



RESEARCH PAPERS

Achieving Strategic Advantage and Organizational Legitimacy for Small and Medium Sized NFPs Through the Implementation of Knowledge Management

Dr. Dan H. Kipley, Azusa Pacific University
Dr. Alfred O. Lewis, Montreat College
Prof. Roxanne Helm, Azusa Pacific University

Abstract

The principle intent of this paper is to provide a pragmatic examination of the multiple dimensions of the Knowledge Management acumen which has been advanced within industry and academia and its praxis, in whole or in part, as a factor for achieving a strategic competitive advantage for organizations when properly implemented. Finally, to determine through a pragmatic perspective, how Small and Medium Sized Not-for-Profits can adapt and successfully implement a robust Knowledge Management system in order to create a competitive advantage and create organizational legitimacy relative to stakeholder perception given the limitations of financial and functional capabilities challenging the organization.

In the last half century there has been a widespread agreement among academics and practitioners in extant literature that business environments are becoming increasingly multidisciplinary and complex and that a major escalation of environmental turbulence has taken place. This has meant a change in the traditional methods in which organizations learn. Marketing, production, planning, finance, all generate vast amounts of valuable data from all areas of the world,



this process of gathering and transferring tacit and explicit information among the functional units for all to benefit and further advance the organization's overall learning, is Knowledge Management (KM). John Browne, CEO of BP said: '*Learning is at the heart of a company's ability to adapt to a changing environment*' (Inkpen, Ramaswamy, 2006).

Knowledge and knowledge management are now recognized as a valuable corporate resource in the same vein as land, buildings, financial resources, people, capital equipment, and other tangible assets. As such it has become imperative for managers to enhance organizational competence in the development of knowledge capture and transfer.

Information technology plays a key role in the successful integration of knowledge transfer. Ironically, some feel the technology creates more problems than it solves, today's technology is both creative and disruptive; an innovation can make an established product obsolete overnight, but also make a multitude of new products possible. The advent of microprocessors destroyed the market for transistors just as transistors destroyed the market for the vacuum tube, but at the same time created opportunities for industries connected to the microprocessors such as CD players, MP4 players, and personal computers (D'Aveni, 1994; Day and Reibstein, 1997; Eisenhardt and Brown, 1998; Normann, 2001; Galbraith, 2002). The development of computers and digitized data, PDA's, cell phones, video conferencing, blogging, and wiki's, are all the new tools which move data quickly at almost no cost, have been instrumental in advancing the efficacy of knowledge management industrial growth.

Dimensions of the Knowledge Management Principles

Knowledge management is a dynamic discipline, not static; its value is only created and sustained



through its use. Paradoxically, in light of all of the organization resources, knowledge is one resource that when used, grows and is never depleted. The caveat however, since knowledge is a resource it must be managed and used in order for it to be valuable, the more it is used, the more it grows and the more valuable it becomes.

The principles of knowledge management are presented in three parts; knowledge acquisition, knowledge dissemination, and knowledge application. Knowledge acquisition is the capture and development of both tacit and explicit knowledge in which the organization is exposed including competitors, clients, employees, former employees, and suppliers and then synthesizing this knowledge into a tool that can be used to disseminate the information.

Knowledge dissemination involves the transfer of the tacit and explicit knowledge in a manner that is effective in the acquiring recipients understanding of such shared information, this transfer can occur between individuals, groups, departments or organizations.

The final part of the knowledge management principles is the knowledge application and is often considered most important in that this is the actual knowledge in applicable dimensions. At this point it is not important that the recipient understand the knowledge, but how to use the knowledge to guide the decisions and actions.

Knowledge management, when effectively supported by management behavior and practices, becomes a capability of the firm and is critical to the support and the development of the firms other functional capabilities such as finance, production, R&D, logistics, and quality. Knowledge management capabilities when linked with resources and routines create



knowledge growth, hence underpin and affect the firm's financial success (Darroch, 2005). Hence, an organization that has developed to a greater degree the pool of knowledge and the organizational behaviors supporting knowledge transfer behaviors and practices, will have a competitive advantage in issue response time than firm's which are less developed.

