

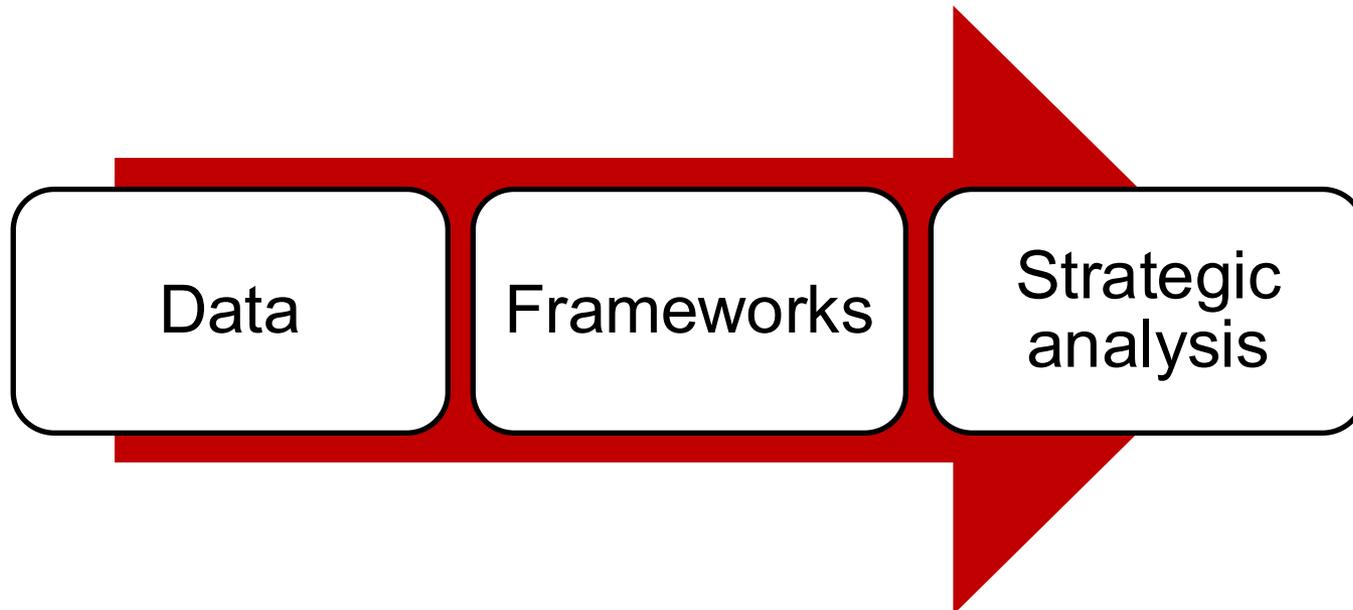
GIOVANNA CAMPOPIANO  
Associate Professor  
University of Bergamo

STRATEGIC MANAGEMENT  
Practice Module  
A.Y. 2025-26

**Re-sources and methods to collect data  
for strategic analysis**



- The results of your strategic analysis gain legitimacy if they build on established **frameworks** and reliable (possibly objective) **data**
- In the first term we studied frameworks and tools used to perform a strategic analysis
- But no tool works if it does not have quality data as input (garbage in, garbage out)
- Today we will focus on how you can collect data that are
  - **Reliable** → **Selection** of information sources
  - **Fitting** to you purpose (PW or thesis) → **Exploitation** of information sources



- Information sources
  - ✓ **Objective**
  - ✓ **Official**
  - ✓ **Accredited**
- Information attributes
  - **Precision:** What matters is that the information has to catch and describe occurring phenomena and their dimension
  - **Completeness:** Especially in external analyses, the identified market has to be representative
  - **Historical memory:** To understand strategic pacts, present and past dynamics are important
  - **Clarity:** Information synthesizes a phenomenon under analysis and presents it in clear and immediate way (e.g., graphs)

- **The industry**
  - Description of the industry and its history
  - Analysis of industry structure (concentration, number of firms,...)
  - Market segmentation and geographical distribution
  - Other aspects and distinctive characteristics of the industry (regulation, life-cycle, ...)
- **The company**
  - Historical aspects
  - Description of activities, products, and services
  - Ownership, corporate governance, and organization
  - Economic and financial data (balance sheets, financial structure, performance trends,...)
  - Extraordinary operations (mergers, acquisitions, alliances, product or market diversification, ...)
  - Description of the organizational resources (tangible, intangible, and organizational)

- **Competitive position and strategic analysis**
  - Identification of the target market
  - Industry attractiveness
  - Resources and competitive position
  - Business models
  - Analysis of strategic decisions (impact on competitive position and financial performance)
  
- **Strategic considerations of interest**
  - Reasons and factors underlying performance differences compared to industry average
  - Unexploited opportunities
  - Sustainability of the competitive advantage
  - Proposal for changing the firm's strategy

- **Socio-economic and financial data**
  - Company website (balance sheets, prospectuses, advisors' reports)
  - Stock exchange platforms (if listed)
  - Istat (Italy), Eurostat
  - OECD, World Bank, IMF (International Monetary Fund)
  - Library services (Datastream, Aida, MarketLine, Statista, FactSet)
- **News, papers, and magazines**
  - Il sole 24 ore (on line access through the library), Financial times, The Economist, Harvard Business Review (on line access through the library)
- **Reports of consulting companies**
  - McKinsey & Company, The Boston Consulting Group, Deloitte, PriceWaterhouseCoopers, Accenture, E&Y...
- **Academic journals**
  - On line access through the library, e.g. EBSCO, Web of Science, Scopus (and [google.scholar](https://scholar.google.com/))
  - Specialist journals (e.g., Strategic Management Journal, Entrepreneurship Theory & Practice, Harvard Business Review, Family Business Review)



