

Strategic Management Development from the State-owned Company to the Private Company

Koldo Zabalza^{*} and Jesus Matey^{}**

The privatisation of a firm entails a thoroughgoing process of reform that includes the introduction of new management practices. A review of the theoretical and empirical studies conducted allows us to confirm that a systematic analysis of the contextual, organisational and strategic factors that arise after a public company's privatisation does not exist. This study explores the changes in strategic management that take place after a public company's privatisation and proposes a theoretical global analysis model that facilitates their analysis. In order to confirm the theoretical propositions posed, the contemporary multiple case study was used as a research methodology. In particular, the changes experienced in the strategic management area in four privatised Spanish companies were investigated along the lines of a longitudinal analysis. The results of this study show that most theoretical propositions are confirmed or tend to be, according to the evidence shown by the firms in the sample. In addition, a comparative analysis of the different firms' behaviours by following the structure constructed on the basis of the three areas (strategies, objectives and organisational structure) leads to the conclusion that all these areas are relevant to the process of change in a privatised firm's strategic management.

JEL Codes: L32, L33 and M10

1. Introduction

In recent years, both the number of countries and the degree to which each country has privatised its public business sector as well as the economic importance of the privatisation process and its scope have provided an impetus for research in this field (Bishop and Thompson, 1992; Boubakri and Hamza, 2007; Boubakri *et al.*, 2005; D'Souza *et al.*, 2005; Martin y Parker, 1997; Megginson *et al.*, 2004; Parker y Kirkpatrick, 2005). Furthermore, firms with a sufficiently consolidated history of

^{*} Professor and researcher of the Department of Financial Economy II of the University of the Basque Country, San Sebastián, Spain. Email: koldo.zabalza@ehu.es

^{**} Professor and researcher of the Institute of Applied Business Economics of the University of the Basque Country, Bilbao, Spain. Email: jesus.matey@ehu.es

privatisation are now available to researchers to help them conduct more relevant studies.

Most empirical studies conducted on privatisation have used two different approaches to analyse corporate performance and evaluate its efficiency: on the one hand, there are comparative studies that use a cross-sectional analysis of public and private firms that are all operating on the market at the same moment in time (Millward and Ward, 1987; Atkinson and Halvorsen, 1986; Dewenter and Malatesta, 2000; Laurin and Bozec, 2001; Millward and Parker, 1983; Tian, 2000); and on the other hand, there are case studies that use a longitudinal analysis of the before and after of a privatisation to analyse the evolution of performance in one sole firm during its different stages of public or private ownership (Eckel *et al.*, 1997; Martin and Parker, 1995; Boardman *et al.*, 2003; Boubakri and Cosset, 1998; D'Souza and Megginson, 1999; Megginson *et al.*, 1994).

Nevertheless, asking whether a change in ownership brings about increased efficiency may not be enough. Privatising a firm entails a thoroughgoing process of reform, including the introduction of new governance practices (Estrin, 2002). An analysis of the internal changes that take place after privatisation will lead to a better understanding of the relationship between privatisation and efficiency, and motivate new research in this field. García Álvarez and Mariz (2003, p. 1094) indicate that many empirical studies have attempted to verify whether privatisation brings about increased efficiency, however, theoretical and empirical studies that identify the concrete factors involved in this improved efficiency are practically nonexistent. Along these lines, Fernandez Rodriguez *et al.* (2004, p. 597) highlight the dearth of studies on the strategic and organisational changes that take place in firms as a result of privatisation, with a handful of exceptions (Zahra *et al.*, 2000; Rondinelli, 2004; Cuervo, 2004).

Thus, we have an incomplete vision of privatisation, since a systematic analysis of organisational, strategic or management factors that would explain the "black box" of privatised firms does not exist (Megginson and Netter, 2001; De Castro and Uhlenbruck, 2003).

Within this context, and in the spirit of helping bridge this gap to a certain extent, we present this research study, which examines the internal changes in strategic management that take place in public firms which have been privatised.

This study is structured as follows: we began with an exposition of objectives (primary as well as secondary) and theoretical propositions on the factors of change in strategic management during a privatisation process. Next, we explain and justify the research methodology used, which is based on case studies. In the following section, we conduct a comparative analysis based on the factorial behaviours of the cases researched. And we conclude with an exposition of the main conclusions drawn from the research and a brief reference to the study's limitations.

2. Objectives and theoretical propositions

This study's primary objective is to explore the changes in strategic management that take place after a public firm is privatised. To do so, we deduce a series of theoretical propositions related to the relevant factors behind the changes, review the degree of coincidence between the theoretical propositions and behaviours of the firms analysed, determine whether a common behaviour pattern among them exists and finally, propose a global theoretical model that makes it easier to analyse the changes in strategic management that occur after a public firm has been privatised.