The following graphs indicate the difference between Reactive management vs. planned management and the relative cost impact to a firm due to delayed response. In Fig. 1, the graph depicts costs associated to a firm when reactive management decisions are used. In reactive management, the time delay from the "rational trigger point" to the "delayed trigger point" may be attributed to the effects of "delayed informational transfer" as indicated in Fig. 1. Ansoff, McDonnell (1990).

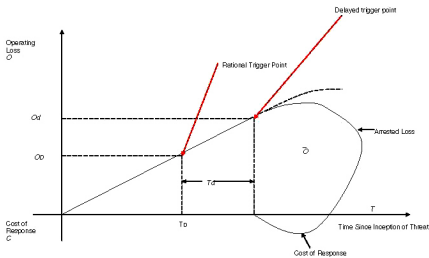


Fig. 1 Reactive Management

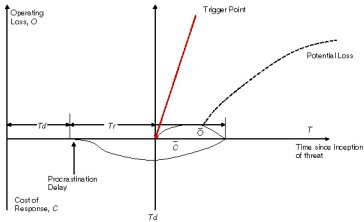


Fig 2. Planned Management

As indicated in Fig. 2, when the reaction time is shortened during the planning phase due to a robust system of organizational knowledge transfer, the procrastination time is reduced and consequently the costs to the firm are increased.

The transfer of organizational knowledge domestically is not without its difficulties hence knowledge transfer in a global organization becomes exponentially challenging. These challenges range from cultural differences, temporal values, lack of trust, language, codifying, reluctance of knowledge giver, and barriers to knowledge by receiver, to name but a few. These challenges and more will be addressed later in the paper when we examine the application of knowledge management for Small and Medium NFPs.

Organizational Legitimacy

Historically, firms were seen distinctly either as 'for-profit' (FP) or 'not-for-profit' (NFP); the for-profit firms were viewed as internally efficient, externally entrepreneurial and aggressive, and having a single-mindedness of maximizing corporate profit. Conversely,



Not-for-profit organizations were viewed as internally bureaucratic, economically inefficient, and lacking inspiration; whose sole purpose was to provide some nebulous form of 'public service' with no intent of maximizing profit or drive to increase effectiveness.

Paradoxically, the division today between the two has become increasingly difficult to distinguish. As the national budget deficit grows and legislative events such as the development and passage of the Sarbanes-Oxley Act which was designed to deter fraud in the corporate sector.

Concerns over accountability have driven several professional associations to issue guidelines to nonprofit members outlining compliance such as adopting written conflict of interest, document retention, and whistleblower policies. These ongoing concerns clearly illuminate that NFP organizations are under greater scrutiny to be more accountable, transparent, efficient, and aggressive like their counterparts in the private sector. Thus, non-profit organizations are now becoming increasingly entrepreneurial, a trait that until recently was only attributed to the FP organizations. The private sector also is under pressure to restrain from its prime directive of profit-seeking and to now conform to such social concerns as greenhouse gas emissions, pollution, carbon foot-printing, and global warming; areas that previously were of little concern to the traditional profit-seeking organizations. Consequently, the differences and the functions between the two organizations are no longer distinct.

Given that the rise of attention to public legitimacy and accountability is an increasing concern; a new paradigm now exists for the Not-for-profit firms. It has become essential that its very existence confirms public legitimacy in order to receive current and future support from its stakeholders.



As organizational theorists have reminded us, 'nonprofits face normative pressures to adopt certain policies and practices in order to demonstrate their public legitimacy' (DiMaggio, Powell, 1983). This reflects the problems of legitimacy which many NFP's face, it is therefore critical that the NFP's corporate policy conform to and support 'best practice' guidelines in both its current operations and the firm's future strategic plan.

A robust Knowledge management system provides the firm with the forms of legitimacy that is expected by its stakeholders by creating a platform that enables;

- Lower costs by identifying low value, redundant, and poorly performing processes.
- Focus on Resource optimization and utilization.
- Knowledge asset optimization and competitive knowledge development.
- Achieve levels of competitive advantage through processes and quality.
- Enables the organization with the information for a proactive response to surpriseful environmental challenges.

Creating Legitimacy

It has become increasingly salient and an ever increasing challenge for Small and Medium NFP's to create legitimacy within its policies and strategies in order to fulfill its stated mission and objectives, however this can be difficult considering that stakeholders judge an organization according to the criteria *they* choose and often times the criteria of the stakeholder and their 'perceived views' are misaligned with the goals and objectives of the organization. If the organization cannot establish its effectiveness against the criteria, then stakeholders are likely to withdraw their support.