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Servizi  
bibliotecari

Chi siamo ▾

Usare la biblioteca ▾

Che cosa cerchi? ▾

Scrivere e Pubblicare ▾

Cerchi aiuto? ▾



- Libri e eBook
- Riviste
- Articoli
- Database
- Statistiche, analisi, report, casi



## Statistiche, analisi, report, casi

Statistiche economiche e sociali

Banche

Società, aziende (Companies)

Mercati finanziari

Serie storiche e indicatori macroeconomici

Settori, mercati, aree geografiche

Casi aziendali (Business cases)

Banche dati

### > Tutti i database

Database bibliografici

Indicatori bibliometrici

Enciclopedie e dizionari

Statistiche analisi report  
casi

Video

Ebook

Biblioteca classica

Scienze umane e sociali

Economia Finanza  
Business&Management

Informazione giuridica

Ingegneria e Informatica

Linguistica e Letteratura

Matematica e Statistica

Psicologia



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# **Overview of databases to collect data for strategic analysis**

- On line access through the library
- Data about Italian/Global Companies (for the last 10 years)
  - Balance sheets
  - Ownership structure
  - Main subsidiaries
  - Full balance sheets
  - Geographical analyses
  - Advanced search tools

Orbis is *the* resource for entity data.

It has information on close to **450 million companies** and entities across the globe – 45 million of these have detailed financial information.

It's the most **powerful comparable data resource** on private companies – and it covers listed companies too. It's strengths include:

- comparable information
- extensive corporate ownership structures
- a holistic view of companies

We go further than just providing information, we carefully capture a wide variety of data, then we treat, append and standardize it to make it richer, more powerful and easier to interrogate. In fact, we capture and treat data from more than 170 separate providers, and hundreds of our own sources, to create Orbis.

**Use Orbis to find, analyze and compare companies for better decision making and increased efficiency.**

#### AIDA

Per la consultazione rivolgersi alla Biblioteca di Economia e Giurisprudenza o alla Biblioteca di Ingegneria. Servizio consulenza

La banca dati contiene informazioni finanziarie, anagrafiche e commerciali su più di un milione di società di capitale italiane. Per ciascuna di esse AIDA offre il bilancio dettagliato secondo lo schema completo della IV direttiva CEE, la serie storica fino a 10 anni, la scheda anagrafica completa di descrizione dell'attività svolta, azionisti, partecipazioni, consiglio d'amministrazione, sindaci, referenze bancarie, le notizie stampa relative agli ultimi 2 anni e il documento di bilancio. AIDA fornisce, insieme ai dati, il programma di ricerca e analisi sviluppato da Bureau van Dijk Electronic Publishing (BvDEP) che consente di calcolare medie di settore, effettuare confronti, ottenere automaticamente dati e report su foglio Excel, implementare sistemi per il calcolo di rating e scoring personalizzati e numerose opzioni per ogni tipo di esigenza.

- On line access through the library
- LexisNexis represents a huge repository of information that integrates news, discussion lists, periodicals, newspapers, trade journals, reports, company profiles, market research reports, government documents and international laws.

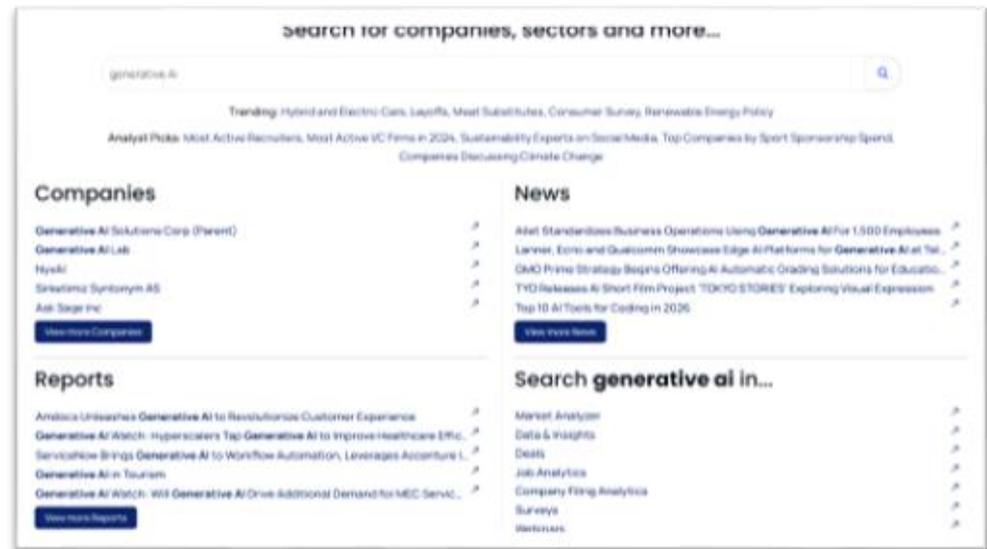
## Lexis-Nexis

I servizi online di LexisNexis rappresentano un enorme archivio di informazioni che integra news, liste di discussione, periodici, quotidiani, giornali commerciali, rapporti, profili societari, rapporti di ricerche di mercato, documenti governativi e legislazione internazionale. Lexis è stato il primo servizio (1973) di informazione legale full-text e rappresenta la risorsa informativa più ampia nell'ambito dell'informazione legale corrente. Con la nascita di Nexis nel 1979, il servizio è andato qualificandosi anche come una delle maggiori risorse informative online nel campo dell'informazione economica e finanziaria. Fornisce l'accesso a molti quotidiani di diversi paesi (Financial Times, La Stampa, La Repubblica, Il mondo, The New York Times ...)

