



# WRITING AN IMPACTFUL ARTICLE

**FOR *BUSINESS HORIZONS***





## OUR PURPOSE

*Business Horizons* fills a unique niche among business publications of its type by publishing articles that strike a balance between the practical and the academic.

FROM "FULL AIMS AND SCOPE," BUSINESS HORIZONS

7

**STRATEGIES FOR  
WRITING AN  
IMPACTFUL ARTICLE**





## **Focus on and articulate an explicit business problem**

- State the problem
- Contextualize when, where, why, and how it comes about
- Highlight what pain or negative impact it creates and/or what opportunity it opens up



## **Present a roadmap for working through the problem**

- Highlight how you can use your scholarship and academic understanding in an accessible way to deal with the problem
- Provide novelty and innovation in how you address the problem (don't just regurgitate well-understood approaches)
- State what you are going to do before you actually do it; allow your readers to understand your process first and then follow your process



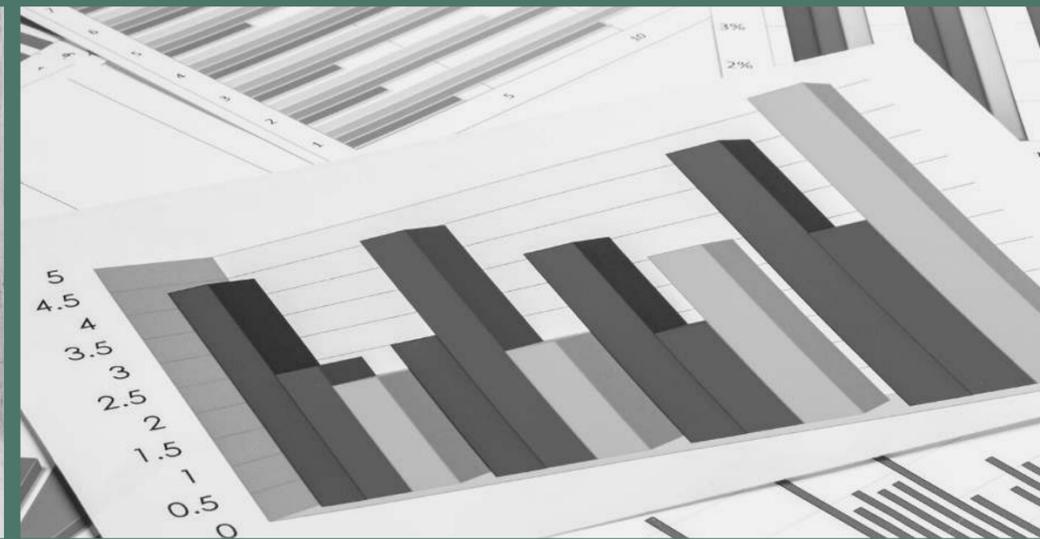
**Create and present a simple, comprehensible, and memorable structure, framework, process, or perspective for getting to the solution**

- Ground your solution in scholarship
- Make your means of getting to a solution extremely clear, easy to use, and easy to remember
- Work through the structure, framework, process, or perspective systematically with the readers
- Use accessible, understandable language and explanations

- Provide real or fictitious examples to show how your solution works or to show how drastic the problem you're addressing is in practice
- Real, recent examples from the press work well
- Examples from your own research can also work well



**Provide concrete examples and anecdotes**



## Develop graphics or tables that simply convey your message

- Make it easy for readers to digest and remember your core ideas
- Try packaging ideas in one or two figures or tables



## Offer prescriptive advice, but couple that with a discussion that addresses contingencies, complexities, and other applications

- Give managers and students something they can use immediately
- Highlight that your proposal may not always work out as one would expect; discuss how things might go wrong and the conditions under which prescriptions might not work out
- Consider alternative applications and opportunities for what you have proposed; where else might it be applicable?





**Leave readers with a  
take-home message**

- Focus on action
- Provide a clear, unambiguous message for practitioners and/or teachers

**RECENT BEST  
ARTICLE  
AWARD  
RECIPIENTS**

Scholz & Smith

**2016**

**Augmented reality:  
Designing immersive  
experiences  
that maximize consumer  
engagement**

Scholz & Smith

**2017**

**The friend or foe  
fallacy: Why your best  
customers may not  
need your friendship**

Dalsace & Jap

**2018**

**Artificial intelligence  
and the future of work:  
Human-AI symbiosis in  
organizational decision  
making**

M. H. Jarrahi