

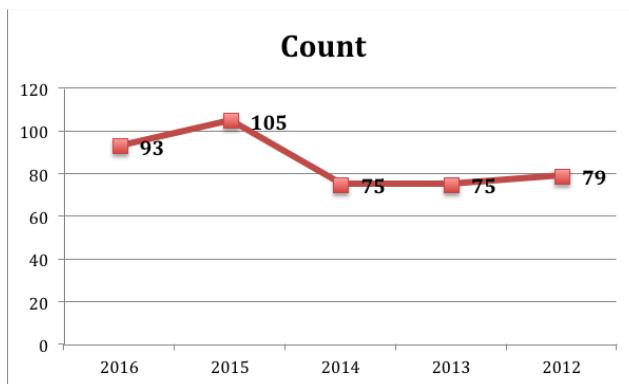
## From the Editor

### *Editorial*

Ferran Calabuig-Moreno, University of Valencia, Spain.

Small businesses need to implement strategies that allow them to survive and stay in a very competitive market where they will confront small and large companies. From the academic point of view, there are not many works that address this broad theme. Thus, reviewing the work published in the Web of Knowledge (WoS) during the last five years, using *small\_business* and *strategy* as key words, we find that 427 papers have been published as scientific articles. Figure 1 shows that there has been a slight increase in the number of articles published and is currently close to 100 articles in 2016.

*Figure 1. Evolution of the number of articles published on small business strategy in the last 5 years.*



Considering the number of articles published in the country of signature, it can be seen as USA is dominant and accounts for 33% of world publication. It is followed by England with 77 articles representing 18% of the total. Canada and Spain account for 6.1% each.

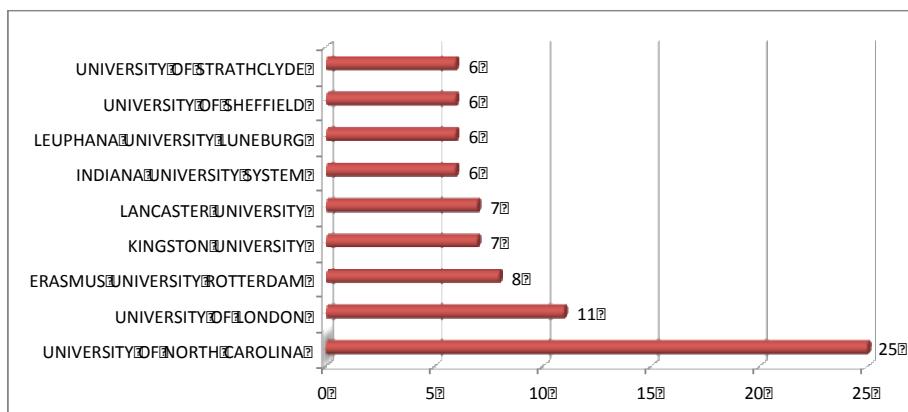
Table 1

*Country of origin of published articles on small business and strategy in the WoS.*

Countries	n	Percentage
United States of America	141	33,0%
England	77	18,0%
Canada	26	6,1%
Spain	26	6,1%
Germany	23	5,4%
Australia	22	5,2%
Netherlands	22	5,2%
France	18	4,2%
Scotland	18	4,2%
Sweden	13	3,0%

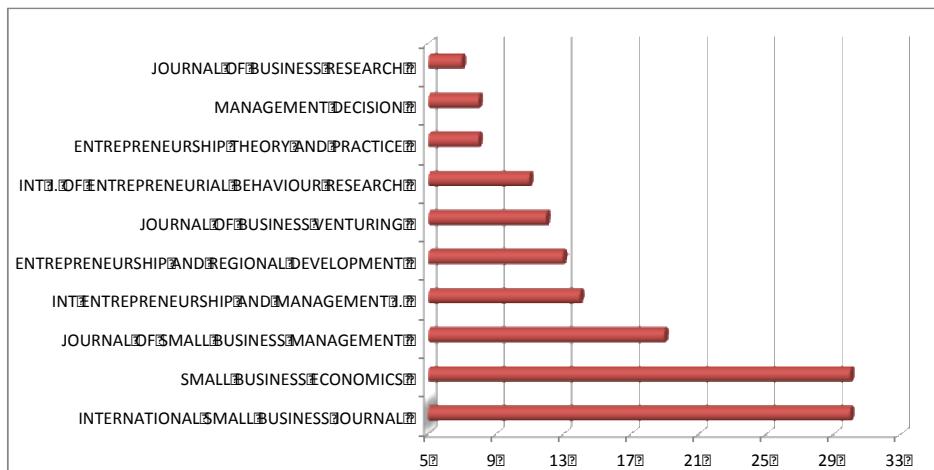
Moreover, if we consider the most productive universities on this matter (ie, small business strategy) that have been published in ISI ranked journals, we see how the North Carolina University is the one that provides more papers ( $n = 25$ ) assuming the 5.9% of total production. It is followed by the University of London with 11 articles (2.6%) and Erasmus University of Rotterdam ( $n = 8$ ).

*Figure 2. Number of articles published in the WoS according to the university in the last 5 years about small business strategy.*



Regarding the journals that publish articles in Figure 3 it is found that is the International Small Business Journal and the Small Business Economics published the most articles with 30 each (7%). The Journal of Small Business Management follows with 19 jobs accounting for 4.5% of the total (i.e., 427).