The ten theoretical propositions used as the basis for developing the empirical study are the result of an exhaustive bibliographical review and consultations with strategic management experts; these propositions have been divided into three areas: strategies, objectives and organisational structure. In addition, all the theoretical propositions follow the same intellectual schema, which consists in considering the before and after of the privatisation process in relation to one specific aspect of strategic management.

Strategies

A strategic reflection planning model changes as a result of corporate privatisation and moves towards less formal expositions and more flexible and shared approaches in which emerging, prospective and exploratory strategies shift to deliberate, defensive and reactive ones (Gómez and García, 2004, p. 860). As opposed to deliberate strategies, we understand emerging strategies to be those that are not the result of pursuing a formal strategic planning process, but rather "emerge" from any of the process phases without the process necessarily having been completed. Emerging strategies respond to weak signals from the market, whereas deliberate strategies react to strong signals (Miles and Snow, 1978; Mintzberg, 1994; Wittington, 1993; Bueno, Casani and Lizcano, 1999). Privatisation makes companies move from defensive and reactive strategies to analytical and prospective ones. Several authors have even contended that strategy in public companies is irrelevant because the State controls most of the strategic variables (Ramaswamy, 2001).

Furthermore, in comparison to when they were publically owned, firms that have been privatised are more inclined to establish cooperation agreements or strategic alliances with other firms and diversification and internationalisation strategies for their own operations. Thus, we can assume that companies will face more competitive environments after privatisation and be forced to enter into more cooperation agreements (joint-ventures, licenses, outsourcing, etc.) to reach new markets and organise corporate operations (Cuervo and Villalonga, 1999, p. 37; Zahra and Hansen, 2000).

Public companies are generally less open to foreign operations, measured in terms of both the relative weight of imported inputs used in all as well as the number of importing companies and percentage of companies that export part of their production and their volume relative to total sales (Argimón *et al.*, 1997, p. 31; Izquierdo *et al.*, 2004, p. 894). Nevertheless, this is contradicted in the case of the manufacturing industry: public manufacturing firms are more open to foreign trade.

Iranzo (2004, p. 831) believes that large Spanish companies would not have been able to adapt to the new competitive, globalised context had they continued to be in public hands. He contends that the financial restrictions of public ownership would have made it difficult to muster the resources needed to finance these firms' international expansion, something that has been possible, in fact, thanks to their presence on the stock exchange. Furthermore, privatisation is usually accompanied by transformations of the framework, with deregulatory measures or a liberalisation that creates new opportunities which require internationalisation processes.

Furthermore, public companies have a very limited autonomy in the realm of management and are not usually authorised to diversify production in accordance with opportunities offered by economic conditions (Fernández, 1989, p. 61). In this sense, Cuervo and Villalonga (1999, p. 37) indicate that when the conditioning political factors of public companies disappear after privatisation, they can be

expected to extend the scope of their activities in both their geographical as well as product markets. Along the same lines, Fernández *et al.* (2004, p. 602) indicate that after privatisation, innovative processes translate into new products that will give way to new businesses and lead companies to diversify.

Moreover, Millward and Parker (1983, pp. 222-223) and Cuervo (1997, p. 73) indicate that a lesser differentiation among products is characteristic of public firms' behaviour.

In short, all these authors' contributions lead us to establish the following theoretical propositions:

P1: After privatisation, the strategic reflection-planning model changes from the formulation of deliberate, defensive and reactive strategies towards emerging, prospective and exploratory strategies with less formal, more flexible and shared approaches.

P2: After privatisation, companies are more inclined to establish cooperation agreements or strategic alliances (joint-ventures, licences, outsourcing, etc.) with other companies.

P3: After privatisation there is a clearer trend towards internationalisation and penetrating foreign markets.

P4: After privatisation, firms increasingly diversify their operations.

P5: The privatisation process leads companies to change their competitive strategy and evolve from a greater emphasis on costs towards a greater emphasis on differentiation.

Objectives

Public firms' objectives are multiple, ambiguous and potentially contradictory (Boycko *et al.*, 1996; Cuervo, 1997, p. 55; Durá, 2004, p. 152). They are difficult to quantify and vague, because they must make economic performance compatible with social benefits and even the political interests of the party in power (Gamir, 1999, p. 60). Normally, social and economic objectives are not distinguished explicitly and in any case, their achievement is hard to quantify, since finding indicators to measure the degree of fulfilment is not a simple task. Along these lines, Fernández *et al.* (2004, p. 599) indicate some of the objectives imposed, such as providing certain goods and services in preferential conditions, maintaining employment, guaranteeing a particular zone's standard of living or promoting activities considered strategic.

