Index

Academic enquiry, 77 Accounting-based financial returns, 188 Ad hoc interventions, 190 Adaptive learning process, 55, 91 Adaptive mode, 90	Bureaucratic organization, 124 Business, 2 conditions, 176 ecosystems, 80
Adjacent social negotiation process, 91	Capex process, 103
Advertising intensity, 191	Capital, 130, 132
Advocacy, support and, 141–142	analysis, 131
Agency theory, 69	structure of firms, 182
Alternative revenue streams, 176	Capital employed (ce), 152–153
Altman's Z score, 189, 191, 195	Capital intensive businesses, 191
Analytics-based planning, 59, 91, 183	Cash flow retained (cfre), 152–153
Ancient narratives, 69	Casual relationship models, 22
Annual planning process, 58	Central analytical planning process, 58
Antecedent strategy process, 88	Central limit theorem (CTL), 196
Autonomous initiatives and slack, 106	Central planning, 50, 52, 58, 89,
Autonomy, 88, 140–141	92, 114
autonomy-control paradox, 88–89	Central resource allocation, 103–104
local, 106	CEO tenure, 150, 178
Average return, 56	Chartered Association of Business
Average variance extracted (AVE), 33	Schools (ABS), 71
D 1 100 100	Circumventing formal processes,
Bankruptcy risk, 189, 199	110–112
Basic Human Needs (BHN), 3, 9	Clean technology, 30
Basic strategic responsiveness model, 50	Clean technology performance
Behavioral theory of firm, 180–181	(ENct), 31
Better Life Index, 9–10	Clean technology strategy (CTS), 29–30
Blogs, 78	
Bootstrapping analysis, 39, 43	Co-opetition, 80 Coercive isomorphism, 26
procedure, 34	Coherent model, 183
Bottom-up process, 102	Collaborative strategic planning, 74
Boundary conditions, 128–129	Collective-good view of social
Boundary-pushing thinking styles, 128	capital, 2
Bounded non-conformity, 125,	Collinearity, 187
142–143	Common shares (cshoc), 153
Bourdieu's framework, 130–131	Common/ordinary equity (ceq), 152
Bowman paradox, 51, 149	Commonwealth of Australia, 6
Buffer zone, 129, 141	Competition, 69

Competitive advantage (CA), 22, 27–28	Cyberattacks, 148, 176 Cyclical planning process, 92
Competitor pressures (CIP), 27 Complete case analysis, 153, 192 Composite reliability (CR), 33	Darwinian evolutionary theory, 69 Data fraud, 176
Compustat database, 148–149, 151	Debt over equity, 182
Compustat Global database, 151, 152	Decentralization, 88, 90
Computational model, 50	Decentralized experimentation, 50
Computational simulations of adaptive	Decentralized experimentation, 30 Decentralized responsive initiatives, 186
organizational process, 148	Democratic strategy, 71
Conceive potential responses, 177	Dependent variables, 9, 188
Confidence interval (CI), 34	Descriptive statistics, 192–196
Conservatism, 129	Disaster events, 148
Conservative organization, 124	Discriminant validity, 33
Constructive deviance, Maverick	Disruptive change (DCR), 28–29
behavior and, 115–116	Dissonant strategic initiatives, 88
Contemporary business environments,	Dynamic adaptive strategy-making
148	processes, 51–52
Contemporary strategic management, 68	generic strategic responsiveness model, 50–51
Contextualized explanation, 88, 115	model development, 52-57
Continuous improvement (CIR), 28	model extension, 58-60
Control variables, 10, 190–191	Dynamic capabilities, 148, 177
Convergence, 156	Dynamic managerial capabilities, 148
Convergent validity, 33	Dynamic resource-based perspectives,
Corner flags, 101	69
Corporate ethics, 2–3, 9, 12	Dynamic strategy-making
environments, 2	processes, 88
mediation effects, 16	Dynamism, 116
mediator role of, 7–8	
Corporate executives, 50	Earnings development potential, 185
Corporate firms, 8	Eco-product design (EDP), 24
Corporate information, 151	Economic efficiency, 90–91
Corporate responses, 189	Economic growth, 6
Correlation matrix, 12, 187	Economic theory, 69
Corruption Perceptions Index (CPI), 10	Ecosystems, 70
Cost reduction (CRA), 27	Education, 10
Costs, 190	Educational attainment, 10
Creativity, 116, 128	Effective SRCs, 178, 185
Crime, 6	Emergent strategy, 91–92
Cross-sectional risk-return effects, 52	End-goal-focused behaviors, 124
Cross-sectional risk-return	End-of-life vehicle (ELV), 26 Environmental management, 26
relationship, 56 Current liabilities (<i>lct</i>), 152	Environmental management, 26 Environmental Management
	Representatives (EMRs), 32
Customer pressures, 26–27	Representatives (EMRS), 32

Environmental outcomes of GSCM, 30–31	Formative measurement model, 34, 37–39
Environmental pressure, 10	Fornell–Larcker criterion approach, 33
Environmental sensing, 51	Fortune 500
Environmental strategic approach, 22	companies, 149
Environmental turbulence, 177	firms, 50
