Long Range Planning (LRP) is a leading international journal for the field of strategic management. The journal has forged a strong reputation for publishing original research since 1968. We encourage submissions of articles that involve empirical research and theoretical articles, including studies that review and assess the current state of knowledge in important areas of strategy.

The majority of users of LRP come from the academic world, and the journal serves two functions in that world: the transmission of research findings among academic researchers, and the transmission of ideas that are useful in the classroom. Articles may be written for practicing managers and students in professional programs, or they may be directed primarily to academic researchers. LRP takes an inclusive approach to empirical research, publishing studies based on primary survey data, archival data, case study and other recognized approaches to data collection.

LRP welcomes work from scholars based in all parts of the world, including emerging and transitional economies. All work must meet a high standard and is assessed for originality and quality through a rigorous peer review process. The areas of work published by LRP include, among others: corporate strategy and governance, business strategy and new business models, international dimensions of strategy, strategies for emerging markets, entrepreneurship, innovation, organizational structure and design, corporate social responsibility, management of technology, methods for strategy research, and business processes. In addition to publication of high quality individual articles, LRP also publishes topically-themed special issues.

**AUDIENCE**

Academic researchers and management practitioners.

**IMPACT FACTOR**

2017: 3.221 © Clarivate Analytics Journal Citation Reports 2018
ABSTRACTING AND INDEXING

Current Contents/Health Services Administration
Current Contents/Social & Behavioral Sciences
Research Alert
ABI/Inform
Human Resources Abstracts
PAIS Bulletin
Sage Family Studies Abstracts
Scopus
ANBAR
ASEAN Management Abstracts
BIDS
Business Periodicals Index
First Search
Management and Marketing Abstracts
Operations Research & Management Science
Social Sciences Citation Index
Social Science Search
Business Index
Contents Pages in Management
Current Contents
Management Contents
Trade & Industry Index
UnCover

EDITORIAL BOARD

Editor-in-Chief
Tomi Laamanen, Institute of Management (IFB), Büro 4-208, Universität St. Gallen, Dufourstrasse 40a, 9000 St., St.Gallen, Switzerland

Former Editors-in-Chief
C. Baden-Fuller, Cass Business School, London, UK
J. A. Robins, Wirtschaftsuniversität Wien, Vienna, Austria

Founding Editor
Bernard Taylor, Henley Management College, Hambleden, Henley-On-Thames, UK

Associate Editors
Tina C. Ambos, University of Geneva, Geneva, Switzerland
Alejandro Escriba, Universitat de València, Valencia, Spain
Koen Heimeriks, Warwick Business School, Coventry, England, UK
Thomas C. Lawton, University of Surrey, Guilford, Surrey, England, UK
Sotirios Paroutis, University of Warwick, Coventry, England, UK
Charles-Clemens Rüling, Grenoble Ecole de Management, Grenoble Cedex 01, France