Furthermore, as Argimón *et al.* indicate (1997, p. 9), the nature of objectives common to public policies as a whole have two negative effects on efficiency: they make it difficult to evaluate executive performance, without which incentivisation is not possible, and they introduce inconsistency over time (public managers' limited commitment to long-term policies), since a public company's objectives may be modified after a change in government (Hernández de Cos, 2004, pp. 15-16).

Hence, we can consider that privatised companies' general objectives are more clearly defined and easily measured than before privatisation (Gómez and García, 2004, p. 860).

Furthermore, we consider that the hierarchy among different corporate objectives is altered after privatisation. In turn, it is not surprising to find public firm managers pursuing objectives related to their own utility function, such as goals related to growth (Aharoni, 1981; Monsen and Walters, 1980) or sales (Rees, 1974). However, neither profitability nor profits seem to be high-priority objectives and neutral results, neither major gains nor losses, are preferred, so that firms are less exposed to the

demands of pressure groups and public control (Lioukas *et al.*, 1993; Fernández *et al.*, 2004).

Privatisation may favour the implementation of a new system of objectives related to creating wealth for shareholders that include incentives adapted to management staff (Cuervo and Villalonga, 2000).

Therefore, the following theoretical propositions can be posed:

P6: After privatisation a company's general objectives are more clearly and accurately defined and easier to measure.

P7: After privatisation performance takes on a higher priority in a company's general scheme of objectives.

Organisational structure

As for the design of organisational structure, a privatised company can be expected to evolve from a functional structure towards a multidivisional one, with a diminution of the number of hierarchical levels and a greater responsibility and integration on the part of mid-level management (Cuervo and Villalonga, 1999, p. 37; García Álvarez and Mariz, 2003, p. 1092; Gómez and García, 2004, p. 860).

A company's privatisation causes a shift from a highly formalised and centralised bureaucratic organisational model to another more organic, more decentralised organisational structure (Goodman and Loveman, 1991) with a higher degree of specialisation in developing operations (Val Pardo, 1989; Cuervo and Villalonga, 1999, p. 38; Gómez and García, 2004, p. 860). In their study of nine British companies in the 1980s, Bishop and Thompson (1992) demonstrated that a multidivisional organisational structure was adopted after privatisation.

After privatisation, communication mechanisms go from being formal and bureaucratic in static environments to being informal and un-bureaucratic in turbulent environments (Martin and Parker, 1997; García Álvarez and Mariz, 2003, p. 1090). Clarkson (1972) considers that public companies use written procedures that demonstrate employee actions and a stricter internal regulation to a greater degree.

In short, the following propositions can be established:

P8: After privatisation, organisational structure is flatter and less hierarchical.

P9: After privatisation an evolution takes place from a functional structure to a multidivisional one.

P10: After privatisation the mechanisms of internal communication become more informal and less bureaucratic.

3. Methodology

To confirm the theoretical propositions posed we used *contemporary multiple case studies* as a research methodology (Yin, 1994, 1998; Eisenhardt, 1989, 1991; Eisenhardt and Graebner, 2007; Siggelkow, 2007) with an essentially *inductive* and partially *deductive* scientific approach (Yin, 1994).

The empirical study's scientific approach is: fundamentally, *analytical induction* through the replication logic (analytical generalisation) with which one seeks to establish general laws from the experience of particular cases; and *partially deductive*, since deductive processes may be generated to the degree in which they are based on the theoretical propositions previously obtained from the review of theories, which are empirically verified.

In the case studies conducted in our research, we used a longitudinal analysis approach i.e., a study of each case before and after privatisation, to investigate the changes undergone by the Strategic management areas of several privatised Spanish firms. In other words, we analysed the aspects of corporate evolution that constitute relevant factors in the process during their different stages of public and private ownership. In any case, we believe that longitudinal studies are better suited to our research objectives than a cross-sectional analysis approach.

The units of analysis were Spanish firms with consolidated privatisation processes. Thus, we analysed the cases of ENDESA, IBERIA, TELEFÓNICA and INDRA. This selection is not a representative sample of a population that can be statistically generalised, but rather a logical, theoretical sample that can be analytically generalised (Yin, 1994). An attempt was made to choose cases with greater explanatory capacity and directors willing to assume research commitments.

With respect to the information collection process, we resorted to several different techniques, such as document revision, questionnaires sent out for completion and in-depth interviews with a number of directors in the privatised firms selected. Thus, we can contrast the different types of data gathered in the process while maintaining the *Triangulation Principle*. This principle allows us to verify whether data collected through different sources of information maintain a relationship to one another. Yin (1994) recommends the use of multiple data sources and compliance with the Triangulation Principle to ensure a study's internal and constructive validity.