Equity Book Value (ebv), 152	Foundations of Wellbeing (FD), 3, 9
Equity story, 103	Future positioning (FPA), 27–28
Ethical managerial behavior, 2–3	r dedic positioning (1171), 27 20
Ethical rules, 2	Generic assets, 182–183
European Economic Area (EEA), 151	Generic computational model, 50
European firms, 148–149	Generic strategic responsiveness
European telecommunications	model, 50–52, 56
market, 88	Global business environment, 50
Ex post variance, 188	Global warming, 176
Executive decision-makers, 178	effects, 148
Exogenous risk factors, 189	Governance failure, 148
Extant strategy process, 89	Green customer management, 25
External drivers of GSCM practices,	Green distribution practices, 25
25–30	Green strategies (GSs), 22–23, 29
External facilitators, 79	Green supply chain initiatives
External finance, 183	(GCSIs), 22, 23–25
External stakeholders, 26	Green supply chain management
Extreme events, 148–149	(GSCM), 22
Extreme events, 140–147	data collection and sampling, 31–33
Federation of Malaysian	environmental outcomes of, 30–31
Manufacturers	external and internal drivers of
(FMM), 32	GSCM practices, 25–30
Field, 130	formative measurement model,
analysis, 131	37–39
of power, 131–132	and GCSIs, 23–25
Financial crisis, 50, 176	high-order measurement model, 39
Financial leverage, 191	measurement model evaluation,
Financial returns, 188	33–34
Firms, 176	mediating effect evaluation, 39–43
capital structure, 181	reflective measurement model, 34–37
firm-specific assets, 180	structural model and mediation
performance, 188	effect evaluation, 34
size, 190	structural model evaluation, 39
	theoretical background and
Fiscal crisis, 148	
Formal issue selling, 109	hypotheses, 23
Formal processes, 100–103	Greening downstream (GDM), 24–25
circumventing, 110–112	Greening post-use (GPU), 24, 25
effect on emergence, 106–107	Greening production (GPN), 24
Formalized model, 56	Greening upstream (GUM), 24

Gross profits, 189 Interactive processes between center and periphery, 107-112 Guided evolution, 91 Interactive strategy, 71 (see also Open Habitus, 130 strategy) Herfindahl-Hirschman Index (HII), extended responsiveness model, 59 195 interactive strategy-making Heterogeneous SRCs, 177–178 approach, 50 Heteroskedascity, 196 Interim risk-return dynamic, 151 High performance volatility, 185 Internal drivers of GSCM practices, High velocity environments, 176 25 - 30High-order measurement model, 39 Investment Homoskedasticity, 187 in innovation, 180–181 Hostility, 116 recovery, 25 Household net adjusted disposable Isomorphic pressures, 81 income, 10 Humbleness, 150 Key resources (KR), 22, 28 Hypercompetition, 176 Keystone firms, 80 Hypotheses development, 183–187 Knowledge gap, interactive processes and, 107-109 Knowledge-based assets, 182 Imputation technique, 149 Inclusion, 72, 78 Kurtosis, 160–161, 171–172 Inclusiveness, 71, 73 Inclusivity, 78 Least Absolute Deviation, 206 Leptokurtic distributions, 151 Income, 10 Leverage SRCs, 176 Independent variables, 9, 189–190 Indicator reliability, 33 Life expectancy, 50 Industrial hostility, 89-90 Life Sciences, 168 Industrial organizations approach, 69 Live video streaming, 78 Logical incrementalism, 92, 114, 117 Industry dynamism, 90 Informal issue selling, 109 Long-tenured CEOs, 178 Information Technology-enabledness Low technology, 191 Lower level (LL), 34 (IT-enabledness), 72, 73 Initial responsiveness model, 55 Innovation, 176–177, 180 Macroeconomic policies, 2 innovation-based strategic options, Management support, 88 Manufacturing firms, 192 Market capitalization (mktCap), 152, model for SRCs and adaptation, 184 Institutional pressures (IP), 22, 25 Institutional theory, 22-23, 25-26, 69 Market-based measure, 188 Institutionalism, 80-81 (see also Maverick behavior, 88, 110–112 Maverickism) analysis of interviews, 98-100 autonomous initiatives and slack, Intended strategy, 91–92 conventional, 117 formation, 91 autonomy-control paradox, 88–89 intended strategy-making, 100 case analysis, 114-115

central resource allocation, 103-104	positive organizational impacts
and constructive deviance, 115-116	of Maverick behavior,
data collection and analysis, 94-96	137–142
emergence from center, 105–106	research design and analysis,
emergent strategy and autonomous	130–132
initiatives, 105	sample, 132–133
equity story and shareholder value,	Mavericks, 125–126
103	and positive deviance, 133–137
findings, 100	workplace cultures, boundary
formal processes effect on	conditions, power and,
emergence, 106–107	128–129
hostile industry environment,	Measurement model evaluation, 33-34
113–114	Mediator
implications for strategy, 118	role of corporate ethics, 7–8
