

# BUSINESS

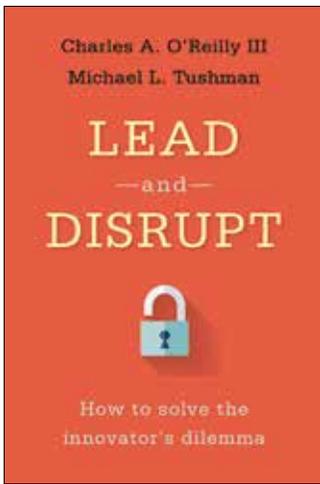


NEW & FORTHCOMING

STANFORD  
UNIVERSITY PRESS



2016

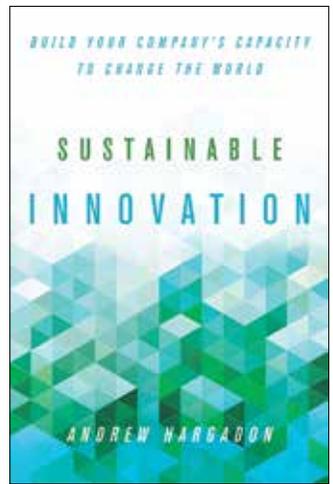


## Lead and Disrupt

*How to Solve the Innovator's Dilemma*

CHARLES A. O'REILLY III  
AND MICHAEL L. TUSHMAN

In the past few years, a number of well-known firms have failed; think of Blockbuster, Kodak, or RadioShack. When we read about their demise, it often seems inevitable—a natural part of “creative destruction.” But closer examination reveals a disturbing truth: companies large and small are shuttering more quickly than ever. What does it take to buck this trend?



## Sustainable Innovation

*Build Your Company's Capacity to Change the World*

ANDREW HARGADON

If we can carry in our pockets more computing power than we needed to put a man on the moon, why can't we solve problems like climate change, famine, or poverty? The answer lies, in part, in the distinctive challenges of sustainable innovations: creating products and services that address today's pressing environmental and social problems.

In this groundbreaking book, Andrew Hargadon argues that most effective sustainable innovations hinge on attention to the context in which they are pursued. Instead of relying on universal “best practices,” executives must craft their own strategies based on the particulars of their industries and markets. But there are some rules of the road; Hargadon provides a research-based framework that outlines the critical capabilities necessary to drive sustainable innovation. Drawing on a wide range of historical and contemporary examples, he shows business readers and their companies how to stand on the shoulders of successful pioneers.

**INNOVATION AND TECHNOLOGY IN THE WORLD ECONOMY**

248 pages, 2015

9780804792509 Cloth \$35.00 **\$28.00 sale**

The simple answer is: ambidexterity. Firms must remain competitive in their core markets, while also winning in new domains. Innovation guru Clayton M. Christensen has been pessimistic about whether established companies can prevail in the face of disruption, but Charles A. O'Reilly III and Michael L. Tushman know they can! The authors explain how shrewd organizations have used an ambidextrous approach to solve their own innovator's dilemmas. They contrast these luminaries with companies which—often trapped by their own successes—have been unable to adapt and grow.

Drawing on an extensive research program and over a decade of helping companies to innovate, the authors present a set of practices to guide firms as they adopt ambidexterity. Top-down and bottom-up leaders are key to this process—a fact too often overlooked in the heated debate about innovation. But not in this case. Readers will come away with a new understanding of how to improve their existing businesses through efficiency, control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

*“One of the perennial puzzles in business is how established companies can maintain their core while simultaneously pursuing new growth. This book provides an insightful perspective on the important role leadership can play in solving that puzzle.”*

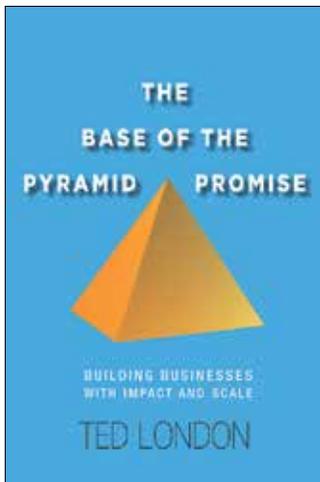
—Clayton M. Christensen, Harvard Business School and author of *The Innovator's Dilemma*

*“Only one thing in life is constant: change. Ignore it and perish. Embrace it and thrive. O'Reilly and Tushman eloquently make the case for how great organizations simultaneously respect their past while embracing the future. A must-read for all leaders!”*

—Bruce Harreld, President, University of Iowa, and former SVP, IBM

280 pages, March 2016

9780804798655 Cloth \$29.95 **\$23.96 sale**



## The Base of the Pyramid Promise

*Building Businesses with Impact and Scale*

TED LONDON

Of the world's 7 billion inhabitants, around 4 billion live in low-income markets in the developing world.