## LexisNexis® Academic



- On line access through the library (IP Access)
- **GlobalData Explorer** is a business information company covering the automotive, consumer, energy, financial services, healthcare and technology sectors.
- It includes theme reports, case studies, deals, news, and other information by industry, company, and country.



**Materia e tecnica**

Abstract: Il database fornisce l'accesso a informazioni su oltre 750.000 società in tutto il mondo, coprendo 22 settori industriali e commerciali e numerosi sottosectori. Per ogni settore sono disponibili rapporti di livello globale, nazionale e regionale. I rapporti contengono dati storici (ultimi 5 anni) e di proiezione (prossimi 5 anni), comprese statistiche. E' inoltre disponibile l'accesso a banche dati e di analisi come: Market analyzer, Global Ads, Job Analytics. **La risorsa fornisce l'accesso ai contenuti precedentemente compresi in MarketLine.**

**Altro titolo**

MarketLine

**Frequenza**

Risorsa ad aggiornamento continuo

**Fonte**

Catalogo Biblioteca

- On line access through the library
- Passport is a platform of business intelligence resources that allows you to access, elaborate and download analysis and data on **industries, socio-economic categories and countries** daily elaborated by Euromonitor.
- It includes statistics, infographics, market analysis and reports.

## Passport (Euromonitor)

Passport è una piattaforma di risorse di business intelligence che permette di accedere, lavorare e scaricare analisi e dati prodotti ogni giorno da Euromonitor su industrie, categorie socio-economiche e paesi.

Passport dà accesso a diversi tipi di risorse: statistiche, infografiche, analisi e rapporti di mercato. I contenuti possono essere scaricati in vari formati (Excel, Power Point, Pdf, Jpeg), salvati e personalizzati per scopi accademici e di ricerca. Scarica la [guida all'uso](#).

The screenshot displays the Passport (Euromonitor) website interface. At the top, there is a navigation bar with the 'Passport' logo and menu items: Search, Industries, Economies, Consumers, Companies, Analytics, and Help. A search bar on the right contains the text 'Find Analysis, Statistics and more...'. Below the navigation bar, a large blue banner features the text 'WANT THE BEST PASSPORT EXPERIENCE?' with a 'REGISTER NOW' button and the subtext 'Save your Search, Download Content, Connect and Share!'. To the right of this banner, there are promotional tiles for 'PASSPORT VIDEO' (3 minutes), 'PASSPORT GUIDE' (10 minutes), and 'PASSPORT PDF' (10 minutes). The main content area is divided into several sections: 'COUNTRY REPORTS: DATAGRAPHS' (with dropdowns for industry, category, and geography), 'SEARCH STATISTICS' (with radio buttons for Industries and Economies and Consumers, and a 'CHOOSE TOPIC' dropdown), 'SEARCH ANALYSIS' (with dropdowns for industry and geography), and 'SEARCH DASHBOARDS' (with radio buttons for Industries, Economies, and Consumers). Below these are three more sections: 'ANALYTICS' (with a world map), 'BREXIT SCENARIOS TOOL' (with a clock tower image), and 'MEGATRENDS' (with a person reading a document). Each section has a 'GO' button at the bottom.

- On line access through the library
- Statista is a platform which gives access to statistics, forecasts, and industry reports, drawing upon a variety of sources.
- Statista is useful to obtain data about **market and demographic trends** through an easy interface
- It also provides access to data and facts about different industries and technologies
- Data can be easily downloaded in different formats
- **STATISTA AGGREGATES DATA FROM OTHER SOURCES: DO NOT CITE STATISTA BUT ORIGINAL SOURCES**

## Statista

Statista è una grande piattaforma che dà accesso a statistiche, previsioni, dossier, report e infografiche da migliaia di fonti su migliaia di argomenti. Combina dati economici e sui consumi, sondaggi d'opinione e tendenze demografiche. Un portale per recuperare dati e informazioni con soluzioni familiari a ogni utilizzatore del web. Tutti i dati possono essere scaricati in diversi formati con la citazione della fonte prodotta dalla piattaforma. Sono disponibili [tutorial online](#) di guida all'uso della piattaforma.

statista Welcome Università degli Studi di Bergamo

Enter search term, e.g. social media

Statistics Reports Expert Tools Infographics Services Global Survey **NEW** My Account

Statista – The portal for statistics  
Immediate access to over one million statistics and facts

Find statistics, forecasts and studies **Statista Search**

Social Media E-Commerce Smartphone China Food Industry Cosmetics Gaming  
Apparel Industry Film Industry United States

- On-line journals available from the university
- Here you can find
  - Scientific and practitioner articles on business, economics and management
  - Reports (industry, country, market research)
  - Company profiles

## Scopri le risorse delle biblioteche

Libri e Ebook

Riviste

Articoli

Banche dati

## Database per disciplina e contenuto

Database bibliografici

Enciclopedie e dizionari

Ebook

Biblioteca classica

Sociologia Educazione

Informazione economica

Informazione giuridica

Ingegneria

Linguistica e letteratura

Matematica e statistica

Psicologia

Pubblicazioni OCSE

Working papers

Database statistici

Indicatori bibliometrici

## Business Source Premier

Collezione di Business journals di lingua inglese.