Consulting Editors
H.W. Volberda, Erasmus Universiteit, Rotterdam, Netherlands

Editorial Board
Daniel Albert, University of Wisconsin at Milwaukee, Milwaukee, Wisconsin, USA
Bjorn Ambos, Universität St. Gallen, St. Gallen, Switzerland
Costas Andriopoulos, City, University of London, London, UK
Siah Hwee Ang, Victoria University of Wellington, Wellington, New Zealand
Pratima Bansal, Western University, London, Ontario, Canada
Michael Barnett, Rutgers Business School, Newark, NJ, USA
Marie-Ann Betschinger, HEC Montréal, Montréal, Quebec, Canada
Julian Birkinshaw, London Business School, London, UK
Douglas Bosse, University of Richmond, Richmond, Virginia, USA
Harry Bowen, Queens University of Charlotte, Charlotte, North Carolina, USA
J. Ignacio Canales, University of Aberdeen, Aberdeen, Scotland, UK
Baia Chakravarthy, Institute for Management Development (IMD), Lausanne, Switzerland
Sayan Chatterjee, Case Western Reserve University, Cleveland, Ohio, USA
Amitava Chattopadhyay, INSEAD, Singapore
Raveendra Chittoor, University of Victoria, Victoria, British Columbia, Canada
Martin Conyon, Lancaster University Management School, Bailrigg, Lancaster, UK
Leonardo Corbo, Universidade Católica Portuguesa, Portugal
Parshotam Dass, University of Manitoba, Winnipeg, Manitoba, Canada
Timothy Devinney, Leeds University Business School, Leeds, UK
Rian Drogendijk, Rijksuniversiteit Groningen, Groningen, Netherlands
Rodolphe Durand, HEC Paris, Jouy en Josas, France
Simone Ferriani, Università di Bologna, Bologna, Italy
Nicolai Foss, Copenhagen Business School (CBS), København, Denmark
Pankaj Ghemawat, Leonard Stern School of Business, New York, New York, USA
Robert Grant, Università Bocconi, Milan, Italy
Stefan Haeffiger, Cass Business School, London, UK
Kathryn Harrigan, Columbia University, New York, New York, USA
Loizos Heracleous, University of Warwick, Coventry, England, UK
Bryan Husted, York University, Toronto, Ontario, Canada
Mark Jenkins, Cranfield University, Cranfield, Bedford, UK
Bowon Kim, KAIST Graduate School of Management, Seoul, The Republic of Korea
David R. King, Iowa State University, Ames, Iowa, USA
Ingo Kleindienst, Aarhus University, Aarhus V, Denmark
Elko Klijn, Old Dominion University, Norfolk, Virginia, USA
Reddi Kotha, Singapore Management University, Singapore, Singapore
Mitchell Koza, Rutgers University, Newark, New Jersey, USA
Robert Kudiak, Uniwersytet im. Adam Mickiewicza w Poznaniu, Poznań, Poland
Juha-Antti Lamberg, University of Jyväskylä, Jyväskylä, Finland
Christoph Lechner, Universität St. Gallen, St. Gallen, Switzerland
Moren Levesque, York University, Toronto, Ontario, Canada
Jiatao Li, Hong Kong University of Science and Technology, Kowloon, Hong Kong
Sali Li, University of South Carolina, Columbia, South Carolina, USA
Elizabeth Lim, Georgia State University, Atlanta, Georgia, USA
Andrea Lipparini, Università di Bologna, Bologna, Italy
Gianni Lorenzoni, Università di Bologna, Bologna, Italy
Steven Lui, UNSW Australia, Sydney, New South Wales, Australia
Jukka Luoma, Aalto University School of Business, Helsinki, Finland
Ian MacMillan, University of Pennsylvania, University Park, Pennsylvania, USA
Sumit Majumdar, University of Texas at Dallas, Richardson, Texas, USA
Thomas Menkhoff, Singapore Management University, Singapore, Singapore
Markus Menz, Université de Genève, Genève, Switzerland
Santiago Mingo, Universidad Adolfo Ibáñez, Santiago, Chile
Lionel Nesta, OFCE (Centre de recherche en économie de Sciences Po), Sophia-Antipolis Cedex, France
Susan (Sue) Newell, University of Sussex, Brighton, UK
Paul Olk, University of Denver, Denver, Colorado, USA
Choelsoon Park, Seoul National University (SNU), Seoul, The Republic of Korea
Michael Porter, Harvard Business School, Boston, Massachusetts, USA
Andrea Prencipe, LUISS Guido Carli University, Rome, Italy
Jonas Puck, WU Vienna, Vienna, Austria
Rafael Ramirez, University of Oxford, Oxford, England, UK
Patrick Regnér, Stockholm School of Economics, Stockholm, Sweden
Ansgar Richter, University of Surrey, Guildford, England, UK
Ke Rong, Tsinghua University, Beijing, China
Johan Roos, Jönköping International Business School, Jönköping, Sweden
Grazia Santangelo, Università degli Studi di Catania, Catania, Italy
Bodo Schlegelmilch, Wirtschaftsuniversität Wien, Vienna, Austria
Achim Schmitt, École hôtelière de Lausanne (EHL), Lausanne 25, Switzerland
Joachim Schwalbach, Humboldt-Universität Berlin, Berlin, Germany
Yuliya Snihur, Toulouse Business School
Jaeyong Song, Seoul National University (SNU), Seoul, The Republic of Korea
Paul Spee, University of Queensland, Brisbane, Queensland, Australia
Fernando Suarez, Northeastern University, Boston, Massachusetts, USA
Gabriel Szulanski, INSEAD, Singapore
Stephen B. Tallman, University of Richmond, Richmond, Virginia, USA
Shlomo Tarba, University of Birmingham, Birmingham, England, UK
David Teece, University of California at Berkeley, Berkeley, California, USA
Raymond Thietart, Université Paris-Dauphine, PARIS, France
Howard Thomas, Singapore Management University, Singapore
Esther Tippmann, University College Dublin, Dublin, Ireland
Dominique Turpin, Institute for Management Development (IMD), Lausanne, Switzerland
Frans van den Bosch, Erasmus Universiteit, Rotterdam, Netherlands
Sebastiaan van Doorn, University of Warwick, Coventry, England, UK
Raymond van Wijk, Erasmus Universiteit, Rotterdam, Netherlands
Georg von Krogh, Eidgenössische Technische Hochschule (ETH) Zürich, Zurich, Switzerland
Shi Weilei (Stone), Baruch College, New York 10010, New York, USA
Xena Welch Guerra, Universität St. Gallen, St. Gallen, Switzerland
Richard Whittington, University of Oxford, Oxford, UK
Bernd Wirtz, German University of Administrative Sciences, Speyer, Germany
Habin Yang, City University of Hong Kong, Kowloon Tong, Hong Kong
George Yip, Imperial College London, London, UK
GUIDE FOR AUTHORS