These people deserve—and, increasingly, demand—better lives. At the same time, the business community seeks new opportunities for growth, and the development community is striving to increase its impact.

With these forces converging, the

potential for mutual value creation at the Base of the Pyramid (BOP) is tremendous. This book provides a roadmap for realizing that potential.

Drawing on over 25 years of experience across some eighty countries, Ted London offers concrete guidelines for how to build better enterprises while simultaneously alleviating poverty. He outlines three key components that must be integrated to achieve results: the lived experiences of enterprises to date—both successes and failures; the development of an ecosystem that is conducive to market creation; and the voices of the poor, so that entrants can truly understand what poverty alleviation is about. London provides aspiring market leaders and their stakeholders with the tools and techniques needed to succeed in the unique, opportunity-rich BoP.

*“Ted’s vision combines clear thinking, refreshing humility, and a roadmap for audacious individuals who are ready to take on some of the world’s toughest challenges. This is an important book for seekers, learners, and especially doers who reject the status quo and are determined to make real change.”*

—Jacqueline Novogratz, Founder and CEO, Acumen

*“After a tough journey through unmapped territory, BoP entrepreneurs are eyeing the future. They will gain immensely from the strategies laid out in this field guide, distilled from Ted London’s ringside view.”*

—S. Sivakumar, Architect, ITC e-Choupal and Chief Executive of ITC’s Agri Business Division

*“Highly practical and based on deep insights. This book offers one of the most convincing accounts yet of the role BoP enterprises play in poverty alleviation.”*

—Paul Polman, CEO, Unilever

*“In this must-read book, Ted London provides an integrated set of tools, frameworks, and strategies for improving the chances of billions through entrepreneurship. With this book, we may finally fulfill the base of the pyramid promise.”*

—Stuart L. Hart, University of Vermont and co-author of *The Fortune at the Bottom of the Pyramid*

240 pages, 2015

9780804791489 Cloth \$35.00 **\$28.00 sale**

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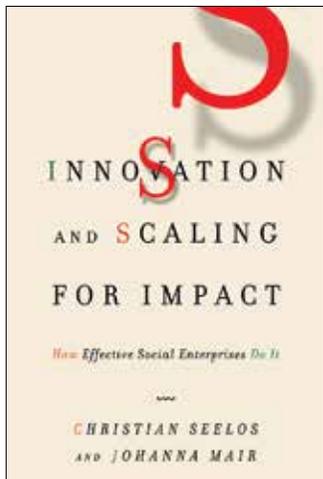
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### Innovation and Scaling for Impact

*How Effective Social Enterprises Do It*

CHRISTIAN SEELOS AND  
JOHANNA MAIR

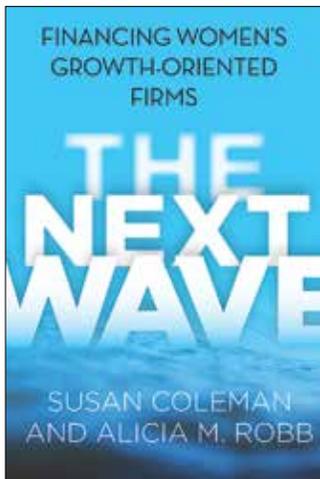
This book forces us to reassess how social sector organizations create value. Drawing on a decade of research, Christian Seelos and Johanna Mair transcend widely held misconceptions, getting to the core of what a sound impact strategy entails in the nonprofit world. They reveal an overlooked nexus between investments that might not pan out (innovation) and expansion based on existing strengths (scaling). In the process, it becomes clear that managing this tension is a difficult balancing act that fundamentally defines an organization.

The authors examine *innovation pathologies* that can derail organizations by thwarting their efforts to juggle these imperatives. Then, through four rich case studies, they detail *innovation archetypes* that effectively sidestep common pitfalls and blend innovation with scaling. Readers will come away with conceptual models to drive progress in the social sector and tools for defining the future of their organizations.

*“Not all innovation creates value; this book will help social entrepreneurs make smart choices and maximize their positive impact.”*

—Jerry Davis, University of Michigan, Ross School of Business and author of *The Vanishing American Corporation*

232 pages, January 2017  
9780804797344 Cloth \$35.00 **\$28.00 sale**



### The Next Wave

*Financing Women's Growth-Oriented Firms*

SUSAN COLEMAN AND  
ALICIA M. ROBB

You may be familiar with the success stories of Spanx, GoldieBlox, and other women-owned businesses that have taken their markets by storm. However, only two percent of women-owned firms generate more than one million dollars each year.