Offre copertura alle tematiche dell'area: contabilità, banche e finanza, management, marketing, commercio ...

Rende disponibili riferimenti corredati da abstract relativi agli articoli pubblicati da circa 3.200 riviste oltre 2.300 delle quali sono presenti a testo completo.

Oltre ai contenuti full-text derivati da pubblicazioni commerciali e accademiche, Business Source Premier offre accesso a diverse serie di report:

Market Research Reports

- Industry Reports

- Country Reports

- Company Profiles

- SWOT Analyses



Searching: **Business Source Premier** | Choose Databases

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healthcare 3d printing     

AND

AND

[Basic Search](#) [Advanced Search](#) [Search History](#) ▶

## Refine Results

### Current Search

Find all my search terms:

healthcare 3d printing

### Limit To

- Full Text
- References Available
- Scholarly (Peer Reviewed) Journals

## Search Results: 1 - 47 of 47

Relevance ▾ Page Options ▾  ▾

### 1. [With 3D printing in the VA healthcare system, everybody wins.](#)



Periodical

By: Ripley, Beth. Health Management Technology. May2017, p1-3. 3p.

The article focuses on the benefits of third-generation (3D) **printing** on the U.S. Veterans Administration (VA) **healthcare** systems after VA entered a deal with 3D **printing** manufacturer Stratasys. ...

**Subjects:** UNITED States. Dept. of Veterans Affairs; Administration of Veterans' Affairs; General (except paediatric) hospitals; HUMAN anatomical models (Objects); OPERATIVE surgery; VETERANS' hospitals; **THREE-dimensional printing**

(190KB)

### 2. [3D Printing Is Already Changing Health Care.](#)



By: Hendricks, Drew. Harvard Business Review Digital Articles. 3/4/2016, p2-4. 3p.

The article discusses technological developments in the **healthcare** market, particularly in the U.S., such as the growing adoption of **three-dimensional printing** or additive manufacturing solutions...

### Limit To

- Full Text
- References Available
- Scholarly (Peer Reviewed) Journals

2003 Publication Date 2017

### Source Types

- All Results
- SWOT Analyses (29)
- Academic Journals (5)
- Market Research Reports (2)

(24.9MB)

### 2. [Microsoft Corporation SWOT Analysis.](#)



Microsoft Corp. [Microsoft Corporation SWOT Analysis.](#) 4/06/2017, p1-11. 11p.

A **SWOT analysis** of Microsoft Corporation is presented.

**Subjects:** COMPUTER software industry; **SWOT analysis**; REDMOND (Wash.); **MICROSOFT** Corp.; Computer, computer peripheral and pre-packaged software merchant wholesalers; Computer and Computer Peripheral Equipment and Software Merchant Wholesalers; Computer and software stores; Software Publishers; Software publishers (except video game publishers)

(5.1MB)

### 3. [Microsoft Corporation SWOT Analysis.](#)



Microsoft Corporation **SWOT Analysis.** 9/28/2016, p1-11. 11p.

A **SWOT analysis** of Microsoft Corporation is presented.

**Subjects:** COMPUTER software industry; **SWOT analysis**; REDMOND (Wash.); **MICROSOFT** Corp.; Computer, computer peripheral and pre-packaged software merchant wholesalers; Computer and Computer Peripheral Equipment and Software Merchant Wholesalers; Computer and software stores; Software Publishers; Software publishers (except video game publishers)

(4.8MB)



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- Available online → [ep.espacenet.com](http://ep.espacenet.com)
- Content: patents from EPO, the European Commission, national patent offices

Smart search

Advanced search

**Classification search**

---

Quick help

- [What is the Cooperative Patent Classification system?](#)
- [How do I enter classification symbols?](#)
- [What do the different buttons mean?](#)
- [Can I retrieve a classification using keywords?](#)
- [Can I start a new search using the classifications listed?](#)
- [Where can I view the description of a particular CPC class?](#)
- [What is the meaning of the stars in front of the classifications found?](#)
- [What does the text in brackets mean?](#)

### Cooperative Patent Classification

Search for

View section **Index** | [A](#) | [B](#) | [C](#) | [D](#) | [E](#) | [F](#) | [G](#) | [H](#) | [Y](#)

---

← → ⌂ ⌄ ⓘ CPC ⌄ [...] ⌂ 2000

A »

Symbol	Classification and description	S	I
<input type="checkbox"/> A	HUMAN NECESSITIES	S	
<input type="checkbox"/> B	PERFORMING OPERATIONS; TRANSPORTING	S	I
<input type="checkbox"/> C	CHEMISTRY; METALLURGY	S	I
<input type="checkbox"/> D	TEXTILES; PAPER	S	
<input type="checkbox"/> E	FIXED CONSTRUCTIONS	S	
<input type="checkbox"/> F	MECHANICAL ENGINEERING; LIGHTING; HEATING; WEAPONS; BLASTING	S	I
<input type="checkbox"/> G	PHYSICS	S	I
<input type="checkbox"/> H	ELECTRICITY	S	I
<input type="checkbox"/> Y	GENERAL TAGGING OF NEW TECHNOLOGICAL DEVELOPMENTS; GENERAL TAGGING OF CROSS-SECTIONAL TECHNOLOGIES SPANNING OVER SEVERAL SECTIONS OF THE IPC; TECHNICAL SUBJECTS COVERED BY FORMER USPC CROSS-REFERENCE ART COLLECTIONS [XRACs] AND DIGESTS	S	I

