

Edited by

Torben Juul Andersen , Simon Torp and Stefan Linder

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# STRATEGIC RESPONSIVENESS AND ADAPTIVE ORGANIZATIONS

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New Research Frontiers in International  
Strategic Management



EMERALD  
STUDIES  
IN GLOBAL  
STRATEGIC  
RESPONSIVENESS

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# **STRATEGIC RESPONSIVENESS AND ADAPTIVE ORGANIZATIONS: NEW RESEARCH FRONTIERS IN INTERNATIONAL STRATEGIC MANAGEMENT**

Emerald Studies in Global Strategic  
Responsiveness

EDITED BY

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# Foreword

Whereas the strategy field covers a broad spectrum of research ranging from corporate strategy, M&As, product-market strategies, and business innovation to strategic renewal and sustainable adaptation, there appears to be an urgent need to focus on how firms act in turbulent environments and successfully adapt their business activities. Firms today operate in a business environment that increasingly seems to be characterized by abrupt, unpredictable events, including financial and economic crises, international political conflicts, and environmental challenges. Furthermore, the underlying challenges are often globally universal and require collaborative solutions where individual organizations only can excel in firm-specific responses in the short term. This development implies that business conditions are becoming increasingly uncertain and characterized by at times very extreme and unforeseeable outcomes. This calls for swift(er) responses to adapt the business and requires new thinking that can extend prior research.

The recently completed conference EURAM 2018 held in Reykjavik, Iceland, organized by the European Academy of Management, responded to this need for new thinking and introduced a new research track associated with the Strategic Interest Group focused on Strategic Management. The title of the new track was *Strategic Responsiveness and Adaptive Organizations* and was proposed and managed by the three editors of this volume that adopts the same title. The track attracted a number of highly relevant and very interesting contributions presented at various sessions during the three-day conference.

The current volume of the Emerald book series on *Global Strategic Responsiveness* presents a selection of these research efforts presented at the EURAM 2018 conference on the theme of *Strategic Responsiveness and Adaptive Organizations*. They offer promising ideas about how to deal with the current strategic challenges, and we thank the contributors for their willingness to share their thinking and findings and hope the readers will find each of the chapters stimulating as a potential foundation to extend this important work into the future.

*Torben Juul Andersen, Simon Torp,  
and Stefan Linder*