Susan Coleman and Alicia M. Robb present data-driven advice to increase that number. They not only consider the unique approaches and specific concerns of female business owners, but also the growing pool of investors who will help to select and groom a new generation of leaders. Providing entrepreneurs with useful resources and illustrating the road ahead with real cases, this book serves as a strategy guide for the next wave of women who want to “go big” to bring home their goals.

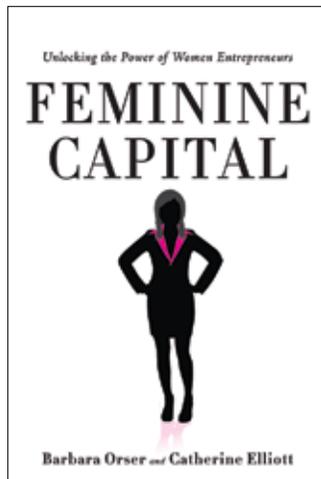
312 pages, August 2016  
9781503600003 Paper \$29.95 **\$23.96 sale**

#### ALSO OF INTEREST

**The Rising Tide**  
*Financial Strategies for Women-Owned Firms*

SUSAN COLEMAN AND  
ALICIA M. ROBB

288 pages, 2012  
9780804773065 Paper \$27.95 **\$22.36 sale**



### Feminine Capital

*Unlocking the Power of Women Entrepreneurs*

BARBARA ORSER AND  
CATHERINE ELLIOTT

Today, there are over 200,000,000 women business owners around the world. These entrepreneurs are tapping into feminine capital—unique skills and sensibilities that they have cultivated as women.

Drawing on four decades of award-winning research, Barbara Orser and Catherine Elliott detail the pillars of feminine capital and offer new insight into the ways that gender can influence entrepreneurial decisions. They find that leveraging feminine capital can help to build distinctive brands, tap new markets, generate profit, and drive social change—all while leveling the playing field.

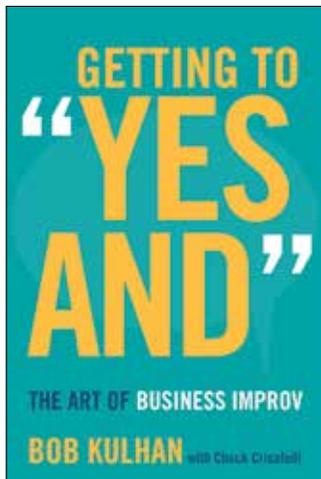
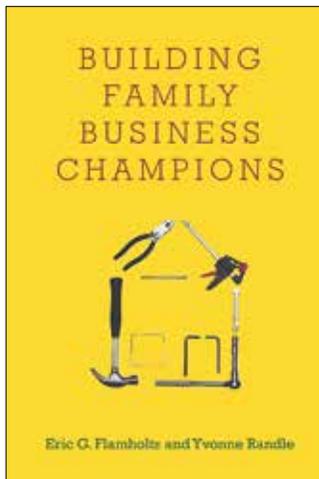
*“A masterful synthesis of feminist and entrepreneurship theories to show how gender in venture creation plays out. Well researched and appropriate for policymakers, educators, and practitioners alike.”*

—Candida G. Brush, Babson College and co-author of *Clearing the Hurdles*

*“I highly recommend Feminine Capital. Its engaging and interactive approach, and its focus on business innovation, exporting, and access to capital will unlock the exploding power of today's women entrepreneurs.”*

—Marsha Firestone, Founder & President, Women Presidents' Organization

240 pages, 2015  
9780804783798 Paper \$27.95 **\$22.36 sale**



## Getting to “Yes And” *The Art of Business Improv*

BOB KULHAN  
WITH CHUCK CRISAFULLI

Amidst the deluge of advice for businesspeople, there lies an overlooked tool, a key to thriving in today's fast-paced, unpredictable environment: improvisation. In *Getting to “Yes And”* veteran improv performer, university professor, CEO, and consultant Bob Kulhan unpacks a form of mental agility with powers far beyond the entertainment value of comedy troupes.

Drawing on principles from cognitive and social psychology, behavioral economics, and communication, Kulhan teaches readers to think on their feet and approach the most typical business challenges with fresh eyes and openness. He shows how improv techniques such as the “Yes, and” approach, divergent and convergent thinking, and focusing on being present can translate into more productive meetings, swifter decisions, stronger collaboration, positive conflict resolution, mindfulness, and more. Moving from the individual to the organizational level, Kulhan compiles time-tested teaching methods and training exercises into an instrumental guide that readers can readily implement either as a party of one or a company of thousands.