**Selected classifications**

*nothing selected*



- Smart search
- Advanced search**
- Classification search

Quick help -

- [How many search terms can I enter per field?](#)
- [How do I enter words from the title or abstract?](#)
- [How do I enter words from the description or claims?](#)
- [Can I use truncation/wildcards?](#)
- [How do I enter publication, application, priority and NPL reference numbers?](#)
- [How do I enter the names of persons and organisations?](#)
- [What is the difference between the IPC and the CPC?](#)
- [What formats can I use for the publication date?](#)
- [How do I enter a date range for a publication date search?](#)
- [Can I save my query?](#)

Related links +

### Advanced search

Select the collection you want to search in    
 Worldwide - collection of published applications from 100+ countries

Enter your search terms - CTRL-ENTER expands the field you are in

Enter keywords

Title:  plastic and bicycle

Title or abstract:  hair

Enter numbers with or without country code

Publication number:  WO2008014520

Application number:  DE201310112935

Priority number:  WO1995US15925

Enter one or more dates or date ranges

Publication date:  2014-12-31 or 20141231

Enter name of one or more persons/organisations

Applicant(s):  Institut Pasteur

Inventor(s):  Smith

Enter one or more classification symbols

CPC  F03G7/10

IPC  H03M1/12

## Espacenet: free access to over 100 million patent documents

Smart search:

- Smart search**
- Advanced search
- Classification search



- **Company website**
  - Balance sheets (almost always available)
  - Trend in stock shares
  - Production data
  - Ads about mergers, joint-ventures, etc..
  - Be careful
    - to subjective statements
    - to commercial messages
  - Useful to find information about economic performances, investments and strategic moves



- ISTAT ([www.istat.it](http://www.istat.it))
- OECD ([www.unibg.it](http://www.unibg.it) -> Servizi bibliotecari -> Risorse elettroniche -> Database statistici)
- Eurostat (<http://epp.eurostat.ec.europa.eu/portal>)
- Borsa italiana ([www.borsaitaliana.it](http://www.borsaitaliana.it))
- London Stock Exchange
- Banca d'Italia
- Reports by global consulting firms (e.g. McKinsey & Company, The Boston Consulting Group, Bain & Company, PwC, E&Y)

**Re-Sources for your PWs and dissertation**

- Search Engine like Google and Yahoo make no difference between **academic** and **personal sources**.
- Since anyone can post/edit anything in **Wiki, it is not a reliable source**; likewise most blogs and forums.
- A reliable source is **accredited** (e.g., scientific journals, consulting companies, statistical institutes)
- The safest form of reliability is obtained through **peer-review**

Using an online research database, like **EBSCO** or **Scopus** is the best way to find a substantial source, because these databases have optimized research solutions and eliminate articles that are not reliable.



- On-line journals available from the university
  - www.unibg.it -> (www.unibg.it -> Servizi bibliotecari -> Risorse elettroniche -> database bibliografici)

New Search Publications Company Profiles Thesaurus More Sign In Folder Preferences Languages Help Exit

Searching: **Business Source Premier** | Choose Databases UNIVERSITÀ DI BERGAMO

EBSCOhost

Select a Field (optional) Search Clear

AND Select a Field (optional)

AND Select a Field (optional) + -

[Basic Search](#) [Advanced Search](#) [Search History](#)

### Search Options

Reset

#### Search Modes and Expanders

**Search modes** ?

- Boolean/Phrase
- Find all my search terms
- Find any of my search terms
- SmartText Searching [Hint](#)

**Apply equivalent subjects**

**Apply related words**

**Also search within the full text of the articles**

#### Limit your results

**Full Text**

**References Available**

### Search Modes and Expanders

Search modes [?](#)

- Boolean/Phrase
- Find all my search terms
- Find any of my search terms
- SmartText Searching [Hint](#)

Note 2

Apply related words

Also search within the full text of the articles

### Limit your results

Catalog Only

Scholarly (Peer Reviewed) Journals

Note 3

Published Date

Month  Year:  - Month  Year:

Title

Collection

- All
- EDSDemo - Auburn's Institutional Repository
- Auburn University Photographs
- ACES Photographs (Cooperative Extension)

Institutional Repository Only

Full Text

Note 1

Author

Journal Name

Location

- All
- Branches-- Off Campus
- Carl Vinson Institute of Government
- Consult Reference Staff

Available in Library Collection

Language

- All
- Catalan
- Chinese
- Croatian



## Search for keywords

Broad search (more common in early stages of research). Keywords should be carefully selected according to the research question. Not too many, but also not too selective.

**VS**

## Search for a publication (journal article, book, book chapter, ...)

This kind of search is very specific (more common in advanced stages of research). The more information you have, the easier will be the search.

