This article was downloaded by: [216.73.216.187] On: 14 July 2026, At: 14:00
Publisher: Institute for Operations Research and the Management Sciences (INFORMS)
INFORMS is located in Maryland, USA

Strategy Science

Publication details, including instructions for authors and subscription information:
http://pubsonline.informs.org

Editorial: Special Issue on the Origin of Great Strategies

Daniel A. Levinthal

To cite this article:
Daniel A. Levinthal (2017) Editorial: Special Issue on the Origin of Great Strategies. Strategy Science 2(4):211-211.
https://doi.org/10.1287/stsc.2017.0041

Full terms and conditions of use: https://pubsonline.informs.org/Publications/Librarians-Portal/PubsOnLine-Terms-and-Conditions

This article may be used only for the purposes of research, teaching, and/or private study. Commercial use or systematic downloading (by robots or other automatic processes) is prohibited without explicit Publisher approval, unless otherwise noted. For more information, contact permissions@informs.org.

The Publisher does not warrant or guarantee the article's accuracy, completeness, merchantability, fitness for a particular purpose, or non-infringement. Descriptions of, or references to, products or publications, or inclusion of an advertisement in this article, neither constitutes nor implies a guarantee, endorsement, or support of claims made of that product, publication, or service.

Copyright © 2017, INFORMS

Please scroll down for article—it is on subsequent pages

With 12,500 members from nearly 90 countries, INFORMS is the largest international association of operations research (O.R.) and analytics professionals and students. INFORMS provides unique networking and learning opportunities for individual professionals, and organizations of all types and sizes, to better understand and use O.R. and analytics tools and methods to transform strategic visions and achieve better outcomes.
For more information on INFORMS, its publications, membership, or meetings visit http://www.informs.org

informs
http://pubsonline.informs.org/journal/stsc/
STRATEGY SCIENCE
Vol. 2, No. 4, December 2017, p. 211
ISSN 2333-2050 (print), ISSN 2333-2077 (online)

Downloaded from informs.org by [216.73.216.187] on 14 July 2026, at 14:00 . For personal use only, all rights reserved.

Editorial: Special Issue on the Origin of Great Strategies

Daniel A. Levinthal[a]

[a] The Wharton School, University of Pennsylvania, Philadelphia, Pennsylvania 19104
Contact: dlev@wharton.upenn.edu (DL)

https://doi.org/10.1287/stsc.2017.0041

Copyright: © 2017 INFORMS

Strategy Science endeavors to provide an outlet for thoughtful, and not necessarily conventional, perspectives on fundamental questions in the strategy field. The current special issue takes on arguably the most basic question we face as strategy scholars. Much of our analysis, whether in the classroom discussion of case studies of successful companies or more systematic scholarly analysis, tends to have an ex-post quality. We derive explanations for success based on revealed histories. However, the pragmatic question is what insight can we provide ex-ante as to how more or less successful strategies might be identified? Gavetti and Porac push us into that challenging terrain with this special issue. They put out this challenge to a number of leading scholars in the field, researchers who approach the topic from a variety of perspectives. The response to this challenge was remarkably positive and I am delighted that the *Journal* is able offer such a thoughtful set of viewpoints. While all had their separate starting points, Gavetti and Porac helped create some common ground by, with the assistance of Joel Podolny, a contributor to this volume and a Vice-President of Apple and head of Apple University, organizing a workshop at Apple at which preliminary versions of these papers were presented and discussed. Collectively, the set of papers are neither the first nor the last word on the subject; but, I think they constitute an important milestone on our journey. The collection concludes with a contribution by Gavetti and Porac that offers an integrative treatment of the various contributions.

Given the wealth of material, we have divided the manuscripts over the December 2017 and March 2018 editions of *Strategy Science*.

Part 1 (December 2017) includes the following articles:

- “Metacompetition: Competing Over the Game to be Played” by William Barnett,
- “Where Do Great Strategies Really Come From” by Adam Brandenberger,
- “Social Origins of Great Strategies” by Ronald Burt and Guiseppe Soda,
- “On the Genesis of Interfirm Relational Contracts” by John de Figueiredo and Brian Silverman,
- “Superior Strategy in Entrepreneurial Settings: Thinking, Doing, and Opportunity Logic” by Kathleen Eisenhardt and Chris Bingham,
- “The Theory-Based View: Economic Actors as Theorists” by Teppo Felin and Todd Zenger,
- “Searching for Great Strategies” by Thomas Fink, Pankaj Ghemawat, and Martin Reeves, and
- “Mendel in the C-Suite: Design and the Evolution of Strategies” by Daniel A. Levinthal.

Part 2 (March 2018) will consist of the following articles:

- “The Attention-Based View of ‘Great’ Strategies” by William Ocasio and John Joseph,
- “An Exploration of Discerning Search” by Joel Podolny,
- “Absence-Neglect and the Origins of Great Strategies” by Thomas Powell,
- “Great Strategies Spring from Identity Movements: The Personal Computing Movement, Steve Jobs and the Apple Insurgency” by Hayagareeva Rao and Sunasir Dutta,
- “From Values to Value: Value Rationality and the Creation of Great Strategies” by Violina Rindova and Luis Martins,
- “The Cognitive Foundations of Visionary Strategy” by Melissa Schilling,
- “Greatness takes Practice: On Practice Theory’s Relevance to ‘Great Strategy’ ” by Richard Whittington, and
- “On the Origin of Great Strategies: An Integrative Perspective” by Giovanni Gavetti and Joseph Porac.