industrial hostility, 89–90	variable, 9–10
inquiry from inside and from	Medium technology, 191
outside, 94	Medium-high and high technology
intended and emergent strategy,	(MHT), 191
91–92	Micro-management, 142
intended strategy and formal	Missing data, 151–152
process, 100–103	Moderators, 188
interactive processes between center	Modern narratives, 69
and periphery, 107–112	Multicollinearity conditions, 187
methods, 92	Multiple imputation approach, 155–156
model for strategic emergence,	Multiple imputations with chained
117–118	equations (MICE),
semi-structured interviews and	152–153, 155–156
casual observations, 96–97	applying MICE to dataset, 156
single-case study and research site,	77 3
93–94	Natural disasters, 176
strategy formation, 90–91	Natural-resource-based view
strategy interaction, 92	(NRBV), 22, 25
strategy-making modes, 112–113	Neo-institutional theory, 80
Maverickism, 124	Neo-institutionalism, 80–81
bounded non-conformity, 142–143	Net Cash Flow, 152
current study, 129–130	Net income (ni), 152
Mavericks, workplace cultures,	New competitive landscape, 176
boundary conditions, and	Non-conformity, 136
power, 128–129	Non-material capitals, 130
Mavericks and positive deviance,	
133–137	Old work model, 129
nature of, 125–126	Open innovation strategy, 71
outcomes for organizations, 143–144	Open strategy, 67–68, 71–74
positioning Maverickism as act of	areas of extant academic
positive deviance, 126–128	exploration, 77–79

consolidated definition, 74–77 limitations of study, 82 method, 70–72 practice, 78 research agenda, 79–81 six-stage process for systematic literature review sample selection, 71	Pecking-order theory, 182 Performance data distribution, 149–151 applying MICE to dataset, 156 cleaning data, 153–155 constructing dataset, 152–153 distribution of performance variables, 157 graphical representations, 160
strategy domain evolution, 68-70	kurtosis, 160–161, 171–172
Openness, 71, 78–79	methodology, 151
Opens innovation, 68, 70	missing data, 151–152
Operating activities (oancf), 152	multiple imputation approach,
Operating Income before depreciation	155–156
(OIBDP), 152	organizations, 148–149
Operating Margin (opm), 152	outlier persistence, 161–168
Opportunity (OPP), 3, 9	performance distribution, 158–159
seizing, 51	results, 156
Optimism, 150	skewness, 160–161, 171–174
Ordinary least squares (OLS), 10	Performance function, 54
multiple linear regression analyses,	Performance indicators, 150, 152
187	Performance outcomes, 149, 156
random effects, 10, 14	Performance volatility, 185
Organisation for Economic	Planning, 90
Cooperation and	Political instability, 148
Development (OECD), 2	Pollution prevention performance
Organizational adaptation process,	(ENpp), 30
148–149	Pollution prevention strategy (PPS), 29
Organizational cultures, 128	Poverty, 6
Organizational evolution, 177	Power, 128–129
Organizational learning, 55	Practices in open strategy, 79
Organizational resilience, 178	Practitioners in open strategy, 79
Organizational slack, 88, 181–182,	Praxis in open strategy, 79
190, 203–204	Principal component analysis (PCA),
Organizational theory, 80	Draduat recovery 25
Organizational variables, 187 Organizations, 124, 176	Product recovery, 25 Product stewardship performance
Out-of-the-box thinking, 125–126	(ENps), 31
Outlier persistence, 161–168	Product stewardship strategy (PSS), 29
Over-specification of model, 187	Profit logic, 53
Overconfidence, 150	Psychological reference point factors,
Overconnactice, 150	150
Pandemic, 50	Public policy-makers, 50
Participation, 72–73, 78	1 done poney makers, 50
Participative process, 71, 77	Quantile to quantile plots (<i>Q</i> – <i>Q</i> plot),
Path-dependent random walk, 55	187, 195–196
Tam dependent fundom wark, 55	107, 175 170

expenditures, 180 investment, 181, 190, 204–205 Ramsey Regression Equation Specification Error test (RESET), 195–196 Real option, 150, 180–181 portfolios, 176 slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple strategic responsiveness model, 52 Siringle one-factor model, 54 Simple strategic responsiveness model, 52 Siringle one-factor or lest of each SEC office, 173–174 Slack resources, 181–183 Slow strategic planning process, 58 SmartPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Slack resource, 181–183 Slow strategic planning process, 58 martPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Slack resource, 181–183 Slow strategic planning process, 58 martPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 sladitional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social ropries, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Index (SPI), 3, 9 Society pressures (SIP), 26 Standar	R&D, 186	SIRIM, 32