Once the data collection phase concluded, the following step was the analysis of this evidence, which was linked to the propositions posed for validation. In our case, we followed two generic analysis strategies: first, we developed a description of each individual case, which resulted in four descriptive cases; and second, the propositions obtained from the theoretical review were contrasted with the data obtained and were accepted, reformulated or rejected in line with a general analytical strategy (Yin, 1998), through a search for common behaviour patterns (a *pattern-matching* analysis) and on occasion, through another modality: *explanation building*.

In any case, the rigor and quality of the empirical study are based on its validity (internal, external and construct) and reliability (Yin, 1994, 1998; Gibbert *et al*, 2008), analogous to other types of research methodologies.

4. A comparative analysis of the cases researched

Factorial behaviours and theoretical propositions

In line with other analogous contributions (Rasmussen *et al.*, 2001; Bell *et al.*, 2001; Chetty and Campbell-Hunt, 2004; Villarreal, 2007), we aimed to verify the appropriateness of the factors identified through the theoretical propositions posed and comparatively analyse the behaviour in the cases researched throughout the key dimensions previously developed in the theoretical review.

The comparative analysis of the four case studies sought to establish a certain theoretical generalisation, i.e., that the results obtained from these cases could be generalised to others in theoretically similar conditions. A certain analytical (non-statistical) generalisation of the results from the diverse cases used can be obtained by applying the replication logic, as well as the analytical procedure for identifying and contrasting different predicted patterns (pattern-matching) to corroborate previous theories or, alternatively, contribute to the development of new broader theoretical approaches or explanations for the object of analysis (Yin, 1998). The

different propositions were ranked on a Likert scale in terms of their degree of relevance in explaining the phenomenon.

A summary of the results obtained can be seen in Table 1.

Table 1 *A summary of the main results obtained in relation to the propositions posed in the four cases analysed by a pattern-matching analysis*

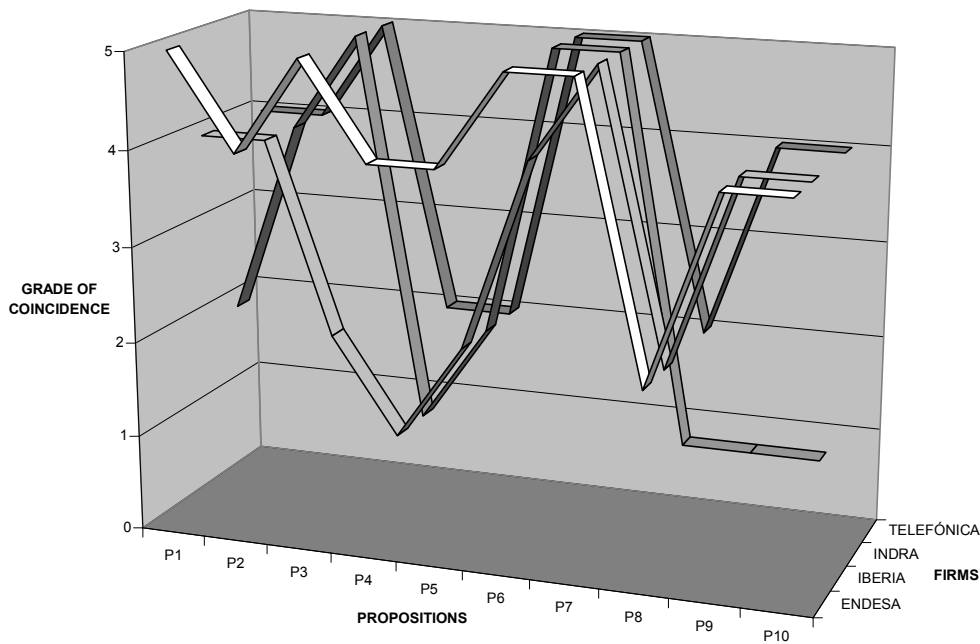
CASES / PROPOSITIONS	ENDESA (Case 1)	IBERIA (Case 2)	INDRA (Case 3)	TELEFÓNICA (Case 4)
P1.	Confirmed	Confirmed	Not confirmed	Confirmed
P2.	Confirmed	Confirmed	Confirmed	Confirmed
P3.	Confirmed	Not confirmed	Confirmed	Confirmed
P4.	Confirmed	Not confirmed	Not confirmed	Not confirmed
P5.	Confirmed	Not confirmed	Not confirmed	Not confirmed
P6.	Confirmed	Confirmed	Confirmed	Confirmed
P7.	Confirmed	Confirmed	Confirmed	Confirmed
P8.	Not confirmed	Not confirmed	Not confirmed	Not confirmed
P9.	Confirmed	Confirmed	Not confirmed	Confirmed
P10.	Confirmed	Confirmed	Not confirmed	Confirmed

Profile of the factorial behaviour pattern

Below, we highlight the comparative analysis of the cases studied with respect to each key factor in the corresponding propositions. The coincidence or similarity of explanatory factors would give rise to an exploratory factorial behaviour pattern among the analysed firms. To achieve this, we compared the evaluation obtained through the Likert scale in each case studied by examining each key factor involved in its corresponding proposition.

