',	
	Journal of Management, 29 , 443–65	507
24.	Africa Ariño, Roberto Ragozzino and Jeffrey J. Reuer (2008),	
	'Alliance Dynamics for Entrepreneurial Firms', Journal of	
	Management Studies, 45 (1), January, 147–68	530
25.	Jeffrey E. McGee, Michael J. Dowling and William L. Megginson	
	(1995), 'Cooperative Strategy and New Venture Performance: The	
	Role of Business Strategy and Management Experience', Strategic	
	Management Journal, 16 (7), October, 565-80	552
26	Joel A.C. Baum, Tony Calabrese and Brian S. Silverman (2000),	
	'Don't Go It Alone: Alliance Network Composition and Startups'	
	Performance in Canadian Biotechnology', Strategic Management	
	Journal, 21 (3), Special Issue, March, 267–94	568
27.	Steven C. Michael (2003), 'First Mover Advantage through	
	Franchising', Journal of Business Venturing, 18, 61-80	596
	SINESS-HARVESTING STRATEGIES	
28.	James C. Brau and Stanley E. Fawcett (2006), 'Initial Public	
	Offerings: An Analysis of Theory and Practice', Journal of Finance,	
	LXI (1), February, 399–436	619
29.	Jani Hursti and Markku V.J. Maula (2007), 'Acquiring Financial	
	Resources from Foreign Equity Capital Markets: An Examination	
	of Factors Influencing Foreign Initial Public Offerings', Journal of	
	Business Venturing, 22, 833–51	657
30.	Melissa E. Graebner and Kathleen M. Eisenhardt (2004), 'The	
	Seller's Side of the Story: Acquisition as Courtship and Governance	
	as Syndicate in Entrepreneurial Firms', Administrative Science	
	Quarterly, 49 (3), September, 366-403	676
31.	James C. Brau, Bill Francis and Ninon Kohers (2003), 'The Choice	
	of IPO versus Takeover: Empirical Evidence', Journal of Business,	
	76 (4), October, 583–612	714
32.	Jeffrey J. Reuer and Jung-Chin Shen (2004), 'Sequential Divestiture	
	Through Initial Public Offerings', Journal of Economic Behavior	
	and Organization, 54, 249–66	744

PART IV

vii