investment, 181, 190, 204–205 Ramsey Regression Equation Specification Error test (RESET), 195–196 Real option, 150, 180–181 portfolios, 176 slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reportation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness of each SEC office, 173–174 Slack resources, 181–183 Slow strategic planning process, 58 SmartPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Slack resources, 181–183 Slow strategic planning process, 58 SmartPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Innerative, 8–9 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard errors (SE), 196 Standard errors (SE), 196 Standard errors (SE), 196 Standard deviation, 56 Standard errors (SE), 196 Static resource-based view, 69 Static stochastic process, 55 Stateloider integration (SIR), 28 Standard deviation, 56 Standard errors (SE), 196 Static resource-based view, 69 Static stochastic process, 55 Stateloider integration (SIR), 28 Standard deviation, 56 Standard errors (SE), 196 Static resource-based view, 69 Static stochastic process, 55		
Ramsey Regression Equation Specification Error test (RESET), 195–196 Real option, 150, 180–181 portfolios, 176 slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 SmartPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social Progress Index (SPI), 3, 9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard deviation, 56 Standard errors (SE), 196 Standard errors (SE), 196 Standard deviation, 56 Standard errors (SE), 196 Standard deviation, 56 Standard errors (SE), 196 Standard errors (SE), 196 Standard errors (SE), 196 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic adaptation, 50–51, 88, 149 Strategic planning process, 58 SmartPLS software, 34 Snow-balling approach, 132 Social conformity, 128 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 Stakeholder, 19 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard errors (SE), 196 Standard errors (SE), 196 Static resource-b		
Specification Error test (RESET), 195–196 Real option, 150, 180–181 portfolios, 176 slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Reisk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 SmartPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Social conformity, 128 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Society pressures (SIP), 27 Specification errors, 187 Standard & Poor (S&P), 151 Standard deviation, 56 Standard deviation, 56 Stander errors (SE), 196 Static resource-based view, 69 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Static adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic planning process, 58 SmartPLS software, 34 Snow-balling approach, 132 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 Social Progress Imperative, 8–9 Stackholder analysis theory, 69 Statkeholder integration (SIR), 28 Standard & Poor (S&P), 151 Standard deviation, 56 Static resource-based view, 69 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Static adaptation, 50–51, 88, 149 Strategic planning process, 88 SmartPLS software, 34 Snow-balling approach, 122 Social Progress Index (SPI), 3, 9 Society Progress		
Real option, 150, 180–181 portfolios, 176 slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 SmartPLS software, 34 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social Progress Index (SPI), 3, 9 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Index (SPI), 3, 9 Social progress, 1–3 additional analysis, 14–15 index, 4–5 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Index (SPI), 3, 9 Social Progress Index (SPI), 3, 9 Social progress, 1–3 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Index (SPI), 3, 9 Social Progress Ind		
Real option, 150, 180–181 portfolios, 176 slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Refurbishing, 25 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Repoir, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Snow-balling approach, 132 Social capital, 2, 6–7, 9, 12 Social conformity, 128 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social Progress Index (SPI), 3, 9 Sociel Progress Index (SPI), 3, 9 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 Social Progress Index (SPI), 3, 9 Social Progress Index (SPI),	-	
portfolios, 176 slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Reflurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social Progress Index (SPI), 3, 9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Strategic adaptatin, 50–51, 88, 149 Strategic adaptating, 50, 52–54, 56 Strategic management, 80 Strategic planning processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning processes, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
