

Competitive Unpredictability and Business Performance

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Abstract

This study develops and tests a model of competitive unpredictability. Results from a sample of British exporters reveal how planned and spontaneous decision-making jointly affect competitive unpredictability, while the effect of unpredictability on market performance is strengthened by increasing levels of new product development (NPD) capability. These findings progress existing theory on how and when managers can rely on competitive unpredictability to raise performance, providing a support structure for the use of competitive unpredictability in practice.

Subject Areas: *Cross-cultural and International Marketing; Decision-Making*