Subsequently, a Dichotomic view forms between the firm and the stakeholder over which objectives and strategy will best achieve the legitimacy and stated goals of organizational strategic success.

One such way to create legitimacy is the successful integration of best practices of knowledge management, to bridge the 'know-do' gap. However, often times within an organization, solutions exist but are not used due to lack of practical explicit knowledge in how to procedurally correct the action.

In bridging the 'know-do' gap, SMEs with a developed knowledge management system can create an organizational environment that encourages the creation, capture, dispersion, and successful application to mitigate critical issues.

An example of bridging the 'know-do' gap is with the World Health Organizations (WHO) logistic function; in determining the most efficient and rapid method of shipment of anti-viral drugs from one African nation to another program member share information via a variety of knowledge sharing tools such as; on-line discussions, web videos, and face-to-face meetings, these meeting bring out the best practices with all groups when dealing with logistical issues. The benefit is learning from those mistakes and successes without repeating the exercise thus improving the logistics shipment times between nations and WHO service units.

Developing and exploiting their resources provides the World Health Organization with a knowledge based 'competitive advantage'. However, unlike traditional organizational resources, the knowledge that is developed within the World Health Organization is industry specific and therefore difficult to duplicate and its intrinsic value is even more difficult to quantify.



This distinctive competency is a competency that is non-imitable, difficult for others to replicate, thus is a source of long-term organizational advantage. As stated by Joyce (1999), *a distinctive competency is not only central to the success of the organization but also helps the organization produce more public value than alternative providers do*. This distinctive competence provides the organization with the means by which builds a strong reputation and confidence among the stakeholders and provides the organization with those specific tangible and intangible assets and the quality of uniqueness of its service within the global community. By effectively addressing and identifying real organizational issues, the World Health Organization has created real public value fulfilling the primary mission of a nonprofit organization.

Although the WHO is not in the traditional competitive environment it still is subject to the forces and influences from both external and internal stakeholder who expect the organization to seek and implement advancements in 'best practices'. A robust KM system is the requisite provision with which affords the WHO with legitimacy of organizational purpose.

Establishing a Value for Knowledge Management

The definition of an asset provided by accountants is, 'a stock from which a number of future services are expected to flow and whose costs at the time of acquisition can be objectively measured' (Anthony and Reece, 1983). Knowledge assets are defined by (Boisot, 1998, p.3) as; 'stocks of knowledge from which services are expected to flow for a period of time that may be hard to specify in advance.'

One dilemma facing knowledge firms today is that knowledge, its acquisition, and dissemination is an intangible and therefore does not show up on the bal-



ance sheet as an asset unlike those of physical assets that may have a limited life and are subsequently depreciated due to wear and tear and whose valuation and measurement is often based on the comparison of expected flows of expenditures with potential revenues.

Given the possibility that knowledge has an unlimited life and theoretically may increase in value, their value is for the most part open-ended and unlike physical assets, there is no one-to-one linear relationship of effort to creating a knowledge asset of tangible value as in a product or service yield.

A second dilemma is that evaluating knowledge assets pose is that they cannot be directly observed its existence can only be inferred from its use and effectiveness. Therefore in contrast to existing accounting principles which emphasize the measuring of tangible physical assets outcomes, the measuring and understanding of knowledge assets outcomes requires a different set of accounting skills that understand the overall organizational performance outcomes derived from knowledge assets.

Many innovative companies have realized the intrinsic and bottom line value of a robust knowledge management system in increasing the performance of their processes, products, customer service and, as an added bonus, also creating a competitive advantage for the firm by; learning faster than the competition, understanding the needs of their customers better than their competition, and creating new processes that will improve the performance of their products and services better than their competition. Knowledge management assets could be said to be the intangible assets of an organization and that these assets play a significant part in future organizational success and in building legitimacy for its stakeholders.



A major hurdle facing the 'knowledge value' dilemma is that accounting rules have been in place for centuries and changes occur very slowly and rarely to their rules for pragmatic reasons, it would be a major undertaking.