slack resources and, 181–183 Recovery management, 25 Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory-driven practices, 22 Remanufacturing, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Social conformity, 128 Social progress, 1–3 additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social Progress Index (SPI), 3, 9 Societ yresures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning processes, 5 Strategic planning processes, 5 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Recovery management, 25 Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reportation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness		- · · · · · · · · · · · · · · · · · · ·
Reflective measurement model, 33–37 Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness additional analysis, 14–15 index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social Progress Imdex (SPI), 3, 9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stategic adaptation, 50–51, 88, 149 Strategic adaptation, 50–51, 88, 149 Strategic adignment, 80 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), imple one-factor model, 54 Simple one-factor model, 54 Simple strategic responsiveness	· · · · · · · · · · · · · · · · · · ·	
Refurbishing, 25 Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness index, 4–5 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Index (SPI), 3, 9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Standard deviation, 56 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic decision-making processes, 52, 68 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187	•	
Regression results, 196–199 Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness measurement of variables, 9–10 mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stategic adaptation, 50–51, 88, 149 Strategic decision-making processes, 52, 68 Strategic decision-making processes, 52, 68 Strategic decision-making processes, 52, 68 Strategic planning process, 58–59 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Regulatory pressures (RIP), 26 Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Reisk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness mediator role of corporate ethics, 7–8 methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder analysis theory, 69 Standard deviation, 56 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Statategic adaptation, 50–51, 88, 149 Strategic decision-making processes, 52, 68 Strategic flamment, 80 Strategic decision-making processes, 52, 68 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		
Regulatory-driven practices, 22 Remanufacturing, 25 Repair, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Standard deviation, 56 Standard deviation, 56 Standard errors (SE), 196 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stategic adaptation, 50–51, 88, 149 Strategic adaptation, 50–51, 88, 149 Strategic management, 80 Strategic planning processes, 52, 68 Strategic management, 80 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Remanufacturing, 25 Repair, 25 Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness methodology, 10–11 results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Standard deviation, 56 Standard errors (SE), 196 Standard deviation, 56 Standard errors (SE), 196 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Repair, 25 Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness results, 11–14 sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard errors (SE), 196 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic management, 80 Strategic planning processes, Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		
Reputation and legitimacy (RLA), 27 Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness sample, 8–9 theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard & Poor (S&P), 151 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Strategic adaptation, 50–51, 88, 149 Strategic adaptation, 50–51, 88, 149 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic management, 80 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		 -
Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness theoretical background and hypotheses, 6 Social Progress Imperative, 8–9 Social Progress Index (SPI), 3, 9 Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		