*“Kulhan was early to the realization that we are constantly innovating in business and in life, and that there is a method to doing it better. He brings very sharp tools to promote collective success, through motivating, making decisions, energizing, building ideas, and managing status differences. Although a key insight in the book is that improvisation isn't synonymous with comedy, nobody will mind that Bob presents these important ideas in a lively and fun way.”*

—Paul Ingram, Columbia Business School

*“When it comes to the application of improv tenets in the business world, there is no one better than Bob Kulhan. Any university, business, and (now) reader is fortunate to have him as their lead facilitator. If I ran the business world, I would insist this book be a part of every curriculum, in every company.”*

—Susan Messing, Instructor and Performer, IO, The Annoyance, and The Second City and Adjunct Professor, DePaul University, The University of Chicago, The School at Steppenwolf, and The World

*“Bob is a thoughtful and caring teacher of improvisation. He's a tireless champion of the art form and he'd stop me from singing his praises if that didn't directly contradict improv's first rule: Acceptance. Deal with it, Bob.”*

—Jordan Klepper, Correspondent on The Daily Show with Trevor Noah

280 pages, January 2017  
9780804795807 Cloth \$29.95 **\$23.96 sale**

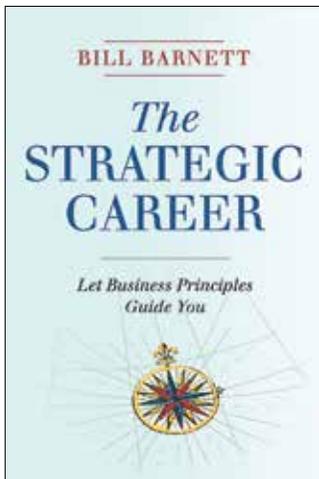
## Building Family Business Champions

ERIC G. FLAMHOLTZ AND  
YVONNE RANDLE

*Building Family Business Champions* provides a theoretically sound and practical framework for understanding the challenges that family businesses face. Drawing on three decades of consulting with more than 250 companies, their own experience running a family-owned firm, and sound research, Eric G. Flamholtz and Yvonne Randle explain that the success of these companies hinges upon the dual management of family functionality and the company's infrastructure.

The book presents a set of managerial tools—for planning, structuring the business, measuring performance, and managing culture. After laying the groundwork for how to create family business champions, the authors attend to issues that uniquely pertain to these companies, such as succession and the challenges of familial dysfunction. Finally, the book offers a set of short self-assessments that can be used to evaluate any family business. Richly illustrated with stories of companies at various stages of growth from around the globe, *Building Family Business Champions* provides a comprehensive guide for how businesses can thrive as they pass from generation to generation.

272 pages, March 2016  
9780804784191 Cloth \$35.00 **\$28.00 sale**



## The Strategic Career

*Let Business Principles Guide You*

BILL BARNETT

*The Strategic Career* provides readers with the ultimate guide to career choices—both short-term and long. While other authors approach career development from the perspective of psychology and counseling, Bill Barnett demonstrates how business strategy concepts can successfully guide us as we chart our careers. Drawing on his experience leading McKinsey & Company's Strategy Practice, as well as his Career Strategy courses at Yale and Rice Universities, he shows readers how to construct a career plan by completing milestone tasks: developing long-term targets and ways to reach them, surfacing immediate opportunities, assessing career decisions, and staying on track.

Underpinning his advice with research and illustrating it with vivid stories from others' successes, Barnett lays out practical, step-by-step processes to help readers realize their goals and pursue their callings. Complete with a program to help you develop your own plan and over 100 specific activities to guide you, *The Strategic Career* is the ideal companion on your professional path.

304 pages, 2015

9780804793582 Cloth \$27.95 **\$22.36 sale**

ALSO OF INTEREST

## Negotiating Genuinely

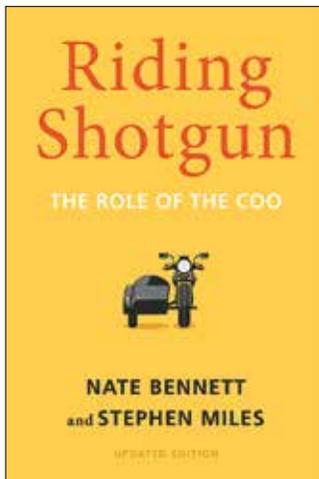
*Being Yourself in Business*

SHIRLI KOPELMAN

STANFORD BRIEFS

104 pages, 2014

9780804790697 Paper \$12.99 **\$10.39 sale**



UPDATED EDITION

## Riding Shotgun

*The Role of the COO*

NATE BENNETT AND STEPHEN MILES

The role of Chief Operations Officer is clearly important. In fact, it's arguable that the number two position is the toughest job in a company. COOs play a critical part in executing the strategies developed by top management. And, in many cases, they are being groomed—or test-driven—as the firm's CEO-elect.