It does seem however that due to the rapidity and novelty of advancements of recent technological developments, technology has created dynamic new industries that rely solely on data and data transfer. These firms, such as Google, sell vaporware, have little comparative fixed assets but are worth billions of dollars. Recent years there has been and even more dramatic increase in knowledge based firms, the information that these firms have in research, development, discovery, capture, application, and elicitation of explicit and tacit knowledge is as valuable as any tangible asset of the firm.

Accountants do however realize that 'the valuation of all assets is a subjective process, especially for intangible assets' (OECD 1996a, p.43). It seems that now would be an appropriate time for a paradigmatic shift of our existing accounting practices to a more holistic approach regarding valuation criteria to inspire confidence in the reliability and consistency of knowledge asset evaluation.

Creating a Knowledge Management Infrastructure

Knowledge management resides on an infrastructural support, which consists of the five following sections: organizational culture, organizational structure, technological supportive infrastructure, communities of practice, and common knowledge. Organizations culture guides the behavior of the firm's employees and is a critical driver of the successful implementation and adaptation of the KM system. It therefore becomes essential for management to share with all employees the values and extraordinary benefits, such



as creating shareholder value as well as the competitive advantages that are achieved from a robust KM system.

Although KM's requisite effectiveness is reliant on technology, most challenges to KM are non-technical in nature. These challenges include;

1. Inadequate time for employees to integrate and adopt a KM mindset,
2. Senior management culture or mid-level management does not fully support or encourage a KM program.
3. Unaware of the benefits a robust KM system will bring to the organization.
4. As KM is intangible, it is difficult for senior management to quantify the financial benefits from a KM system

As with many management principles, strategies, goals, objectives, and programs, without complete support from senior level management the probability of program success will be limited.

The second component of KM, organizational structure and the transfer of Knowledge, face fewer obstacles when the organizational system is decentralized or flat. Data and information transfers' between individuals, departments, or divisions moves unencumbered and is received and processed effective.

The challenge for Small and Medium sized organizations is how to effectively channel the flow of data and information to senior management to make the critical decisions and then transferring this shared information with others in the organization thus enabling them with the expert knowledge of those in the group. One such method used for facilitating the transfer of knowledge was through the use of communities-of-practice. Communities of practice are organic and self-organized groups of individuals who are dispersed geographically or organizationally but communicate



regularly to discuss issues of mutual interest (Becerra-Fernandez, 2004).

As you would expect in any organization, someone knows how to perform a task, or solve a problem in the most effective and efficient way. Much of this information was transferred through informal processes such as casual conversations over lunch or around the water-cooler as opposed to the traditional organizational learning methods of formal training or company manuals. Through the use of COP's, employees are able to capture and share their knowledge, and most importantly, use this knowledge to reduce the inherent mistakes and processing time.

The importance of a robust information technology system is instrumental in the adaptation of the knowledge management program to provide the SME with great potential to improve both services and operational systems. Developing an information and communication system to support to the various systems through advocating an evidenced-based policy that monitors consumer and market trends, identifies and transfers good practices, facilitates networks of expertise throughout the organization, promotes a standard of 'norms' within the organizations community, and finally integrates the information into workforce training and practices.

The information system infrastructure should encompass the entire gamut of the organizations information systems, comprising databases and data warehouses thus provide the organization with four important aspects of knowledge transfer;

1. The depth and detail of information,
2. Richness of expertise by providing quick feedback,
3. Reach that is offered from the robustness of the information system,



4. Aggregation of the immense volume of information that is drawn in from multiple sources of the organization.

The final component of KM is the capture of the Organization's common knowledge. Common knowledge, as defined by Zander and Kogut, (1995) is; *'the organizations cumulative experiences in comprehending a category of knowledge and activities, and the organizing principles that support communication and coordination'*. In an organization, common knowledge is essential to support the transfer of both tacit and specific information. It is therefore requisite that to optimize the effectiveness of the common knowledge and ensuring informational consistency, the system is designed to use of a common language and organizational vocabulary. The obvious benefit of using a common language and vocabulary is information and data transfer clarity, when all parties are certain of the meanings of the language and common terminology, information transfer and utilization can be achieved more rapidly and accurately.