The graphic representation of factorial profiles allows us to establish a complete and integral x-ray of the factorial behaviour of the Strategic management in the firms studied. Thus, Graph 1 presents the profiles of the four firms studied in order to graphically depict the differences or similarities that exist in their factorial behaviour patterns.

Graph 1 *Graphic profiles of studied factors of Strategic management for the four firms analysed (Likert scale)*



The impression obtained through the above analysis (pattern-matching analysis) is reinforced by a comparison of the graphic profiles represented.

A good deal of similarity can be seen among three of the cases (Endesa, Iberia and Telefónica) with five common positions and five approximate ones for a total of ten factors. It is remarkable that the greatest discrepancy takes place in the case of Indra, which holds three clearly differentiated positions. However, unanimous confirmation occurs in propositions P2, P6 and P7.

P8 was widely rejected in all cases. No changes were observed in the number of the organisational structure's hierarchical levels in three of the companies analysed and in ENDESA's case, the levels were increased as a result of having to integrate several companies into its structure because of mergers carried out after privatisation.

A final aspect to highlight is that nine of the ten factors handled were considered very or extremely relevant (confirmatory level) in several of the cases studied, which underscores the need for a multifactorial approach, far from unilateral, doctrinal arguments.

Table 2 summarises the main results obtained by area.

Table 2 *Results obtained in relation to the existence of a common behaviour pattern in each area*

AREAS	RESULTS
STRATEGIES	High degree of similarity in three of the propositions. The other two were confirmed in one case at least.
OBJECTIVES	Two of the propositions were confirmed in all cases, with high degrees of coincidence.
ORGANISATIONAL STRUCTURE	P8 was not confirmed in any of the cases. There was a high degree of coincidence in the other two.

5. Conclusions

The ten basic theoretical propositions formulated in the different areas under study cover potential relevant factors in the process of change in a privatised firm's Strategic management.

Most of the theoretical propositions posed were confirmed or tend towards confirmation, according to the evidence shown by the firms in the sample. Table 3 indicates the degree of confirmation obtained in the study.

Table 3 *Conclusions on the main results obtained in relation to the propositions posed in the four cases analysed through pattern matching*

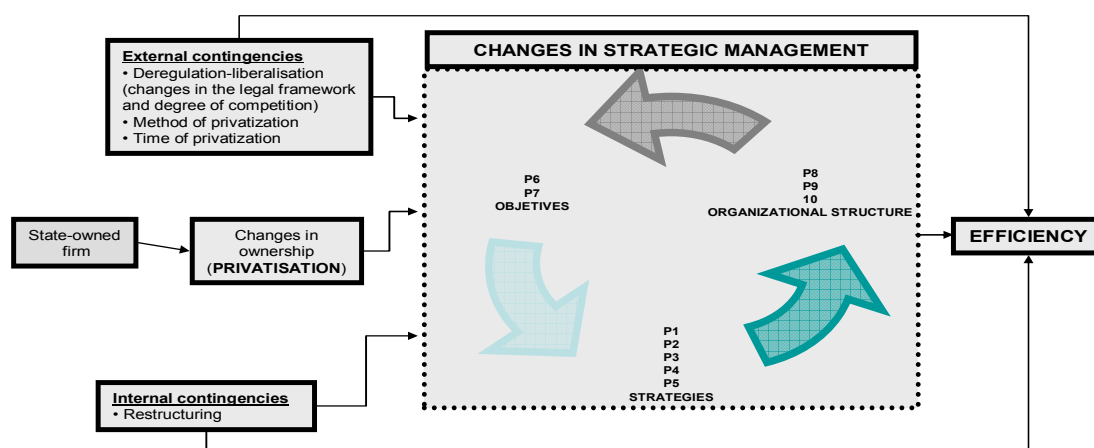
PROPOSITIONS	Conclusions
P1.	Multiple positions with a confirmatory tendency
P2.	UNANIMOUS CONFIRMATION
P3.	Multiple positions with a confirmatory tendency
P4.	Multiple positions with a non-confirmatory tendency
P5.	Multiple positions with a non-confirmatory tendency
P6.	UNANIMOUS CONFIRMATION
P7.	UNANIMOUS CONFIRMATION
P8.	UNANIMOUS NO CONFIRMATION
P9.	Multiple positions with a confirmatory tendency
P10.	Multiple positions with a confirmatory tendency

A comparative analysis of the different cases shows the following results: with the exception of propositions P4 and P5, which were confirmed in only one case, and P8, which was not confirmed in any of the cases, the others were ratified in at least three out of the four cases analysed. Furthermore, there was absolute unanimity on propositions P2, P6 and P7 and all cases were very much or totally in agreement with the approached contained in the proposition.