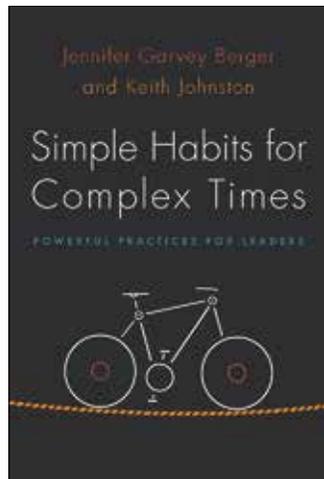
*Riding Shotgun* provides unique insight into this little-understood role. The authors develop a framework that illustrates who the COO is, why a company should create this position, and what the challenges associated with this job entail. Drawing heavily on first-person accounts from top executives, the authors offer a set of strategies to inform individuals who aspire to serve as COO. With a new preface and conclusion and even more interviews from some of the most established and important companies in today's economy, this book is a one-of-a-kind resource for the C-suite and the boardroom.

*"Bennett and Miles illuminate the potential and the perils of being number two. A must-read for anyone aspiring to make the leap, and for those who recruit, oversee, and coach them."*

—Michael Watkins, Founding Partner,  
Genesis Advisers and author of  
*The First 90 Days*

264 pages, January 2017

9781503600386 Cloth \$29.95 **\$23.96 sale**



NOW IN PAPERBACK

## Simple Habits for Complex Times

*Powerful Practices for Leaders*

JENNIFER GARVEY BERGER AND  
KEITH JOHNSTON

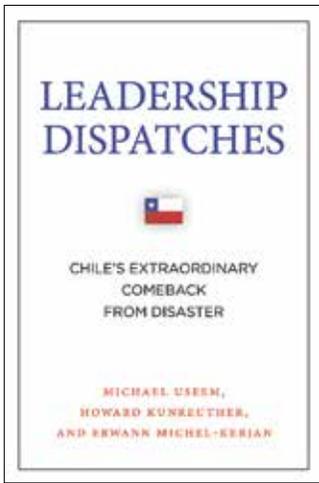
When faced with complex challenges or uncertain outcomes, many leaders believe that they will be able to find the right answer, predict and plan for the future, and break down tasks to produce controllable outcomes. But, what are leaders to do when this isn't the case?

In complex situations, prediction, control, and the right answer are illusions. Rather than offering one-size-fits-all tips and tricks in pursuit of these mirages, *Simple Habits for Complex Times* provides three integral practices that enable leaders to navigate the unknown. By taking multiple perspectives, asking different questions, and seeing more of their system, leaders can better understand themselves, their roles, and the world around them. They can become more nimble, respond with agility, and guide their organizations to thrive in an ever-shifting business landscape. The more leaders use these simple habits, the more they enhance their performance and solve increasingly common, sticky business issues with greater acumen.

Whether in large or small organizations, in government or the private sector, in the U.S. or overseas, leaders will turn to this book as a companion that helps them grow into the best version of themselves.

272 pages, 2015

9780804799430 Paper \$21.95 **\$17.56 sale**



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### Leadership Dispatches *Chile's Extraordinary Comeback from Disaster*

MICHAEL USEEM,  
HOWARD KUNREUTHER, AND  
ERWANN MICHEL-KERJAN

On February 27, 2010, Chile was rocked by a violent earthquake five hundred times more powerful than the one that had hit Haiti just six weeks earlier. The disaster caused massive losses, paralyzing the country for weeks and causing economic damage equivalent to nearly one-fifth of the nation's GDP. For most, it would have taken years, if not decades, to recover. Yet, one year later, Chile's economy was back on track.

In *Leadership Dispatches*, Michael Useem, Howard Kunreuther, and Erwann Michel-Kerjan uncover how the nation's leaders—in government, business, foundations, and beyond—made Chile's quick recovery possible. The answer: strong national leadership built on both strategic and deliberative thinking, combined with deeply rooted institutional practices. *Leadership Dispatches* is both a remarkable story of resilience and an instructive look at a national comeback. Filled with pointers and checklists for leaders across sectors, it promises to improve decision making in the face of catastrophe.

### HIGH RELIABILITY AND CRISIS MANAGEMENT

296 pages, 2015

9780804793872 Cloth \$29.95 **\$23.96 sale**

### The Diplomat in the Corner Office

*Corporate Foreign Policy*

TIMOTHY L. FORT

Anchoring his arguments in theories of economics and international relations, Timothy L. Fort makes the case that businesses must augment familiar notions of corporate responsibility and ethical behavior with the concept of corporate foreign policy in order to thrive. He presents a series of case studies, focusing on companies that have made peace a goal. Using these exemplars, he articulates the three different approaches that businesses can use to quell international conflict—peacemaking, peacekeeping, and peace building. He then demonstrates their effectiveness and proposes policies that can be utilized by business, civil society, and government to increase the likelihood of organizations playing a constructive role in the conciliatory process.