INTRODUCTION
All submissions to LRP should proceed electronically via the journal's dedicated online system: http://ees.elsevier.com/lrp/

Types of paper
Most articles are full length research papers, review articles are also welcome. Special Issue proposals should be sent to the Editor via tomi.laamanen@unisg.ch.

Contact Details for submission
Authors are invited to submit articles via the online submission site of http://ees.elsevier.com/lrp - here you can find further information and register.

BEFORE YOU BEGIN

Ethics in publishing
Please see our information pages on Ethics in publishing and Ethical guidelines for journal publication.

Declaration of interest
All authors must disclose any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work. Examples of potential competing interests include employment, consultancies, stock ownership, honoraria, paid expert testimony, patent applications/registrations, and grants or other funding. Authors must disclose any interests in two places: 1. A summary declaration of interest statement in the title page file (if double-blind) or the manuscript file (if single-blind). If there are no interests to declare then please state this: 'Declarations of interest: none'. This summary statement will be ultimately published if the article is accepted. 2. Detailed disclosures as part of a separate Declaration of Interest form, which forms part of the journal's official records. It is important for potential interests to be declared in both places and that the information matches. More information.

Submission declaration and verification
Submission of an article implies that the work described has not been published previously (except in the form of an abstract, a published lecture or academic thesis, see 'Multiple, redundant or concurrent publication' for more information), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder. To verify originality, your article may be checked by the originality detection service Crossref Similarity Check.

Preprints
Please note that preprints can be shared anywhere at any time, in line with Elsevier's sharing policy. Sharing your preprints e.g. on a preprint server will not count as prior publication (see 'Multiple, redundant or concurrent publication' for more information).

Use of inclusive language
Inclusive language acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities. Articles should make no assumptions about the beliefs or commitments of any reader, should contain nothing which might imply that one individual is superior to another on the grounds of race, sex, culture or any other characteristic, and should use inclusive language throughout. Authors should ensure that writing is free from bias, for instance by using 'he or she', 'his/her' instead of 'he' or 'his', and by making use of job titles that are free of stereotyping (e.g. 'chairperson' instead of 'chairman' and 'flight attendant' instead of 'stewardess').

Changes to authorship
Authors are expected to consider carefully the list and order of authors before submitting their manuscript and provide the definitive list of authors at the time of the original submission. Any addition, deletion or rearrangement of author names in the authorship list should be made only before the manuscript has been accepted and only if approved by the journal Editor. To request such a change, the Editor must receive the following from the corresponding author: (a) the reason...
for the change in author list and (b) written confirmation (e-mail, letter) from all authors that they agree with the addition, removal or rearrangement. In the case of addition or removal of authors, this includes confirmation from the author being added or removed. Only in exceptional circumstances will the Editor consider the addition, deletion or rearrangement of authors after the manuscript has been accepted. While the Editor considers the request, publication of the manuscript will be suspended. If the manuscript has already been published in an online issue, any requests approved by the Editor will result in a corrigendum.

**Copyright**
Upon acceptance of an article, authors will be asked to complete a 'Journal Publishing Agreement' (see more information on this). An e-mail will be sent to the corresponding author confirming receipt of the manuscript together with a 'Journal Publishing Agreement' form or a link to the online version of this agreement.

