

## EDITOR'S NOTE

The articles in this issue reflect an opportunistic focus in helping our readers come to grips with both desirable and undesirable change. From both an internal organizational cultural point-of-view and the fast-second threat of major competition, the growth management challenges are all too familiar to entrepreneurs and small business owners.

In our lead article, Laurence Weinzimmer, Fred Fry and Paul Nystrom set the tone by emphasizing the critical role of opportunistic decision-making. The cutting edge integrative research model developed in their paper provides needed insight into why successful small business owners are involved in opportunity search efforts. Such efforts may be especially critical when "Wal-Mart Comes to Town", as discussed by Jeffrey McGee and Troy Festervand. Their paper reviews in great detail the rebalancing and reformation of competitive strategies by small business merchants in response to the arrival of the discount retailing giants.

An often overlooked source of competitive advantage for the small business firm is organizational culture. Patricia Kusters, Mary Lynn Damhorst and Grace Kunz provide a comprehensive case study approach that investigates and identifies the organizational cultural determinants of successful performance. Of special interest to small business consultants, is the well designed survey questionnaire used in their study and the specific recommendations offered.

In a well researched and very patiently revised research study, Candida Brush examines the competitive effects of early and late export entry by small business firms. Quite remarkably, Dr. Brush demonstrates how the significance of the visionary perspective or international business view held by the entrepreneurial leader is a critical key to success. This international business theme continues with an examination of the financial-economic characteristics of micro-enterprise manufacturing in Kenya by Professors Gary, Cooley and Lutabingwa.

Finally, in an effort to correct editorial problems and solve communication issues, we have corrected and reprinted an article by Ron Cook and Dale Fox that appeared in our Summer 1996 issue. Nevertheless, their findings emphasize the importance of proactive public policy interaction by small and medium-sized firms.

In looking ahead to Volume 8, we hope to address some of the contemporary issues and trends in telecommuting and small home-based business success. Your continuing contributions in this area will be appreciated.

**Joseph F. Singer, Ph.D.**  
Editor

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