In turn, the graphic profiles represented (Graph 1) show a certain similarity among several of the corporate factorial profiles studied. In any case, the disparities among some cases prevent us from drawing sound conclusions on the possibility of pattern confirmation.

The incorporation of the series of key factors in the process of change in Strategic management involved in a public firm's privatisation helps us advance towards a theoretical global analysis model. Theoretical integration should be paired with a factorial purification after the empirical study. Nevertheless, the results obtained in our study allow for barely any significant discarding. In fact, the comparative analysis of behaviours of the firms analysed following the structure constructed through each area indicated (see Table 2) allows us to conclude that all areas are relevant in the process of change in Strategic management in privatised firms. In any case, it seems that subsequent studies should pay special attention to the type of consideration that could be given to the factors in P8, P4 and P5, which might be enunciated in a different sense than the one in this study.

Graph 2 *Theoretical model that analyses the effect of privatisation on strategic management*



The model represented in Graph 2 allows us to visualise all these areas and also considers internal (prior reconstruction) and external (market liberalisations, privatisation method and time of privatisation) contingencies that can end up bringing about changes in corporate management and the degree of efficiency achieved.

We conclude by indicating two limitations in the research. In the first place, it is not possible to draw any type of statistical inference to generalise the results. However, we should not forget that case studies allow for analytical generalisation, i.e., the extension of existing theoretical arguments based on the analysis of evidence obtained through the logic of constructing an explanation. Furthermore, if we consider this study's reasons and objectives, these limitations are clearly overcome by the advantages case studies have contributed. Secondly, the study was restricted to analysing the change in behaviour before and after privatisation, without monitoring the possible impact of other factors; specifically, the study does not take into account the effect of the economic cycle and the evolution of the competitive framework or other sector factors that all firms, privatised or not, may have in common and can notably influence changes produced in management.

References

- Aharoni, Y. 1981. "Managerial discretion in state owned enterprises" in Vernon, R. & Aharoni, Y. (eds.), *State-Owned Enterprise in Western Economies*. Londres, Croom Helm, pp. 184-193.
- Argimon, I.; Artola, C. & J.M. González-Páramo 1997. *Empresa pública y empresa privada: Titularidad y eficiencia relativa*. Banco de España, Servicio de Estudios. Work document nº 9723.
- Atkinson, S.E. & R. Halvorsen 1986. "The relative efficiency of public and private firms in a regulated environment: the case of US electric utilities", *Journal of Public Economics*, 29, 281-294.
- Bell, J.; Mcnaughton, R. & S. Young 2001. "Born-again Global Firms: An Extension of the "Born-global" Phenomenon", *Journal of International Management*, 7, 173-189.
- Bishop, M. & D. Thompson 1992. "Privatisation in the U.K.: internal organisation and productive efficiency", *Annals of Public and Cooperative Economics*, 63(2), 171-188.
- Boardman, A.E.; Laurin, C. & A.R. Vining 2003. "Privatization in North America", in David Parker and David Saal (eds.) *International Handbook on Privatisation*, Edward Elgar, Cheltenham, U.K., pp. 129-160.
- Boubakri, N. & J.C. Cosset 1998. "The financial and operating performance of newly privatised firms: evidence from developing countries", *Journal of Finance*, 53(3), 1081-1110.
- Boubakri, N. & O. Hamza 2007. "The dynamics of privatization, the legal environment and stock market development", *International Review of Financial Analysis*, 16(4), 304-331.
- Boubakri, N.; Cosset, J.C. & O. Guedhami 2005. "Liberalization, corporate governance and the performance of privatized firms in developing countries", *Journal of Corporate Finance*, 11, 767-790.
- Boycko, M.; Shleifer, A. & R. Vishny 1996. "A theory of privatisation", *Economic Journal*, 106, 309-319.