Subscribers may reproduce tables of contents or prepare lists of articles including abstracts for internal circulation within their institutions. Permission of the Publisher is required for resale or distribution outside the institution and for all other derivative works, including compilations and translations. If excerpts from other copyrighted works are included, the author(s) must obtain written permission from the copyright owners and credit the source(s) in the article. Elsevier has preprinted forms for use by authors in these cases.

For gold open access articles: Upon acceptance of an article, authors will be asked to complete an 'Exclusive License Agreement' (more information). Permitted third party reuse of gold open access articles is determined by the author's choice of user license.

**Author rights**
As an author you (or your employer or institution) have certain rights to reuse your work. More information.

*Elsevier supports responsible sharing*
Find out how you can share your research published in Elsevier journals.

**Role of the funding source**
You are requested to identify who provided financial support for the conduct of the research and/or preparation of the article and to briefly describe the role of the sponsor(s), if any, in study design; in the collection, analysis and interpretation of data; in the writing of the report; and in the decision to submit the article for publication. If the funding source(s) had no such involvement then this should be stated.

**Funding body agreements and policies**
Elsevier has established a number of agreements with funding bodies which allow authors to comply with their funder's open access policies. Some funding bodies will reimburse the author for the gold open access publication fee. Details of existing agreements are available online.

**Open access**
This journal offers authors a choice in publishing their research:

**Subscription**
- Articles are made available to subscribers as well as developing countries and patient groups through our universal access programs.
- No open access publication fee payable by authors.
- The Author is entitled to post the accepted manuscript in their institution's repository and make this public after an embargo period (known as green Open Access). The published journal article cannot be shared publicly, for example on ResearchGate or Academia.edu, to ensure the sustainability of peer-reviewed research in journal publications. The embargo period for this journal can be found below.

**Gold open access**
- Articles are freely available to both subscribers and the wider public with permitted reuse.
- A gold open access publication fee is payable by authors or on their behalf, e.g. by their research funder or institution.

Regardless of how you choose to publish your article, the journal will apply the same peer review criteria and acceptance standards.
For gold open access articles, permitted third party (re)use is defined by the following Creative Commons user licenses:

**Creative Commons Attribution (CC BY)**
Lets others distribute and copy the article, create extracts, abstracts, and other revised versions, adaptations or derivative works of or from an article (such as a translation), include in a collective work (such as an anthology), text or data mine the article, even for commercial purposes, as long as they credit the author(s), do not represent the author as endorsing their adaptation of the article, and do not modify the article in such a way as to damage the author's honor or reputation.

**Creative Commons Attribution-NonCommercial-NoDerivs (CC BY-NC-ND)**
For non-commercial purposes, lets others distribute and copy the article, and to include in a collective work (such as an anthology), as long as they credit the author(s) and provided they do not alter or modify the article.

The gold open access publication fee for this journal is **USD 1800**, excluding taxes. Learn more about Elsevier's pricing policy: [https://www.elsevier.com/openaccesspricing](https://www.elsevier.com/openaccesspricing).

**Green open access**
Authors can share their research in a variety of different ways and Elsevier has a number of green open access options available. We recommend authors see our green open access page for further information. Authors can also self-archive their manuscripts immediately and enable public access from their institution's repository after an embargo period. This is the version that has been accepted for publication and which typically includes author-incorporated changes suggested during submission, peer review and in editor-author communications. Embargo period: For subscription articles, an appropriate amount of time is needed for journals to deliver value to subscribing customers before an article becomes freely available to the public. This is the embargo period and it begins from the date the article is formally published online in its final and fully citable form. Find out more.

This journal has an embargo period of 36 months.

**Language (usage and editing services)**
Please write your text in good English (American or British usage is accepted, but not a mixture of these). Authors who feel their English language manuscript may require editing to eliminate possible grammatical or spelling errors and to conform to correct scientific English may wish to use the English Language Editing service available from Elsevier's WebShop.

**Informed consent and patient details**
Studies on patients or volunteers require ethics committee approval and informed consent, which should be documented in the paper. Appropriate consents, permissions and releases must be obtained where an author wishes to include case details or other personal information or images of patients and any other individuals in an Elsevier publication. Written consents must be retained by the author but copies should not be provided to the journal. Only if specifically requested by the journal in exceptional circumstances (for example if a legal issue arises) the author must provide copies of the consents or evidence that such consents have been obtained. For more information, please review the Elsevier Policy on the Use of Images or Personal Information of Patients or other Individuals. Unless you have written permission from the patient (or, where applicable, the next of kin), the personal details of any patient included in any part of the article and in any supplementary materials (including all illustrations and videos) must be removed before submission.