The Strategic Imperative of Information Coupling

The global competitive environment is impartial. It is both equally opportunistic to firm size as well as equally intolerant of firms lacking efficacy. Unlike Large Sized Enterprises (LSE's), Small and Medium Sized organizations are challenged with a unique set of complications, those of limited capacity and resources. In order to compete on parity, SME's must develop superior skills to account for the disparity in economies of scope, scale, resource limitations, and critical mass. One viable solution that is within the financial scope of SME's, and will assist in closing this 'size gap,' is the development of an robust information Knowledge management coupling system that integrates all units within the firm on a common level. A robust system of information coupling provides unison to the firm em-



ployees creating a common language and vocabulary (Nahapiet, Ghoshal, 1998; Grant, 1996b) additionally, information coupling enables SME managers to reduce decision making times as well as reducing internal competition for resources, skills, and funding, and limits external environmental strategic surprises (Grant, 1996a).

It is therefore of utmost importance for SME managers to implant and promote a robust communications exchange network coupling all of the firm's functional units with each other, this coupling of knowledge will provide the SME management teams with vital Knowledge Management (KM) processes, including information discovery, capture, sharing, and application. Furthermore, the implementation of a robust KM system linking the functional units, systems, structure, and capacity of management; blends and integrates the entire organizations contributions and concerns.

This 'combined action potential' is defined by Ansoff, Declerck, and Hayes (1976) as the *organizations capabilities* and is essential for SME management in formulating the firm's strategy and when responding to an environmental discontinuity. Figure 3 (next page) depicts an SME with four functional units displayed; as indicated, process (information or product) flows between the functional units, this 'Common Knowledge' (Grant, 1996a) is the accumulation of the firm's experiences in comprehension and organizational activities, as well as those experiences that support the firms vision, mission, and strategies.

Ansoff et al., (1976) suggests that this *Integrative Management* approach to information coupling must be included to link those activities and interactions between operating and strategic behaviors in order for a firm to have the proper perspective requisite for translation of the firm's strategic plans into strategic reality.

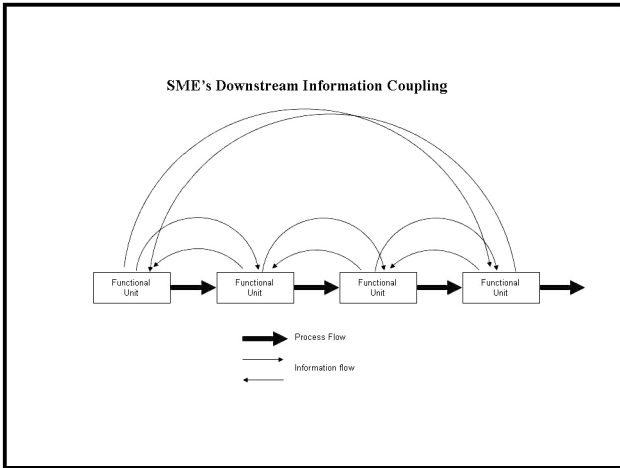


Fig.3: SME Information Coupling

The Knowledge Translation system (KT) is the proposed strategy to bridge the know-do gap that exists within an organization. KT is defined as a synthesized exchange of requisite knowledge between key stakeholders for the purpose of enhancing the benefits of global and local innovation in improving the organizations competitive position. Knowledge Translation is a complex process as it involves various factors of knowledge such as; perception of the relevance of given knowledge, the type of knowledge in question, the knowledge giver and receiver, in what context was the knowledge received and translated. Finally, are there any gaps in the knowledge translation and if so, what processes are in place to close the gaps.

As Knowledge and Knowledge Management is not a static process but dynamic, it is important for program implementers to note that the knowledge translation processes will change over time and hence



requisite that the framework provide necessary dynamism in its flexibility in order to react to novel and discontinuous actions prior to the action reaching its 'critical mass'.

The value of Knowledge Translation process is to increase employees understanding of the dynamism of the organizations environment therefore enabling them to be more informed actors within KT and to assist in ways to avoid redundancy of effort and to provide the information for all in the organization to advance critical issues.

Challenges in KM Facing SMEs

Although vast information has been written and researched on KM, SMEs are still faced with several challenges and the solutions to these challenges are quite complex.