### What is a Boolean Search?

It's when you limit, define or widen your search of a combination of words using the **Boolean Operators**, that are: **AND, OR, NOT**. Other symbols: \*, ""

#### AND

Narrows a search by combining terms; it will retrieve documents that use both the search terms you specify: **Innovation AND Sustainable**

#### OR

Broadens a search to include results that contain either of the words you type in: **Innovation OR Innovativeness**

#### NOT

Will narrow a search by excluding certain search terms. **Innovation NOT Innovativeness**

#### TRUNCATION SYMBOL

Broadens a search to include results that contain the string you type in: **innovat\*** (includes both innovation and innovativeness)

#### QUOTES "..."

Will narrow a search by including only results that contain the words in the quotes as they are: **"innovative strategy"**

**Peer-reviewed or refereed journals** are those where articles are written by experts from the field and reviewed by several other experts (generally 2 or 3 reviewers plus the editor), in order to ensure the article has high scientific standards. In most cases the review process is anonymous (*double blind review*), since neither the reviewers or the authors know who is involved in the process.



**By applying this limiter to your search, you will improve the scientific quality of your results**

**Drawback:** It takes time for peer-reviewed research to be published → less research on new trends

# Applying limiters to refine results

The screenshot displays the EBSCOhost search interface. At the top, the search term "artificial intelligence" is entered in the search box. Below the search box, there are options for "AND" and "OR" operators, and a "Search" button. The search results are displayed in a list format, with the first result being "1. A century-long commitment to assessing artificial intelligence and its impact on society." The second result is "2. Teaching Artificial Intelligence and Humanity." The "Refine Results" sidebar on the right contains several filter categories: "Limit To", "Source Types", "Subject: Thesaurus Term", "Subject", "Publication", "Publisher", "Company", "Language", "Geography", and "NAICS/Industry". A red box highlights the "Limit To" section, and a red arrow points from the "Limit To" label in the sidebar to the "Limit To" section in the main search results area.

Searching: Business Source Premier | Choose Databases

artificial intelligence

Select a Field (optional)

Search

AND

Select a Field (optional)

Clear ?

AND

Select a Field (optional)

Basic Search | Advanced Search | Search History

Search Results: 1 - 50 of 32,847

Relevance

1. A century-long commitment to assessing artificial intelligence and its impact on society.

By: Grosz, Barbara J.; Stone, Peter. Communications of the ACM. Dec2018, Vol. 61 Issue 12, p68-73. 6p. 1 Color Photograph. DOI: 10.1145/3198470.

A series of reports promises the general public a technologically accurate view of the state of AI and its societal implications.

Academic Journal

Subjects: ARTIFICIAL intelligence; Research and Development in the Social Sciences and Humanities; TECHNOLOGY & society; TECHNOLOGICAL innovations & society; SOCIAL sciences; COGNITIVE COMPUTATIONAL intelligence; PROGRESS

HTML Full Text | PDF Full Text (1MB) | LinkBuilder

2. Teaching Artificial Intelligence and Humanity.

By: Keating, Jennifer; Nourbakhsh, Iliah. Communications of the ACM. Feb2018, Vol. 61 Issue 2, p29-32. 4p. 1 Color Photograph, 1 Chart. DOI: 10.1145/3104986.

The article discusses evolving human-machine interactions and the teaching of artificial intelligence and humanity. Topics include concerns regarding the threat of machines against humanity, cons...

Academic Journal

Subjects: ARTIFICIAL intelligence; STUDY & teaching; HUMANITY -- Study & teaching; HUMAN-artificial intelligence interaction; MACHINE learning; PERSONALITY (Theory of Knowledge)

Cited References: (8) Times Cited in this Database: (1)

PDF Full Text (3.2MB) | LinkBuilder

Limit To

Full Text

References Available

Scholarly (Peer Reviewed) Journals

1950 Publication Date 2019

Show More

Source Types

All Results

Academic Journals (17,368)

Magazines (8,710)

Trade Publications (4,782)

Newspapers (750)

Industry Profiles (482)

Show More

Subject: Thesaurus Term

Subject

machine learning (2,650)

constraint satisfaction (1,605)

pattern recognition systems (748)

image processing (707)

computer vision (686)

genetic algorithms (612)

Show More

Publication

Publisher

Company

Language

Geography

NAICS/Industry

## ^ Scopus

Scopus si accredita come il più grande database di abstract e citazioni di fonti della letteratura scientifica *peer-reviewed* e di risorse Web di qualità, proponendosi come strumento per la misurazione della produttività scientifica e la valutazione dell'impatto dei prodotti della ricerca.

## Scopus

[Search](#) | [Sources](#) | [Analytics](#) | [Alerts](#) | [My list](#) | [Settings](#)

**Document search** | [Author search](#) | [Affiliation search](#) | [Advanced search](#)

Search for:  in [Article Title, Abstract, Keywords](#) [?](#) [Search tips](#)

E.g., "heart attack" AND stress

[+ Add search field](#) | [Search](#)

**Limit to:**

**Date Range (inclusive)**

Published [All years](#) to [Present](#)

Added to Scopus in the last [7](#) days

**Document Type**

[ALL](#)