**Submission**
Our online submission system guides you stepwise through the process of entering your article details and uploading your files. The system converts your article files to a single PDF file used in the peer-review process. Editable files (e.g., Word, LaTeX) are required to typeset your article for final publication. All correspondence, including notification of the Editor's decision and requests for revision, is sent by e-mail.

**PREPARATION**

**Peer review**
This journal operates a double blind review process. All contributions will be initially assessed by the editor for suitability for the journal. Papers deemed suitable are then typically sent to a minimum of two independent expert reviewers to assess the scientific quality of the paper. The Editor is responsible for the final decision regarding acceptance or rejection of articles. The Editor's decision is final. More information on types of peer review.
**Double-blind review**

This journal uses double-blind review, which means the identities of the authors are concealed from the reviewers, and vice versa. More information is available on our website. To facilitate this, please include the following separately:

**Title page (with author details):** This should include the title, authors' names, affiliations, acknowledgements and any Declaration of Interest statement, and a complete address for the corresponding author including an e-mail address.

**Blinded manuscript (no author details):** The main body of the paper (including the references, figures, tables and any acknowledgements) should not include any identifying information, such as the authors' names or affiliations.

**Use of word processing software**

It is important that the file be saved in the native format of the word processor used. The text should be in single-column format. Keep the layout of the text as simple as possible. Most formatting codes will be removed and replaced on processing the article. In particular, do not use the word processor's options to justify text or to hyphenate words. However, do use bold face, italics, subscripts, superscripts etc. When preparing tables, if you are using a table grid, use only one grid for each individual table and not a grid for each row. If no grid is used, use tabs, not spaces, to align columns. The electronic text should be prepared in a way very similar to that of conventional manuscripts (see also the Guide to Publishing with Elsevier). Note that source files of figures, tables and text graphics will be required whether or not you embed your figures in the text. See also the section on Electronic artwork.

To avoid unnecessary errors you are strongly advised to use the 'spell-check' and 'grammar-check' functions of your word processor.

**Essential title page information**

- **Title.** Concise and informative. Titles are often used in information-retrieval systems. Avoid abbreviations and formulae where possible.
- **Author names and affiliations.** Please clearly indicate the given name(s) and family name(s) of each author and check that all names are accurately spelled. You can add your name between parentheses in your own script behind the English transliteration. Present the authors' affiliation addresses (where the actual work was done) below the names. Indicate all affiliations with a lower-case superscript letter immediately after the author's name and in front of the appropriate address. Provide the full postal address of each affiliation, including the country name and, if available, the e-mail address of each author.
- **Corresponding author.** Clearly indicate who will handle correspondence at all stages of refereeing and publication, also post-publication. This responsibility includes answering any future queries about Methodology and Materials. **Ensure that the e-mail address is given and that contact details are kept up to date by the corresponding author.**
- **Present/permanent address.** If an author has moved since the work described in the article was done, or was visiting at the time, a 'Present address' (or 'Permanent address') may be indicated as a footnote to that author's name. The address at which the author actually did the work must be retained as the main, affiliation address. Superscript Arabic numerals are used for such footnotes.

**Abstract**

A concise and factual abstract is required. The abstract should state briefly the purpose of the research, the principal results and major conclusions. An abstract is often presented separately from the article, so it must be able to stand alone. For this reason, References should be avoided, but if essential, then cite the author(s) and year(s). Also, non-standard or uncommon abbreviations should be avoided, but if essential they must be defined at their first mention in the abstract itself.

**Graphical Abstract**

A Graphical abstract is optional and should summarize the contents of the paper in a concise, pictorial form designed to capture the attention of a wide readership online. Authors must provide images that clearly represent the work described in the paper. Graphical Abstracts should be submitted as a separate file in the online submission system. Maximum image size: 400x600 pixels (hxw, recommended size 200x500 pixels). Preferred file types: TIFF, EPS, PDF or MS Office files. See http://www.elsevier.com/graphicalabstracts for examples.

**Appendices**

If there is more than one appendix, they should be identified as A, B, etc. Formulae and equations in appendices should be given separate numbering: Eq. (A.1), Eq. (A.2), etc.; in a subsequent appendix, Eq. (B.1) and so on. Similarly for tables and figures: Table A.1; Fig. A.1, etc.
Biographies
Include in the manuscript a short (maximum 100 words) biography of each author, along with a passport-type photograph accompanying the other figures.