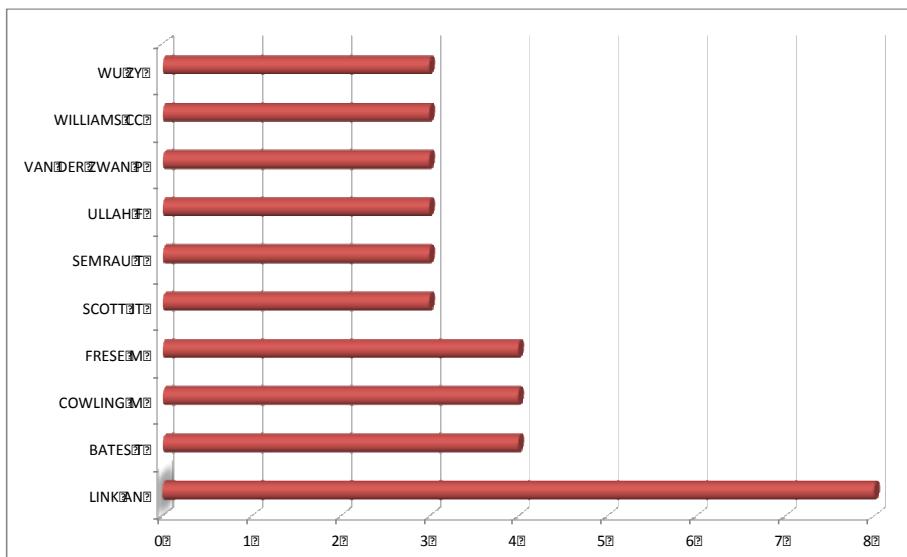
*Figure 3. Number of articles published by the journals indexed in the WoS on the topic of small business strategy.*



Finally, I would like to present the most productive authors on this topic. Figure 4 shows the production ranking. I want to emphasize that the data obtained are referred to articles published during the last 5 years in journals that are included in the WoS and appear related keywords as *Small Business* and *Strategy* in the article title or keywords. It is likely that these authors, as well as others, have more articles on this topic in other databases and journals but are not the subject of this study.

The most productive author is Link AN of the University of North Carolina, which has published 8 papers on the subject in the last 5 years. They are followed by Professors Bates T of Wayne State University, Professor Cowling M of the University of Brighton (also of the University of Exeter) and Professor Frese M of the National University of Singapore with 4 works.

*Figure 4. Most productive authors in the last 5 years on the topic small business strategy.*



As already mentioned, the scientific production on this subject (i.e. Small Business and Strategy) is also carried out in journals not included in the exclusive ISI ranking and in different congresses. In this regard, the Global Innovation and Knowledge Academy (GIKA) and its annual congress always present high quality works. The 6th GIKA Annual Conference took place at the University of Valencia and one of the aims of the conference was to select high-quality papers for publication in a special issue of the Journal of Small Business Strategy.

Four of the papers presented at the GIKA Conference were selected and presented in this special issue where different aspects are analyzed

The first paper by Lilia Rekik and François Bergeron titled “Green Practice Motivators and Performance in SMEs: A Qualitative Comparative Analysis” analyze SMEs’ motivation to implement green practices and inquire about the resulting performance. This paper uses a qualitative comparative analysis (QCA) with a research model based on the theory of Reasoned Action to analyze fifteen SMEs from three countries (Canada, Tunisia, and Morocco). The findings evidence that implementing green practices is beneficial to SMEs both in terms of financial and environmental performance.

The study by Moritz Angelsberger, Sascha Kraus, Alicia Mas-Tur, and Norat Roig titled “International opportunity recognition: an overview” perform an in-depth literature review on the international opportunity recognition concept to establish a current state-of-the-art literature review on this field. After defining the Kirznerian opportunities (arbitrage opportunity) and the Schumpeterian opportunities (innovation opportunity) the authors state the lack of empirical research on international opportunity recognition and

establish the necessity to develop new definitions of international opportunity and international opportunity recognition. Finally, the paper suggests several avenues for future research on the international opportunity recognition.

The third article by Vicente Prado-Gascó, Ismael Quintanilla, and Carlos Pérez-Campos titled “Knowledge management and Organizational culture in a software development Enterprise” analyze knowledge management and organizational culture at a specific Spanish software development enterprise using a sample of 196 employees. Applying and adapting validated scale of organizational knowledge practices and organizational culture they found that the company is oriented towards a constructive organizational culture and emphasizes efficient knowledge management practices (i.e., teamwork). Finally, they conclude that constructive culture is positively related to knowledge management performance, while Passive–Defensive and Aggressive–Defensive cultures are negatively related.

The last contribution by Ana Cristina Gonzalez, Yeny E. Rodriguez, and Anibal Sossa is titled “Leadership and governance decisions in family business performance: An application of Fuzzy sets logic”. The authors state that there is a need for deeper understanding of the relationships among leadership, governance and performance in family businesses due to results of empirical research are contradictory. They use fuzzy sets logic as a methodology to expand knowledge in family businesses and present an application to build a representation of entrepreneurial performance results based on board of directors’ composition and CEO’s ownership, from a case studies point of view. The study concludes that entrepreneurial performance is higher when outsiders’ membership in boards of directors and CEO ownership are both high as well.

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