- Bueno, E.; Casani, F. & J. L. Lizcano 1999. "Estrategia empresarial: Modelo dinámico del proceso estratégico". Documento nº 9, Organización y sistemas, AECA, Madrid.
- Chetty, S. & C. Campbell-Hunt 2004. "A strategic approach to internationalisation: a traditional versus a "born-global" approach", *Journal of International Marketing*, 12(1), 57-81.
- Clarkson, K. W. 1972. "Some implications of property rights in hospital management". *Journal of Law and Economics*, vol. 15, pp. 363-384.
- Cuervo, A. 1997. *La privatización de la empresa pública*. Ed. Encuentro, Madrid.
- Cuervo, A. 2004. "Empresa pública y privatización", *Papeles de Economía Española*, 100, 147-160.
- Cuervo, A. & B. Villalonga 1999. "Privatización y eficiencia empresarial: Hacia un modelo explicativo a nivel de empresa", *Economía Industrial*, 328, 29-42.
- Cuervo, A. & B. Villalonga 2000. "Explaining the variance in the performance effects of privatization". *Academy of Management Review*, vol. 25, nº 3, pp. 581-590.
- D'souza, J. & W.L. Megginson 1999. "The financial and operating performance of newly privatized firms during the 1990s", *Journal of Finance*, 54(4), 1397-1438.
- D'souza, J.; Megginson, W.L. & R. Nash 2005. "Effects of institutional and firm specific characteristics on post-privatization performance: Evidence from developed countries", *Journal of Corporate Finance*, 11(5), 747-766.
- De Castro, J.O. & K. Uhlenbruck 2003. "The transformation into entrepreneurial firms. Examining the context of privatization", *Management Research*, 1(2), 171-184.
- Dewenter, K. & P.H. Malatesta 2000. "State-owned and privately-owned firms: an empirical analysis of profitability, leverage and labour intensity", *American Economic Review*, 91(1), 320-334.
- Durá, P. 2004. "Los fundamentos teóricos del proceso de privatización: influencia del régimen de propiedad en los objetivos y en los sistemas de incentivos" en VV. AA., *Teoría y política de privatizaciones: su contribución a la modernización económica. Análisis del caso español*, Fundación SEPI, Ediciones Cinca, Madrid, pp. 143-162.
- Eckel, C.; Eckel, D. & V. Singal 1997. "Privatization and efficiency: Industry effects of the sale of British Airways", *Journal of Financial Economics*, 43, 275-298.
- Eisenhardt, K.M. 1989. "Building theories from case study research", *Academy of Management Review*, 14, 532-550.
- Eisenhardt, K.M. 1991. "Better Stories and Better Constructs: The Case for Rigor and Comparative Logic", *Academy of Management Review*, 16(3), 620-627.
- Eisenhardt K.M. & M.E. Graebner 2007. "Theory building from cases: opportunities and challenges", *Academy of Management Journal*, 50(1), 25-32.
- Estrin, S. 2002. "Competition and corporate governance in transition", *Journal of Economics Perspectives*, 16(1), 101-124.
- Fernández Rodríguez, Z. 1989. "Reflexiones sobre la dirección y organización de la empresa pública". *Papeles de Economía Española*, nº 38, pp. 59-65.

- Fernández Rodríguez, Z.; Romero, A.M. & E. Vázquez 2004. "Privatizaciones y cambios estratégicos (El caso español: 1985-2000)", in VV.AA., *Teoría y política de privatizaciones: su contribución a la modernización económica. Análisis del caso español*, Fundación SEPI, Ediciones Cinca, Madrid, pp. 595-623.
- Gamir, L. 1999. *Las privatizaciones en España*. Ed. Pirámide, Madrid.
- García Álvarez, M.T. & R.M. Mariz 2003. El efecto de las privatizaciones sobre la gestión empresarial. AEDEM, XVII Congreso Nacional y XIII Congreso Hispano-Francés, Bordeaux, pp. 1087-1096.
- Gibbert, M.; Ruigrok, W. & B. Wicki 2008. "What passes as a rigorous case study?", *Strategic Management Journal*, 29, 1465-1474.
- Gómez Agustín, M. & A. García Zaballos 2004. "La privatización y el aumento de competitividad de las empresas españolas", in VV. AA., *Teoría y política de privatizaciones: su contribución a la modernización económica. Análisis del caso español*, Fundación SEPI, Ediciones Cinca, Madrid, pp. 857-877.
- Goodman J. & G. Loveman 1991. "Does privatization serve the public interest?", *Harvard Business Review*, November December, 6, pp. 26-38.
- Hernández de Cos, P. 2004. Empresa pública, privatización y eficiencia. Estudios Económicos, nº 75, Banco de España, pp. 1-112.
- Iranzo, J.E. 2004. "De la empresa estatal a la multinacional: el papel de las antiguas empresas de propiedad pública en la expansión de la economía española" in VV. AA., *Teoría y política de privatizaciones: su contribución a la modernización económica. Análisis del caso español*, Fundación SEPI, Ediciones Cinca, Madrid, pp. 813-832.
- Izquierdo, G.; Fernández, M.J. & A. Matellan 2004. "Dimensión empresarial y competitividad: economías de escala y la necesidad de la expansión internacional de las empresas privatizadas", in VV. AA., *Teoría y política de privatizaciones: su contribución a la modernización económica. Análisis del caso español*, Fundación SEPI, Ediciones Cinca, Madrid, pp. 879-896.
- Laurin, C. & Y. Bozec 2001. "Privatization and productivity improvement: the case of Canadian National", *Transportation Research Part E: Logistics and Transportation Review*, 37(5), 355-374.
- Lioukas, S.; Bourantas, D. & V. Papadakis 1993. "Managerial autonomy of state-owned enterprises: determining factors". *Organisation Science*, vol. 4, nº 4, pp. 645-666.
- Martin, S. & D. Parker 1995. "Privatization and economic performance throughout the UK business cycle", *Managerial and Decision Economics*, 16, 225-237.
- Martin, S. & D. Parker 1997. *The impact of privatization. Ownership and corporate performance in the UK*. Routledge, London and New York.
- Meggison, W.L. & J. Netter 2001. "From state to market: a survey of empirical studies on privatization", *Journal of Economic Literature*, 39(2), 321-389.
- Meggison, W.L.; Nash, R.C. & M.V. Randenborgh 1994. "The financial and operating performance of newly privatized firms: an international empirical analysis", *Journal of Finance*, 49(2), 403-452.