Acknowledgements
Collate acknowledgements in a separate section at the end of the article before the references and do not, therefore, include them on the title page, as a footnote to the title or otherwise. List here those individuals who provided help during the research (e.g., providing language help, writing assistance or proof reading the article, etc.).

Formatting of funding sources
List funding sources in this standard way to facilitate compliance to funder's requirements:

Funding: This work was supported by the National Institutes of Health [grant numbers xxxx, yyyy]; the Bill & Melinda Gates Foundation, Seattle, WA [grant number zzzz]; and the United States Institutes of Peace [grant number aaaa].

It is not necessary to include detailed descriptions on the program or type of grants and awards. When funding is from a block grant or other resources available to a university, college, or other research institution, submit the name of the institute or organization that provided the funding.

If no funding has been provided for the research, please include the following sentence:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Electronic Artwork
General points
• Make sure you use uniform lettering and sizing of your original artwork.
• Save text in illustrations as "graphics" or enclose the font.
• Only use the following fonts in your illustrations: Arial, Courier, Times, Symbol.
• Number the illustrations according to their sequence in the text.
• Use a logical naming convention for your artwork files.
• Provide captions to illustrations separately.
• Produce images near to the desired size of the printed version.
• Submit each figure as a separate file.

A detailed guide on electronic artwork is available on our website:
http://www.elsevier.com/artworkinstructions

You are urged to visit this site; some excerpts from the detailed information are given here.

Formats
Regardless of the application used, when your electronic artwork is finalised, please "save as" or convert the images to one of the following formats (note the resolution requirements for line drawings, halftones, and line/halftone combinations given below):
EPS: Vector drawings. Embed the font or save the text as "graphics".
TIFF: color or grayscale photographs (halftones): always use a minimum of 300 dpi.
TIFF: Bitmapped line drawings: use a minimum of 1000 dpi.
TIFF: Combinations bitmapped line/halftone (color or grayscale): a minimum of 500 dpi is required.
DOC, XLS or PPT: If your electronic artwork is created in any of these Microsoft Office applications please supply "as is".

Please do not:
• Supply embedded graphics in your wordprocessor (spreadsheet, presentation) document; Supply files that are optimised for screen use (like GIF, BMP, PICT, WPG); the resolution is too low;
• Supply files that are too low in resolution;
• Submit graphics that are disproportionately large for the content.

Color artwork
Please make sure that artwork files are in an acceptable format (TIFF (or JPEG), EPS (or PDF), or MS Office files) and with the correct resolution. If, together with your accepted article, you submit usable color figures then Elsevier will ensure, at no additional charge, that these figures will appear in color online (e.g., ScienceDirect and other sites) regardless of whether or not these illustrations are reproduced in color in the printed version. For color reproduction in print, you will receive
information regarding the costs from Elsevier after receipt of your accepted article. Please indicate your preference for color: in print or online only. Further information on the preparation of electronic artwork.

Figure captions
Ensure that each illustration has a caption. Supply captions separately, not attached to the figure. A caption should comprise a brief title (not on the figure itself) and a description of the illustration. Keep text in the illustrations themselves to a minimum but explain all symbols and abbreviations used.

Tables
Please submit tables as editable text and not as images. Tables can be placed either next to the relevant text in the article, or on separate page(s) at the end. Number tables consecutively in accordance with their appearance in the text and place any table notes below the table body. Be sparing in the use of tables and ensure that the data presented in them do not duplicate results described elsewhere in the article. Please avoid using vertical rules and shading in table cells.

References
Citation in text
Please ensure that every reference cited in the text is also present in the reference list (and vice versa). Any references cited in the abstract must be given in full. Unpublished results and personal communications are not recommended in the reference list, but may be mentioned in the text. If these references are included in the reference list they should follow the standard reference style of the journal and should include a substitution of the publication date with either 'Unpublished results' or 'Personal communication'. Citation of a reference as 'in press' implies that the item has been accepted for publication.

Web references
As a minimum, the full URL should be given and the date when the reference was last accessed. Any further information, if known (DOI, author names, dates, reference to a source publication, etc.), should also be given. Web references can be listed separately (e.g., after the reference list) under a different heading if desired, or can be included in the reference list.

Data references
This journal encourages you to cite underlying or relevant datasets in your manuscript by citing them in your text and including a data reference in your Reference List. Data references should include the following elements: author name(s), dataset title, data repository, version (where available), year, and global persistent identifier. Add [dataset] immediately before the reference so we can properly identify it as a data reference. The [dataset] identifier will not appear in your published article.