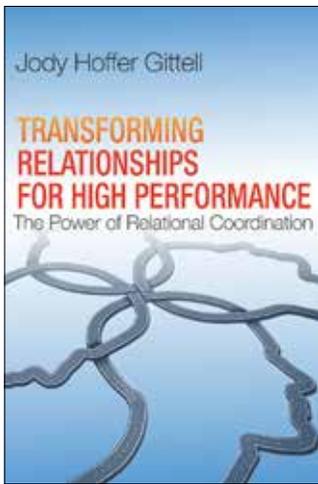
This book will be of enormous use not only to students and scholars, but also to leaders in NGOs, government, and business.

*"Fort—a pioneer and thought leader—makes a compelling case for why peace-oriented business makes economic sense. The Diplomat stands to change how you think about the business of business."*

—Jennifer Oetzel, American University

224 pages, 2015

9780804796606 Paper \$24.95 **\$19.96 sale**



## Transforming Relationships for High Performance

*The Power of Relational Coordination*

JODY HOFFER GITTELL

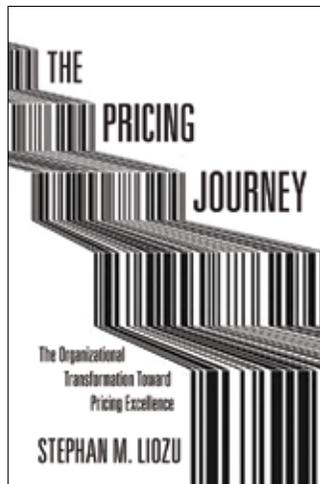
Whether at the hand of customers, supply-chain partners, policymakers, or regulators, organizations in virtually every industry are facing calls to do more with less. This book offers a road-tested approach for doing so through positive organizational change. Drawing on her path-breaking research, Jody Hoffer Gittel reveals that high performance is fundamentally relational—rooted in both human and social capital.

She provides a unique model that will help companies build meaningful relationships among colleagues, develop better work processes, and design organizational structures fit for today's pressure test. By following four organizations on their change journeys, she illustrates how "relational coordination" unfolds in real-world settings. Tools for change guide readers as they learn how to implement this new model in their own workplaces.

*"An inspired and substantive account of how relational coordination enables excellence in teams and organizations."*

—Jane E. Dutton, University of Michigan and Co-editor of *How to Be A Positive Leader*

320 pages, August 2016  
9780804787017 Cloth \$35.00 **\$28.00 sale**



## The Pricing Journey

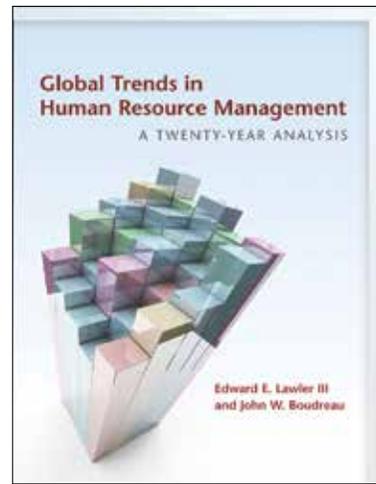
*The Organizational Transformation Toward Pricing Excellence*

STEPHAN M. LIOZU

Innovations in pricing can be transformative. However, companies must devote equal attention to the technical and organizational dimensions of their pricing initiatives. *The Pricing Journey* provides an integrated guide to the organizational, social, and behavioral aspects of pricing—drawing on principles of socio-technical change. Based on extensive qualitative and quantitative research in an array of firms around the world, Stephan M. Liozu provides a practical roadmap for management teams that aim to reach a new level of pricing power.

Liozu introduces the 5 C model of transformation, which relies on change, capabilities, champions, confidence, and center-led organizational design to create effective and lasting pricing strategies. Rooting his recommendations in research and practice, Liozu proposes specific capabilities to develop on the road to pricing excellence. This book prepares pricing and marketing professionals to be true strategic partners, while also contributing to the study of pricing transformation.

240 pages, 2015  
9780804788748 Cloth \$45.00 **\$36.00 sale**



## Global Trends in Human Resource Management

*A Twenty-Year Analysis*

EDWARD E. LAWLER III AND JOHN W. BOUDREAU

Since 1995, USC's Center for Effective Organizations (CEO) has conducted the definitive longitudinal study of the human resource management function in organizations. By analyzing new data every three years, the Center has been able to consistently chart changes in how HR is organized and managed, while at the same time providing guidance on how professionals in the field can drive firm performance. This book, the seventh from CEO, provides the newest findings about what makes HR successful and how it can add value to organizations today. It tracks changes in a global sample that shows how HR differs across Europe, the United States, and Asia, providing an international benchmark against which to measure a company's practice.