**Subject Areas** [?](#)

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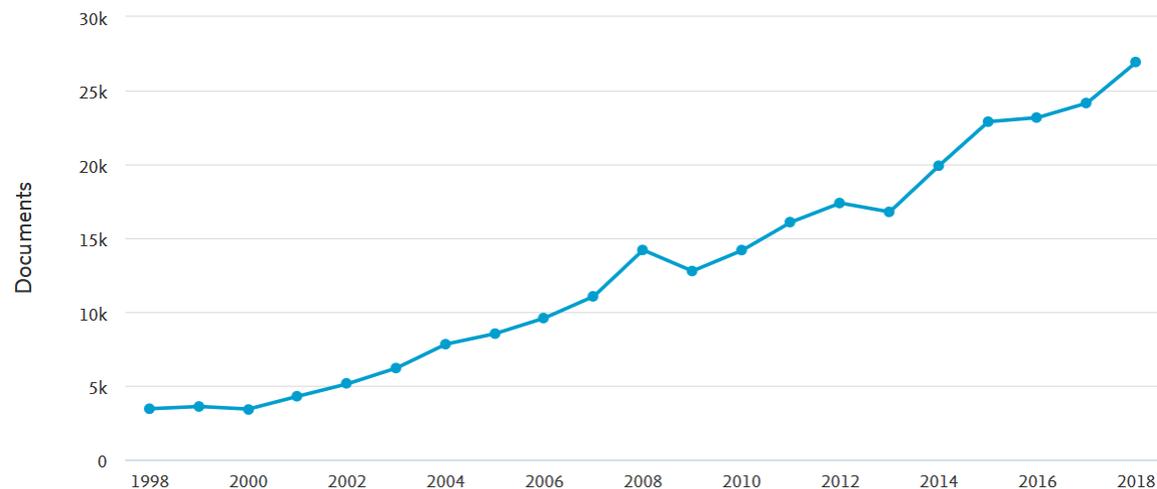
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#19	porter forces competit ar j	TITLE-ABS-KEY (porter AND forces AND competit*) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SRCTYPE, "j"))	164	10 Nov 2017 <span>🔄</span>	<span>✎</span> <span>⌵</span> <span>+</span> <span>📄</span> <span>🔔</span> <span>🗑️</span>



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## Applying the **resource-based view** to alliance formation in specialized supply chains

[B Steiner](#), [K Lan](#), [J Unterschultz](#)... - *Journal of Strategy and ...*, 2017 - emeraldinsight.com

1. Introduction Work on alliance formation has made a number of important contributions since Contractor and Lorange (1988), analysing strategic alliance formation in service, manufacturing and high-technology industries, both from a theoretical and from an empirical perspective ...

☆ Citato da 2 [Articoli correlati](#)

## Is my firm-specific investment protected? Overcoming the stakeholder investment dilemma in the **resource-based view**

[RE Hoskisson](#), [E Gambeta](#), [CD Green](#)... - *... of Management Review*, 2018 - journals.aom.org

The **resource-based view** posits that firms achieve competitive advantage from value creation through firm-specific investments held by key stakeholders: employees, suppliers, and customers. Shareholder-dominant (agency) theory holds that all residual income ...

☆ Citato da 13 [Articoli correlati](#) [Tutte e 3 le versioni](#)

## [HTML] A **resource-based view** of stakeholder marketing

[AJ Kull](#), [JA Mena](#), [D Korschun](#) - *Journal of Business Research*, 2016 - Elsevier

Despite the stakeholder **view's** growing popularity among marketing academics and managers, stakeholder marketing is still in its infancy. This research invigorates stakeholder marketing by integrating stakeholder theory and the **resource-based view** (RBV) of the firm ...

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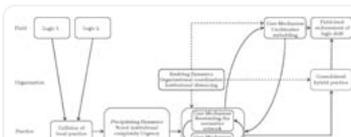
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### AMJ Best Article Winner: From Practice to Field: A Multilevel Model of Practice-Driven Institutional Change

These authors challenged the notion that organizational change results from discrete shocks or events, focusing instead on the



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## Citing within the text

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Goal setting, in all organizations, is a vital function through which individual goals are transformed into organizational policies and actions **(Cyert & March, 1963; Simon, 1964)**.

If the paper we are citing has more than 2 authors, the first time we cite it, we must list all the authors' names, while the second time we can report just the first author's name + “**et al.**”:

First Time:

A family can use its power and discretion to influence decisions and foster the adoption of family-centered goals **(Chua, Chrisman, & Sharma, 1999)**.

Second Time:

The family is seen as a dominant group within the family firm **(Chua et al., 1999)**.

If we directly quote someone, only the year of publication will be included in brackets:

Finally, **Cabrera-Suárez et al. (2001)** apply the RBV to the succession process to explain the opportunities and challenges family firms face in attempting to make their competitive advantages sustainable across generations.

Then, if we want to quote an entire sentence, together with authors' names and year of publication, we should indicate the page:

**Habbershon and Williams (1999)** contribute to the literature by introducing the concept of “familiness,” which is “**the unique bundle of resources a particular firm has because of the systems interaction between the family, its individual members, and the business**” (p. **11**).

**All of the sources** you have quoted or paraphrased in the main body of your assignment need to be listed at the end of the assignment in a reference list

- In alphabetical order
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- According to the type of publication (books, newspapers, articles)



## APA STYLE

Hahn, D., Minola, T., Van Gils, A., & Huybrechts, J. (2017). Entrepreneurial education and learning at universities: exploring multilevel contingencies. *Entrepreneurship & Regional Development*, 29(9-10), 945-974.

## HARVARD STYLE

Hahn, D., Minola, T., Van Gils, A., & Huybrechts, J. 2017. Entrepreneurial education and learning at universities: exploring multilevel contingencies. *Entrepreneurship & Regional Development*, 29(9-10), pp. 945-974.

## IEEE

[1] D.Hahn, T., Minola, A., Van Gils, & J. Huybrechts. Entrepreneurial education and learning at universities: exploring multilevel contingencies. *Entrepreneurship & Regional Development*, vol. 29, no. 9-10, pp. 945-974, 2017.