Reference management software
Most Elsevier journals have their reference template available in many of the most popular reference management software products. These include all products that support Citation Style Language styles, such as Mendeley and Zotero, as well as EndNote. Using the word processor plug-ins from these products, authors only need to select the appropriate journal template when preparing their article, after which citations and bibliographies will be automatically formatted in the journal's style. If no template is yet available for this journal, please follow the format of the sample references and citations as shown in this Guide. If you use reference management software, please ensure that you remove all field codes before submitting the electronic manuscript. More information on how to remove field codes.

Users of Mendeley Desktop can easily install the reference style for this journal by clicking the following link:
http://open.mendeley.com/use-citation-style/long-range-planning
When preparing your manuscript, you will then be able to select this style using the Mendeley plug-ins for Microsoft Word or LibreOffice.

Reference Style
Text: All citations in the text should refer to:

1. Single author: the author's name (without initials, unless there is ambiguity) and the year of publication;

2. Two authors: both authors' names and the year of publication;
3. Three or more authors: first author's name followed by "et al." and the year of publication.

Citations may be made directly (or parenthetically). Groups of references should be listed first alphabetically, then chronologically.

Examples: "as demonstrated (Allan, 1996a, 1996b, 1999; Allan and Jones, 1995). Kramer et al. (2000) have recently shown ...."

List: References should be arranged first alphabetically and then further sorted chronologically if necessary. More than one reference from the same author(s) in the same year must be identified by the letters "a", "b", "c", etc., placed after the year of publication.

Examples:

Reference to a journal publication:


Reference to a book:


Reference to Dataset:


Video Data

LRP accepts video material and animation sequences to support and enhance your research. Authors who have video or animation files that they wish to submit with their article are strongly encouraged to include these within the body of the article. This can be done in the same way as a figure or table by referring to the video or animation content and noting in the body text where it should be placed. All submitted files should be properly labelled so that they directly relate to the video file's content. In order to ensure that your video or animation material is directly usable, please provide the files in one of our recommended file formats with a preferred maximum size of 50 MB. Video and animation files supplied will be published online in the electronic version of your article in Elsevier Web products, including ScienceDirect: http://www.sciencedirect.com. Please supply 'stills' with your files: you can choose any frame from the video or animation or make a separate image. These will be used instead of standard icons and will personalize the link to your video data. For more detailed instructions please visit our video instruction pages at http://www.elsevier.com/artworkinstructions. Note: since video and animation cannot be embedded in the print version of the journal, please provide text for both the electronic and the print version for the portions of the article that refer to this content.

Data visualization

Include interactive data visualizations in your publication and let your readers interact and engage more closely with your research. Follow the instructions here to find out about available data visualization options and how to include them with your article.

Supplementary data

LRP accepts electronic supplementary material to support and enhance your research. Supplementary files offer the author additional possibilities to publish supporting applications, high-resolution images, background datasets, sound clips and more. Supplementary files supplied will be published online alongside the electronic version of your article in Elsevier Web products, including ScienceDirect: http://www.sciencedirect.com.
In order to ensure that your submitted material is directly usable, please provide the data in one of our recommended file formats. Authors should submit the material in electronic format together with the article and supply a concise and descriptive caption for each file. For more detailed instructions please visit our artwork instruction pages at http://www.elsevier.com/artworkinstructions.

**Research data**

This journal encourages and enables you to share data that supports your research publication where appropriate, and enables you to interlink the data with your published articles. Research data refers to the results of observations or experimentation that validate research findings. To facilitate reproducibility and data reuse, this journal also encourages you to share your software, code, models, algorithms, protocols, methods and other useful materials related to the project.

Below are a number of ways in which you can associate data with your article or make a statement about the availability of your data when submitting your manuscript. If you are sharing data in one of these ways, you are encouraged to cite the data in your manuscript and reference list. Please refer to the "References" section for more information about data citation. For more information on depositing, sharing and using research data and other relevant research materials, visit the research data page.

**Data linking**

If you have made your research data available in a data repository, you can link your article directly to the dataset. Elsevier collaborates with a number of repositories to link articles on ScienceDirect with relevant repositories, giving readers access to underlying data that gives them a better understanding of the research described.

There are different ways to link your datasets to your article. When available, you can directly link your dataset to your article by providing the relevant information in the submission system. For more information, visit the database linking page.