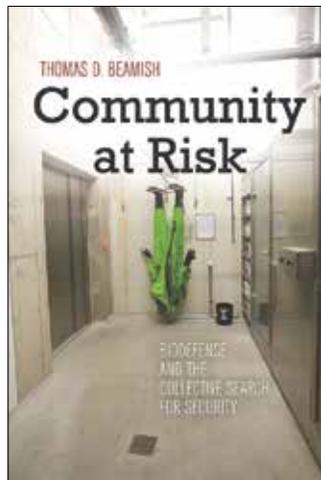
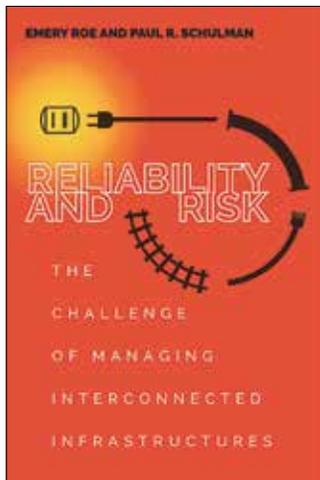
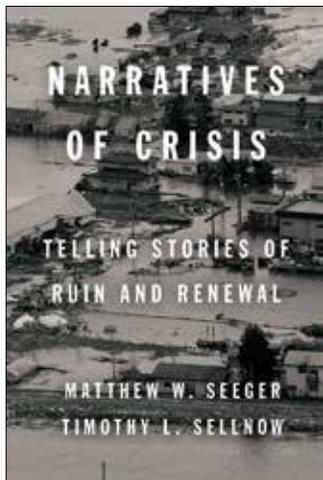
*"This seminal and longitudinal view of Human Resources eloquently explains where the HR profession is, and where it needs to go."*

—Jeff T.H. Pon, Chief Human Resources and Strategy Officer, Society for Human Resource Management

*"Conceptually innovative, research-based, and useful for anyone committed to advancing HR."*

—David Ulrich, University of Michigan

216 pages, 2015  
9780804791298 Paper \$35.00 **\$28.00 sale**



### Narratives of Crisis

*Telling Stories of Ruin and Renewal*

MATTHEW W. SEEGER AND  
TIMOTHY L. SELLNOW

This book examines the fundamental role that narrative play in catastrophic events. A crisis creates a communication vacuum, which is then populated by the stories of those who were directly affected, as well as crisis managers, journalists, and onlookers. These stories fundamentally influence how we understand a disaster, determine what should be done about it, and carry forward lessons learned.

Matthew W. Seeger and Timothy L. Sellnow outline a typology of crisis narratives: accounts of blame, stories of renewal, victim narratives, heroic tales, and memorials. Using cases to illustrate each type, they show how competing accounts battle for dominance in the public sphere, advancing specific organizational, social, and political goals.

*“Crisis communication is a burgeoning area of research; narrative is a well-established method for understanding messages. Seeger and Sellnow fuse the two in their new book, offering another important addition to the literature.”*

—William L. Benoit, Ohio University

*“This clear, coherent mix of research and case illustration probes our narrative reactions to the uncertainty inherent in disaster.”*

—Robert L. Heath, University of Houston

216 pages, June 2016  
9780804799515 Paper \$29.95 **\$23.96 sale**

### Reliability and Risk

*The Challenge of Managing Interconnected Infrastructures*

EMERY ROE AND PAUL R. SCHULMAN

The safe and continued functioning of critical infrastructures—such as electricity, natural gas, transportation, and water—is a social imperative. Yet the complex connections between these systems renders them increasingly precarious. Though we depend so heavily on interconnected infrastructures, we do not fully understand the risks involved in their failure.

This book argues that designs, policies, and laws often overlook the knowledge and experiences of those who manage these systems on the ground. To combat this blind spot, the authors construct a new theoretical perspective that reveals how to make sense of complex networks and improve reliability through management, regulation, and political leadership. To illustrate their approach, they present a multi-year case study of one of the world's most important “infrastructure crossroads,” the San Francisco Bay-Delta.

264 pages, April 2016  
9780804793933 Cloth \$65.00 **\$52.00 sale**

#### ALSO OF INTEREST

### High Reliability Management

*Operating on the Edge*

EMERY ROE AND PAUL R. SCHULMAN

272 pages, 2008  
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*Biodefense and the Collective Search for Security*

THOMAS D. BEAMISH

*Community at Risk* examines the diverse civic responses to local universities' plans to develop National Biodefense Laboratories in Roxbury, MA, Davis, CA, and Galveston, TX. Reactions ranged from vocal public opposition to acceptance and embrace; this book explains why. In contrast to conventional micro- and macro-level accounts of how risk is perceived and managed, Thomas D. Beamish's analysis reveals the pivotal role of meso-level contexts and political dynamics, providing a new framework for understanding disputes over risk and their prevalence.

