

JOURNAL OF SMALL BUSINESS
STRATEGY

From the Editor

With a journal title such as the *Journal of Small Business Strategy*, articles can either address strategy in a very broad sense or in a very specific sense. In the broader sense, articles can focus on a plethora of topics including start-up issues, financing, competition, or working with government regulations. Some of the articles in this issue do indeed address the broader view of strategy. Some, however, get to the essence of small business strategy.

Becherer, Finch, and Helms zero in on strategic decision making with their article, "The Influences of Entrepreneurial Motivation and New Business Acquisition on Strategic Decision-Making." They investigate the strategic decision-making tactics of owners and entrepreneurs compared with how the businesses were acquired. Their results are interesting and worth pondering.

DelVecchio and Anselmi look at sales strategies. In particular, they look at sales force use of information technology hardware and software as an integral part of their sales strategy. Their results are somewhat surprising and provide interesting suggestions for small business owners.

Smith, Discenza, and Baker look at adaptive strategies within a specific industry – art galleries. Their article, "Building Sustainable Success in Art Galleries: An Exploratory Study of Adaptive Strategies," is quite interesting. Of particular interest is that the issues facing art gallery owners are similar to those facing small business owners in general but with some unique twists. Somewhat related to the DelVecchio and Anselmi article, they address the use (and challenges) of information technology as a contributor to business success.

Shields looks at revenue management strategies in small business. He shows that small businesses do, indeed, use revenue management strategies. This means that owners use different strategies at different times to maximize revenue. Owners can target customers who meet particular requirements and then tailor their strategies to reap the most benefits from each kind of customer.

The final two articles address more specific issues in operating small businesses. David and Rubinfeld look at how small employers deal with employees who need special accommodations to meet their short or longer-term needs. They note that small businesses do not have the staff or expertise that larger companies do, but employees do have special needs that must be met if possible. Palmer, Andaleeb, and Joyner look at lawyer quality during bankruptcy proceedings. They test hypotheses relating overall satisfaction with attorneys to a number of different factors.

Check out the book review. Eugene Fregetto reviewed *The Ten Faces of Innovation*, written by Thomas Kelley with Jonathon Littman. Kelley is general manager of IDEO, one of the nation's most well-known product design companies. It is a fascinating book and certainly is of value to academics and practitioners looking to enhance innovation.

I hope you enjoy these articles. Let me know if you have comments.

Fred L. Fry
Editor, *JSBS*