

### From the Editors

Welcome to Volume 21, Number 2 of the *Journal of Small Business Strategy*. This issue brings us a wide variety of topics ranging from the moderating effect of family ownership on entrepreneurial orientation and social capital to the extent of strategic focus and gender on perceived performance to an examination of the underachievement of offshore outsourcing strategies of technology start-ups to a conceptual piece on sustainability and community. We think that there is something for everyone in this issue.

Our first regular article, Campbell, Line, Runyan, and Swinney use a structural equation model to test the moderating effect of family ownership on entrepreneurial orientation and social capital. Their results show that the effects of entrepreneurial orientation and social capital vary based on whether the firm is family-owned or non-family owned.

In our next article, Gibson uses a sample of 237 small business owners to examine the extent of strategic focus (internal versus external) and gender of small business owners as predictors of perceived performance. The main effects of the ANOVA model indicate that perceived performance was higher in organizations with internal focus. The main effect for gender on perceived performance was not significant.

Madireddy uses qualitative research techniques to examine the underachievement of offshore outsourcing strategies by technology startup companies. Specifically, 43 organizational leaders or entrepreneurs from the Silicon Valley were interviewed to collect the data. Lessons learned from this research include careful selection of offshore outsourcing vendors to avoid mismatches in culture or environment, offshore outsourced activities need to be closely managed and controlled, and setting-up a design center or branch overseas might be an alternative to overcome the challenges and drawbacks of offshore outsourcing.

Our last article by Nadim and Lussier provides a conceptual piece on sustainability. Using the current literature, they argue that sustainability through community is a strategic approach, as well as mechanism for long-term viability for small businesses. Several suggestions are made for avenues of future research in this area.

We are pleased to highlight a special invited article by one of the most distinguished scholars in the entrepreneurship field. G. Thomas Lumpkin and his excellent coauthors address one of the more fundamental research topics for the *Journal of Small Business Strategy*. Indeed, to what extent is “small business strategy” unique as compared to strategy in large corporations? Most strategy research is based on empirical work in large firms. Tom Lumpkin and his coauthors, in conducting a focused literature review, challenge the field of strategy and entrepreneurship in what could become a highly cited analysis. They conclude that there is a research void regarding the liability of smallness and the liability of newness. This presents a great opportunity for extending existing strategy and entrepreneurship research into small and/or new firms.

We trust that this JSBS article will stimulate faculty and doctoral student research into this critically important realm.

Finally, we would like to thank Kirk Heriot for his service to the Journal. Kirk has resigned from the Review Board to pursue other activities. Kirk served on the Review Board since 2001. We wish Kirk the best in his future endeavors.

A major new development regarding JSBS is the transition from Ross Fink as the Editor to Gerald (Gerry) Hills, both at Bradley University. Ross has played a superb role in helping JSBS further develop as a quality journal and to also help JSBS become current with the publication schedule. The coming months will include becoming completely up to date. Ross has served as an excellent scholar. Gerry Hills will strive to continue to develop JSBS.

**Ross Fink**  
**Gerry Hills**

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