## CHICAGO

Davide Hahn, Tommaso Minola, Anita Van Gils, and Jolien Huybrechts. "Entrepreneurial education and learning at universities: exploring multilevel contingencies." *Entrepreneurship & Regional Development* 29, no. 9-10 (2017): 945-974.

## JOURNAL ARTICLE

Minola, T., Vismara, S., & Hahn, D. (2017). Screening model for the support of governmental venture capital. *The Journal of Technology Transfer*, 42(1), 59-77.

## BOOK

Cassia L., Fattore M., Paleari S. (2006), *Entrepreneurial Strategy: Emerging Businesses in Declining Industries*, Cheltenham: Edward Elgar.

## BOOK CHAPTER

Brumana M., Cassia L., De Massis A., Discua Cruz A., Minola T. (2015, forthcoming), 'Transgenerational professionalization of family firms: The role of next generation leaders' in Sharma P., Auletta N., DeWitt R., Parada M. & Yusof M. (Eds.), *Developing Next Generation Leaders for Transgenerational Entrepreneurial Family enterprises*. Cheltenham: Edward Elgar.

## WEB SITE

FAO, Food Security Statistics, Gambia, in FAO – Food and Agriculture Organization of the United Nations, [www.fao.org/es/ess/faostat/foodsecurity/Countries/EN/Gambia\\_e.pdf](http://www.fao.org/es/ess/faostat/foodsecurity/Countries/EN/Gambia_e.pdf), 20/11/2013, h 17:09.

## Stage I–Planning the review

Phase 0 - Identification for the need for a review

Phase 1 - Preparation of a proposal for a review

Phase 2 - Development of a review protocol

## Stage II–Conducting a review

Phase 3 - Identification of research

Phase 4 - Selection of studies

Phase 5 - Study quality assessment

Phase 6 - Data extraction and monitoring progress

Phase 7 - Data synthesis

## Stage III–Reporting and dissemination

Phase 8 - The report and recommendations

Phase 9 - Getting evidence into practice

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207-222.

Article	Abstract	Research Questions	Theory	Method	Main Findings	Sample	Comments
Brunswick, S., & Vanhaverbeke, W. (2015). Open Innovation in Small and Medium-Sized Enterprises (SMEs). <i>European Journal of Entrepreneurship</i>	In this paper we explore how small and medium-sized enterprises (SMEs) engage in external knowledge sourcing, a form of inbound open innovation. We draw upon a sample of 1,411 SMEs and empirically	What are the configurations of external partners for inbound OI in SMEs? What internal managerial practices facilitate these	innovation search	quantitative	The paper identifies 4 typologies of search (distinct mix of interactions with the following external sources of innovation: (1) direct customers, (2) indirect customers, (3) suppliers, (4)	1,411 european SMEs (median age=14)	The article highlights the specificities of inbound OI for small and young firms. Does not talk about configurations of small firms
Du, J., Leten, B., & Vanhaverbeke, W. (2014). Managing open innovation projects with science-based and market-based partners. <i>Research Policy</i> , 43(5), 828-840.	This paper examines the relationship between (outside-in) open innovation and the financial performance of R&D projects, drawing on a unique dataset that contains information on the open innovation practices, management and performance of 489 R&D projects of a large European multinational firm. We introduce two types of open innovation partnerships – science-based and market-based partnerships – and examine their relationships with	How is the relationship between inbound OI and innovation performance moderated by formal project management)	n.d.	quantitative	market based R&D partnerships are associated with higher performances only for high planning, with low performance for loosely managed projects. Conversely science-based project lead to higher performance only for loosely	about 500 R&D projects of multinational companies (Europe)	highlights advantages and disadvantages of market-based and science-based relationships. Both can be useful. Highlights also that formal planning is less suitable for science-based projects (serendipity, exploration,
Felin, T., & Zenger, T. R. (2014). Closed or open innovation? Problem solving and the governance choice. <i>Research Policy</i> , 43(5), 914-925.	Scholars have recently highlighted the promise of open innovation. In this paper, we treat open innovation—in its different forms and manifestations—as well as internal or closed innovation, as unique governance forms with different benefits and costs. We	How does the nature of the innovation problem affect governance choices?	problem-solving perspective	conceptual	problems differ along two dimensions: complexity and hidden knowledge. Complex problems require theories and heuristics rather than trial and error. When	n.d.	highlights the importance of broad search for innovation (access to variety of knowledge). Broad search is relevant especially for complex problems which
Bertrand, O., & Mol, M. J. (2013). The antecedents and innovation effects of domestic and offshore R&D outsourcing: The contingent impact of cognitive distance and absorptive capacity.	This paper analyzes differences in the antecedents and performance consequences of domestic and offshore R&D outsourcing. Offshore outsourcing is characterized by larger cognitive distance. We find that absorptive capacity from internal R&D allows for more offshore outsourcing and that offshore outsourcing leads to	What are the antecedents and performance implications of offshore R&D outsourcing compared to domestic one	Absorptive capacity and cognitive distance	quantitative	offshore outsourcing requires higher ACAP (R&D expenses) than domestic to bridge cognitive distance; offshore outsourcing leads to higher innovation outcomes because of the access to broader knowledge base	French R&D intensive firms	search breadth can to some extent be associated with distant search and in turn with offshore outsourcing: it is costly (build ACAP and bridge cognitive distance) but may also be more