

From the Editor

Welcome to Volume 21, Number 1 of the *Journal of Small Business Strategy*. First, you will notice that I am the new Editor. Paul Belliveau and Bruce Kemelgor are the new Associate Editors. This represents a total change-over of the Editors at JSBS from the last issue. Although, JSBS continues to be produced at Bradley University, a new group has taken over the production process as well. This group is led by James Foley of the Turner Center for Entrepreneurship at Bradley University. After going through my first issue as Editor, I have now found respect for any team that puts a Journal together.

The second thing that you probably noticed is that the year listed on the Journal is 2010. Yes, we realize that it is 2011. We are one year behind on our publication schedule. Our goal is to make-up the issues that have been missed. We hope to do this sooner, rather than later. But, we intend to maintain the quality and integrity of the Journal as we catch-up. It should also be noted that several of the manuscripts were accepted in 2011.

We realize that you have many outlets for your manuscripts today. We hope that this issue is a key step in demonstrating that JSBS is a reliable outlet for your manuscripts. I would also like to mention that we have several manuscripts that have been accepted or are under R&R for our next issue. So, please consider JSBS for manuscripts and mention to your colleagues that JSBS is a potential outlet for their manuscripts.

JSBS's sponsoring organization is the Small Business Institute®. A call for papers for their 2012 Conference is found at the back of this issue. I hope to see you there in February 2012.

Of course the key to this publication is the authors. This issue contains a wide variety of articles. One of the more interesting is former editor Fred Fry's book review. For those that know Fred (I worked with him for over 15 years until he retired), he brings his own style to this book review. Specifically Fred reviews the book *Creating Entrepreneurs: Making Miracles Happen*, edited by Fred Kiesner. Basically Fred describes this book as unusual, so you will receive an unusual book review for an unusual book. I think you will find this book review to be both informative and enjoyable.

The first article in this issue is by Burpitt and Valle. Their paper utilizes the theoretical framework of Raisch and Birkinshaw (2008) to investigate the performance implications of three strategic adaptation approaches--exploitation, exploration, and organizational ambidexterity. Specifically, they measured four organizational antecedents to strategic adaptation and the performance outcomes associated with adaptation choice. Their results demonstrate that organizational deftness, group potency, elements of communication and cooperation within the firm, and low centralization were significantly related to organizational ambidexterity, and that ambidexterity was positively related to revenue and profit growth.

The second article by Voelker and McDowell examines the performance of historically underrepresented firms using a sample of all contracts awarded by the Johnson Space Center, a NASA directorate located in Houston, Texas. Their findings indicate that more diverse firms received higher awards than specialists. Also disadvantaged firms received higher dollar awards than general small businesses. Women-owned businesses did not outperform or underperform general small businesses in terms of the dollar amounts of contracts received. Also, they were not more or less specialized than general small and large businesses.

The third article by Cieřlik, Kaciak, and Welsh utilizes a unique data set consisting of over 19,000 Polish manufacturers engaged in export operations. The 10-year longitudinal study found that early involvement in international activities negatively affected the survival and regularity of sales of small exporters. However for large importers, it had a positive impact. Their findings also indicated that a strong commitment to internationalization and a capacity for managing rapid growth are factors in achieving high growth in international sales over time.

The fourth article by Valenti, Mayfield, and Luce explores reasons why outside corporate directors choose to serve on the boards of small to mid-sized companies. Their finding, using a sample of 102 NASDAQ companies, indicate that firm performance, financial incentives, and time constraints influence the decision of an outsider to accept a board seat.

The fifth article by Park, Lee, Yi, and Chinta examine the manifestation of cross-cultural differences in project management practices in small firms. Using a sample of 66 U.S. and 62 Korean business executives, they find cross-cultural differences in the criteria used in project management.

The authors of these articles have spent a great deal of time and effort to research and write them. I hope you find this issue informative. I am looking forward to bringing you more issues of JSBS in the future.

Ross L. Fink
Editor
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