Technology has made great advancements, however, it has often times been viewed as the end rather than the means to a solution. In addition to technology, SMEs are challenge with these issues when developing a KM system;

- In the areas of data collection, both quantity and quality of the data must be improved.
- Culturally, all cultural barriers must be broken down to ensure openness in KM transfer.
- Senior leadership must advocate KM to ensure full KM impact.
- Knowledge efforts must be directed in ways that are relevant to resource-poor settings.
- Raw data needs to be filtered to obtain greater resolution for use in local resource allocation.
- Inequalities in infrastructure and resource availability must be addressed.
- Previous attempts at KM have failed due to the inability to account for the differences that exist between the local 'needs' and the local 'knowledge'.



Conclusions

Knowledge Management and the requisite managing and measuring of knowledge-based assets have become the new organizational mantra and as such a subsequent imperative for senior managers to find a way to utilize KM as a strategic advantage. The challenge facing SMEs is to embrace the verity that Knowledge Management is not only an asset for use to improve operational techniques, which have proven to increase organizational efficiency and effectiveness, but also as an asset for use in all levels of corporate functionality. It is this adoption and acceptance of this holistic view of organizational Knowledge Management, once thought too difficult to value and manage, that tests SMEs.

These challenges and constraints are magnified for small and medium NFP companies. Lacking the resource strength of global LSE's and their capability to create knowledge, Not-for-Profit SMEs must work to instill Knowledge Management systems within its corporate culture in order to overcome their size constraints and in an effort to take full advantage of the opportunities KM provides. Entrepreneurial SMEs developing KM systems could circumvent elements of the arduous process by implementing best practices techniques from their global peers (Szulanski, 1996). Wherein the exchange of superior practices—the running of a customer service center, the management of a fund drive, the training of personnel, or the control of accounts—adopting sound management principles, intelligence sharing, and optimizing outside resource assets, can be accomplished through either informal or formal (systematic) means.

According to Nonaka and Takeuchi (1995), knowledge can be created and shared at the individual, group and organizational levels providing both explicit knowledge and tacit knowledge through four types of



knowledge transfers: socialization (social interactions), externalization (explicit concepts), combination (codified formats), and internalization (tacit knowledge). SMEs KM system should be designed to include a comprehensive organizational model and a powerful descriptive and diagnostic tool to map management capacities and promote viability. For small and medium size NFPs, an area of opportunity—and one area of KM still largely neglected—for SME practitioners is collaboration. Collaboration could be the vehicle to drive unstructured repositories into structured repositories creating a continuum in terms of knowledge management for NFP organizations.

References

- Anthony, R., & Reece, J. (1983). *Accounting*. IL: Irwin.
- Becerra-Fernandez, I., Gonzalez, A., & Sabherwal, R. (2004). 'Knowledge Management' Challenges, Solutions, and Technologies. New Jersey: Pearson Prentice Hall.
- Boisot, M.H. (1998). *Knowledge Assets*. New York, NY. Oxford University Press.
- Bridging the 'Know-Do Gap', Meeting on Knowledge Translation in Global Health. (2005). Retrieved from: http://www.who.int/kms/WHO_EIP_KMS_2006_2.pdf
- Bulletin of the World Health Organization. *Knowledge Mapping as a Technique to support Knowledge Translation*. V.84,n.8, (2006).
- D'Aveni, R. (1994). Hyper Competition, Managing the Dynamics of Strategic Maneuvering. New York: Free Press.
- Darroch, J. (2005). Knowledge Management, innovation and Firm Performance, *Journal of Knowledge Management*; 9, 3. pg. 101-115.
- DiMaggio, P. & Powell, W. (1983). 'The Legal Framework for Nonprofit Organizations.' The Nonprofit Sector: A Research Handbook, Second Edition