Resource-deprived mavericks, 114 Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Social Progress Imperative, 8–9 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard deviation, 56 Standard errors (SE), 196 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		•
Responsive decisions, 50 Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Social Progress Imperative, 8–9 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard & Poor (S&P), 151 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic decision-making processes, Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Return on asset (ROA), 152, 156, 188 Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Single selection rors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard & Poor (S&P), 151 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness	*	
Revenues, 190 Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Simple strategic responsiveness Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard & Poor (S&P), 151 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness Society pressures (SIP), 27 Specification errors, 187 Stakeholder analysis theory, 69 Stakeholder integration (SIR), 28 Standard & Poor (S&P), 151 Standard deviation, 56 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic planning processes, Strategic planning processes, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		
Rework, 25 Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Simple strategic responsiveness Specification errors, 187 Stakeholder analysis theory, 69 Standard & Poor (S&P), 151 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic decision-making processes, Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		
Risk behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 behaviors, 88 Standard deviation, 56 Standard deviation, 56 Standard errors (SE), 196 Rule-breaking maverick behaviors, 88 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Strategic response capabilities (SRCs), Simple strategic responsiveness		• • • • • • • • • • • • • • • • • • • •
behavior, 150 exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Standard Green Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152, 160 Standard Industrial Classification (SIC), 152 Standard errors (SE), 196 Standard errors (SE), 19		
exposures, 189 outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Standard Exchange Commission (SEC), 152 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple strategic responsiveness Standard & Poor (S&P), 151 Standard deviation, 56 Standard deviation, 56 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness Standard & Poor (S&P), 151 Standard deviation, 56 Standard Laussification (SIC), 152, 160 Static stochastic process, 55 Stategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic planning processes, 52 Strategic fit, 50, 52–54, 56 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
outcomes, 188–189, 199 risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple strategic responsiveness Standard deviation, 56 Standard errors (SE), 196 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness Standard deviation, 56 Standard errors (SE), 196 Standard errors (SE), 196 Strategic Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness		- · · · · · · · · · · · · · · · · · · ·
risk-return relationships, 51, 150 Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stategic adaptation, 50–51, 88, 149 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Standard errors (SE), 196 Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Stategic adaptation, 50–51, 88, 149 Strategic decision-making processes, Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple strategic responsiveness		
Robust regression, 206 Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Static stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness Standard Industrial Classification (SIC), 152, 160 Static resource-based view, 69 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic alignment,		*
Robust standard errors (RSE), 196 Rule-breaking maverick behaviors, 88 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic management, 80 Strategic planning process, 58–59 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Stategic response capabilities (SRCs), Simple strategic responsiveness background, 177–187		