- Meggison, W.L.; Nash, R.C.; Netter, J. & A. Poulsen 2004. "The choice of private versus public capital markets: evidence from privatizations", *Journal of Finance*, 59(6), 2835–2870.
- Miles, R. H. & C.C. Snow 1978. *Organizational Strategy, Structure, and Processes*. McGraw-Hill, New York.
- Millward, R.E. & D.M. Parker 1983. "Public and Private Enterprise: Comparative Behaviour and Relative Efficiency" in Robert Millward, Parker, Rosenthal, Sumner and Topham (eds.) *Public Sector Economics*. Longman, New York, pp. 199-274.
- Millward, R. & R. Ward 1987. "The costs of public and private gas enterprises in late 19th century Britain", *Oxford Economic Papers*, 39, 719-737.
- Mintzberg, H. 1994. *The Rise and Fall of Strategic Planning*. Free Press, New York.
- Monsen, R. J. & K. D. Walters 1980. "State owned firms: a review of the data and issues" in I.E. Preston (ed.), *Research in Corporate Social Performance and Policy*, Greenwich Conn., JAI Press Inc., pp. 125-156.
- Parker, D. & C. Kirkpatrick 2005. "Privatisation in developing countries: A review of the evidence and the policy lessons", *Journal of Development Studies*, 41(4), 513-541.
- Ramaswamy, K. 2001. "Organizational ownership, competitive intensity, and firm performance: An empirical study of the Indian manufacturing sector". *Strategic Management Journal*, vol. 22, n° 10, pp. 989-998.
- Rasmussen, E.S.; Madsen, T.K. & F. Evangelista 2001. "The founding of the born global company in Denmark and Australia: sense making and networking", *Asia Pacific Journal of Marketing and Logistics*, 13(3), 75-107.
- Rees, R. 1974. *Public enterprise economics*. Weinderfeld and Nicholson, London.
- Rondinelli, D.A. 2004. "Políticas e instituciones para dirigir el proceso de privatización: la experiencia internacional" in VV. AA., *Teoría y política de privatizaciones: su contribución a la modernización económica. Análisis del caso español*, Fundación SEPI, Ediciones Cinca, Madrid, pp. 115-141.
- Siggelkow, N. 2007. "Persuasion with case studies", *Academy of Management Journal*, 50(1), 20–24.
- Tian, G.L. 2000. State shareholding and corporate performance: a study of a unique Chinese data set, *Working Paper*, London Business School.
- Val Pardo, I. 1989. "Estructura de organización de la empresa pública y la privada". *Papeles de Economía Española*, n° 39, pp. 116-131.
- Villarreal, O. 2007. *La Estrategia de Internacionalización de la Empresa. Un Estudio de Casos de Multinacionales Vascas*, Tesis Doctoral, Universidad del País Vasco-Euskal Herriko Unibertsitatea, Bilbao.
- Wittington, R. 1993. *What is strategy – and does it matter?* Routledge, London.
- Yin, R.K. 1994. *Case study research. Design and methods* (2^a ed.). Newbury Park, Sage Publications, London.
- Yin, R.K. 1998. "The Abridged Version of Case Study Research", in Bickman, L. and Rog, D. J. (eds.): *Handbook of Applied Social Research Methods*, Sage Publications, Thousand Oaks, pp. 229-259.

- Zahra, S. A. & C.D. Hansen, 2000. "Privatization, entrepreneurship, and global competitiveness in the 21st century". *Competitiveness Review*, vol. 10, n° 1, pp. 83-103.
- Zahra, S.A.; Ireland, R.D.; Gutierrez, I. & M.A. Hitt, 2000. "Privatization and entrepreneurial transformation: emerging issues and a future research agenda", *Academy of Management Review*, 25(3), 509-524.