- Day, G. S., & Reibstein, D. J. (1997). *Wharton on dynamic competitive strategy*. New York: John Wiley & Sons.
- Eisenhardt, K., and Brown, S. (1998). *Competing on the Edge: Strategy as Structured Chaos*. Cambridge: Harvard Business School Press.
- Emery, E. and Trist, E. L. (1965). The causal texture of organizational environment. *Human Relations*, Vol. 10.
- Galbraith, J. (2002). *Designing Organizations, An Executive Guide to Strategy, Structure, and Process*. San Francisco: Jossey Bass.
- Hambrick, D.C. and Mason, P. A., (1984). Upper echelons: The organization as a reflection of its top managers' *Academy of Management Review*, 9(21), pp. 193-206.
- Hambrick, D.C. (1987). The top management team: Key to strategic success, *California Management Review*, pp.88-108.
- Inkpen, A. and Ramaswamy, K (2006). *Global Strategy. Creating and Sustaining Advantage across Borders*. New York: Oxford Press.
- Joyce, P. (1999). *Strategic Management for the Public Service*. Maidenhead, Berkshire, England: Open University Press.
- Bridging the Know- do gap in World Health*, retrieved on Sept. 23, 2007 from <http://www.who.int/kms/en/>
- Leoidou, L.C., Katsikeas, C.S., & Samiee, S. (2002). Marketing strategy determinants of export performance: A metaanalysis. *Journal of Business Research*, 55 (1), 51-67.
- March, J., and Simon, H. (1958). *Organizations*. New York: John Wiley & Sons.
- Norburn, D. and Birley, S. (1988). The top management team and corporate performance, *Strategic Management Journal*, 9 (3), pp.225-238.



- Miller, D.C., and Freisen, P. H. (1984). *Organizations: A Quantum View*, Englewood Cliffs, NJ: Prentice Hall.
- Nonaka, I. & Takeuchi, H. (1995). *The Knowledge of Creating Country: How Japanese Companies Create the Dynamics of Innovation*. Oxford: Oxford University Press.
- Normann, R. (2001). *Reframing Business. When the Map Changes the landscape*. Chichester: John Wiley and Sons.
- Szulanski, Gabriel. (1996). Exploring Internal Stickiness: Impediments to the Transfer of Best Practices within the Firm. *Strategic Management Journal*, 17, Special Issue, 27-43.
- Zahra, S.A. & Bogner, W. C. (1999). Technology strategy and software new ventures' performance: Exploring the moderating effect of the competitive environment. *Journal of Business Venturing*, 15(2), 135-173.
- What is e-Health*, Journal of Medical Internet Research; Issue 2, Volume 3 (April-June 2001).
- Zahra, S.A., Newbaum, D.O., & Huse, M. (1997). The effect of the environment on export performance among telecommunications new ventures. *Entrepreneurship Theory and Practice*, 22 (1), 25-46.
- Zander, U., and Kogut, B. (1995). Knowledge and the speed of the transfer and limitations of organizational capabilities: An Empirical Test. *Organization Science*, 6, 76-92.

Dr. Dan H. Kipley is Assistant Professor at Azusa Pacific University in Azusa, California. He teaches Strategic Management, International Business, Strategic Marketing Management, Business Internship, Operations Management, and Quality and Productivity. In 2007 he was nominated for the Oxford Distinguished Research Professor, and in 2008 he earned the Outstanding Doctoral Award from Alliant International University.



Dr. Alfred O. Lewis is Professor and Executive Juris Doctorate (EJD) at Montreat College, Montreat, North Carolina. He holds professional certificates from, among others, UC-Berkeley's Administrative Management Institute, and the Eastern Association of College and University Business Officers. He teaches a wide variety of courses, among which Business Law, Business & Society, Corporate/Managerial Finance, Financial Institutions/Banking, International Business, International Trade/Economics, and Theory of Strategic Behavior. Among numerous other awards, he has earned the Distinguished Faculty Award for Outstanding Service in 2007, Excellence in Teaching Award in 2005, Faculty Recognition - Alliant Envoy Newspaper in 2004, WHO's WHO's Among America's Teachers in 1998.

Roxanne Helm is an Instructor in the School of Business and Management for both the Undergraduate and Graduate Programs. Through her dedication to excellence, she has acquired a reputation as a gifted instructor. She is quite adept at infusing interactive teaching into a variety of pedagogical formats—small group, lecture, cooperative learning, large undergraduate classes, etc. She serves on the Teaching Best Practices and Assessment committee. Roxanne Helm-Stevens completed her Master of Business Administration degree with concentrations in Leadership and Human and Organizational Development at Azusa Pacific University. Currently, she is pursuing her doctorate in Strategic Management from Alliant International University. In 2007 she accepted the Master of Human Resources and Organizational Development Program Chair position with Azusa Pacific University.