

JOURNAL OF SMALL BUSINESS **STRATEGY**

From the Editor

The articles in this issue can be divided along two dimensions. The first is the conceptual vs. applications dimension. The Mitchell/Cohen and Morris et. al. articles fall near the conceptual end of the continuum, while the remainder are nearer the applications end. The second dimension is the overall small business focus vs. an industry-specific focus. The first three articles are very much strategy-oriented works that apply across the board, while the last three are much more industry-focused articles.

The Mitchell and Cohen article won the *JSBS* Editor's Choice Best Conceptual Paper Award at the 2006 USASBE/SBI meeting in Tucson. The *Journal of Small Business Strategy* gives two Editor's Choice awards – the Best Conceptual paper and the Best Empirical paper – at USASBE/SBI conferences. We were pleased that the Mitchell/Cohen article was of very high quality. The best empirical article will be in the Fall/Winter issue.

Morris, Schindehutte, Richardson, and Allen have an excellent article on business models, looking at them from conceptual, theoretical, and empirical perspectives. This is a very strong article, and I am happy to publish this extension of their research stream on business models.

Moving somewhat from theory to practice, but staying within the strategy area, Allred and Addams looked at *Inc.* 500 firms to assess CEO perspectives on the importance of business plans. In addition, their article looks at which components of the plans are most useful for financial acquisition and for operational use.

The remaining three articles form a rather serendipitous mini-theme on restaurants. I did not plan for this, as the *Journal of Small Business Strategy* does not do theme issues. Yet, three different papers dealing with the restaurant industry happened to be approved by the review board during the same time frame. So it made sense to present them together.

Arora and Singer looked at fine dining restaurants. The fine dining sector is a significant part of the \$511 billion restaurant industry. Arora and Singer's interest was in what makes a good dining experience. They make conclusions on determinants of satisfaction, post-consumption attitudes, and intentions.

Wu, Kloppenborg, and Walsh studied the supply chain of a single company – Honey Baked Ham, Inc. Using HBH as their *case study*, they looked at determinants of inefficiencies in distribution at a mid-sized restaurant chain. Their conclusions certainly should be applicable to other restaurants and restaurant chains as well as outside the restaurant industry. This is the type of case study that is a nice fit for the *Journal of Small Business Strategy*. It is a theory-based look at issues dealing with a particular company or type of company.

Finally, Shields extends his work on revenue management (see *JSBS* Vol. 16-2) to the restaurant industry. Just as airlines use variable pricing strategies to maximize their revenues per flight, restaurants can maximize revenue by adjusting their customer service strategies based on expected volume at different times.

I hope you enjoy these articles. Let me know.

Fred L. Fry, Editor