Rule-breaking maverick behaviors, 88 Static resource-based view, 69 Static stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Strategic management, 80 Strategic management, 80 Strategic planning process, 58–59 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Static stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness Static stochastic process, 55 Stationary stochastic process, 55 Strategic alignment, 80 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple strategic responsiveness Static stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic planning processes, Strategic fit, 50, 52–54, 56 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple strategic responsiveness		
behaviors, 88 Static stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Strategic management, 80 Strategic management, 80 Strategic planning process, 58–59 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Static stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple one-factor model, 54 Simple strategic responsiveness Static stochastic process, 55 Strategic alignment, 80 Strategic decision-making processes, Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), Simple strategic responsiveness Strategic planning process, 55 Strategic planning process, 56 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 Simple strategic responsiveness		
Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Stationary stochastic process, 55 Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Sample selection, 191–192 Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Strategic adaptation, 50–51, 88, 149 Strategic alignment, 80 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187	behaviors, 88	
Securities and Exchange Commission (SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Strategic alignment, 80 Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187	G 1 1 1 1 100	
(SEC), 152 Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Strategic decision-making processes, 52, 68 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Semi-structured interviews, 96–97 Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Sense environmental changes, 177 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Sense environmental changes, 177 SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Sense environmental changes, 177 Strategic fit, 50, 52–54, 56 Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		· · · · · · · · · · · · · · · · ·
SG&A ratio, 190–191, 195, 205 Shareholder value, 103 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Strategic management, 80 Strategic planning process, 58–59 Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Shareholder value, 103 Strategic planning process, 58–59 Short-tenured CEOs, 178 Simple one-factor model, 54 Simple strategic responsiveness Strategic response capabilities (SRCs), 148, 150, 176, 178 background, 177–187		
Short-tenured CEOs, 178 Strategic response capabilities (SRCs), Simple one-factor model, 54 148, 150, 176, 178 Simple strategic responsiveness background, 177–187		
Simple one-factor model, 54 148, 150, 176, 178 Simple strategic responsiveness background, 177–187		
Simple strategic responsiveness background, 177–187	·	
	•	
model, 52 effective SRC, 199, 202		- · · · · · · · · · · · · · · · · · · ·
	model, 52	effective SRC, 199, 202

inhibitors and promoters, 179	Target level risk ratio (TLRR), 189,
and innovation, 176–177	191–192, 199
limitations and future research,	Tax(es), 10
206–207	savings, 182
managerial implications, 205–206	Technological intensity, 191
methodology, 187–199	Thematic analysis, 131
organizational slack, 203–204	Tobin's Q (tq), 152, 191, 195
performance outcomes of effective	Top-down process, 102
SRC, 199	Total assets (at), 152
R&D expenditures, 202–203	Total liabilities (lt), 152
R&D investment, 204–205	Total revenues (<i>revt</i>), 152
regression analysis on downside	Total sales (sale), 152
and bankruptcy risk,	Trace plots, 156
200–201	Trade-off theory, 182
Strategic responsiveness, 50	Traditional organization, 124
Strategic risk factors, 149	Transaction cost economics, 182
Strategy	Transformational change, 124
domain evolution, 68–70	Transparency, 10, 71–73
formation, 92	Trust, 140–141
practices, 68–70	Turbulence of contemporary business
strategy-making modes, 88	environments, 148
strategy-making process, 92, 96,	
100	Uncertainty, 27, 178
Structural model	Unit of analysis, 32
evaluation, 39	Upper level (UL), 34
and mediation effect evaluation, 34	
Supply chain, 22	Variance inflation factors (VIF), 11, 34
Supply chain management (SCM),	Voluntary behavior, 127
22–23 (see also Green	•
supply chain management	Wikis, 78
(GSCM))	Workplace
Support and advocacy, 141–142	cultures, 128–129
Sustainability, 22	environments, 124
Sustainable development, 8	World Commission on Economic
Sustainable firms, 8	Development, 8
Systematic literature review, 82	World Economic Forum database, 9