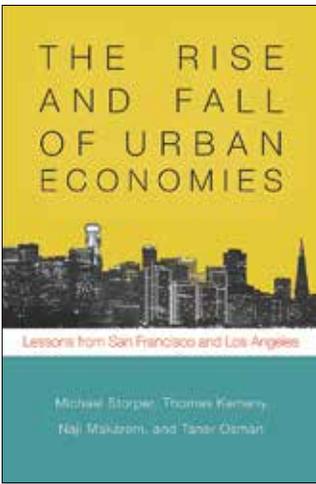
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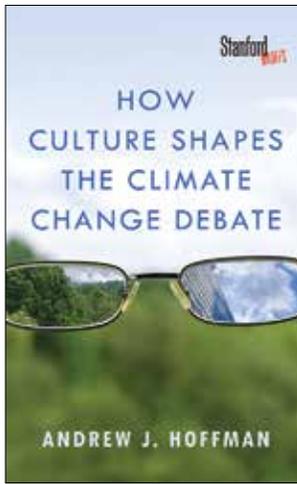
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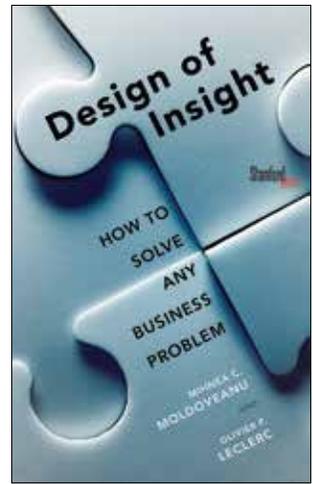
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Though the scientific community largely agrees that climate change is underway, debates about this issue remain fiercely polarized. These conversations have become a rhetorical contest, one in which opposing sides try to achieve victory through playing on fear, distrust, and intolerance. At its heart, this split no longer concerns carbon dioxide, greenhouse gases, or climate modeling; rather, it is the product of contrasting, deeply entrenched worldviews. Synthesizing evidence from sociology, psychology, and political science, Andrew J. Hoffman lays bare the opposing cultural lenses that lead people to accept or reject the scientific consensus on climate change. He then extracts lessons from major cultural shifts in the past to engender a better understanding of the problem and motivate public action. This book makes a powerful case for a more scientifically literate public, a more socially engaged scientific community, and a more thoughtful mode of public discourse.

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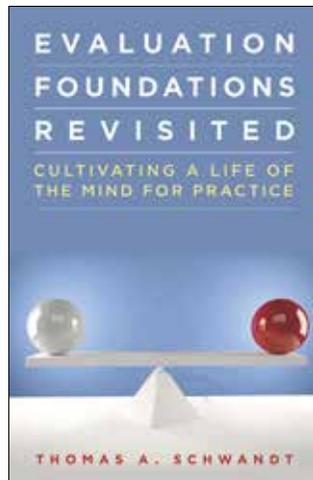
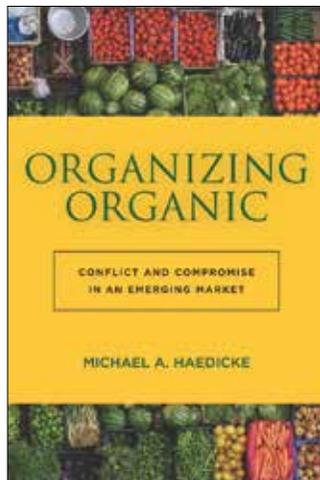
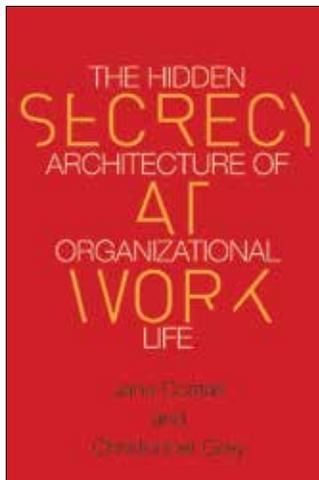
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216 pages, March 2016  
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MICHAEL A. HAEDICKE

Tracing the history of the organic food sector, Michael A. Haedicke charts the development of two narratives that give way to competing institutional logics. Social activists contend that organics can break up the power of big agribusiness, while professionals steeped in the culture of business emphasize the potential of market growth for fostering better behemoths. Haedicke examines how industry participants navigate these notions, paying particular attention to instances in which they overcome conflict by creating new cultural concepts and organizational forms.

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DANIEL FRIDMAN

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THOMAS A. SCHWANDT

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Comptroller General for Evaluation and  
Methodology (Ret.)

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