For supported data repositories a repository banner will automatically appear next to your published article on ScienceDirect.

In addition, you can link to relevant data or entities through identifiers within the text of your manuscript, using the following format: Database: xxxx (e.g., TAIR: AT1G01020; CCDC: 734053; PDB: 1XFN).

**Mendeley Data**

This journal supports Mendeley Data, enabling you to deposit any research data (including raw and processed data, video, code, software, algorithms, protocols, and methods) associated with your manuscript in a free-to-use, open access repository. During the submission process, after uploading your manuscript, you will have the opportunity to upload your relevant datasets directly to Mendeley Data. The datasets will be listed and directly accessible to readers next to your published article online.

For more information, visit the Mendeley Data for journals page.

**Data in Brief**

*Long Range Planning* is now partnered with Data in Brief! You have the option of converting any or all parts of your raw research data into one or more data articles that host and describe your data. *Data in Brief* articles can be submitted as an additional file directly alongside your original research manuscript by using this template. If your research article is accepted by *Long Range Planning*, your data article will automatically be transferred over to *Data in Brief*, where it will be independently reviewed, indexed, given a DOI and made publicly available online upon publication.

To celebrate the launch of this co-submission partnership, the open access fee for Data in Brief will be fully waived for all articles submitted alongside the original research article before 31 December 2018. After this date, the usual open access fee of 500 USD will payable upon acceptance and publication of your data article.

Full details can be found on the Data in Brief homepage.
Data statement
To foster transparency, we encourage you to state the availability of your data in your submission. This may be a requirement of your funding body or institution. If your data is unavailable to access or unsuitable to post, you will have the opportunity to indicate why during the submission process, for example by stating that the research data is confidential. The statement will appear with your published article on ScienceDirect. For more information, visit the Data Statement page.

Submission checklist
It is hoped that the following list will be useful during the final checking of an article prior to sending it to the journal for review. Please consult this Guide for Authors for further details of any item.

Ensure that the following items are present:
One Author designated as corresponding Author:
• E-mail address
• Full postal address
• Telephone and fax numbers
All necessary files have been uploaded
• All figure captions
• All tables (including title, description, footnotes)
Further considerations
• Manuscript has been "spellchecked" and "grammar-checked"
• References are in the correct format for this journal
• All references mentioned in the Reference list are cited in the text, and vice versa
• Permission has been obtained for use of copyrighted material from other sources (including the Web)
• Color figures are clearly marked as being intended for color reproduction on the Web (free of charge) and in print or to be reproduced in color on the Web (free of charge) and in black-and-white in print
• If only color on the Web is required, black and white versions of the figures are also supplied for printing purposes
For any further information please visit our customer support site at http://service.elsevier.com.

AFTER ACCEPTANCE

Online proof correction
Corresponding authors will receive an e-mail with a link to our online proofing system, allowing annotation and correction of proofs online. The environment is similar to MS Word: in addition to editing text, you can also comment on figures/tables and answer questions from the Copy Editor. Web-based proofing provides a faster and less error-prone process by allowing you to directly type your corrections, eliminating the potential introduction of errors.

If preferred, you can still choose to annotate and upload your edits on the PDF version. All instructions for proofing will be given in the e-mail we send to authors, including alternative methods to the online version and PDF.

We will do everything possible to get your article published quickly and accurately. Please use this proof only for checking the typesetting, editing, completeness and correctness of the text, tables and figures. Significant changes to the article as accepted for publication will only be considered at this stage with permission from the Editor. It is important to ensure that all corrections are sent back to us in one communication. Please check carefully before replying, as inclusion of any subsequent corrections cannot be guaranteed. Proofreading is solely your responsibility.

Offprints
The corresponding author will, at no cost, receive a customized Share Link providing 50 days free access to the final published version of the article on ScienceDirect. The Share Link can be used for sharing the article via any communication channel, including email and social media. For an extra charge, paper offprints can be ordered via the offprint order form which is sent once the article is accepted for publication. Both corresponding and co-authors may order offprints at any time via Elsevier's Webshop. Corresponding authors who have published their article gold open access do not receive a Share Link as their final published version of the article is available open access on ScienceDirect and can be shared through the article DOI link.

AUTHOR INQUIRIES
Visit the Elsevier Support Center to find the answers you need. Here you will find everything from Frequently Asked Questions to ways to get in touch.
You can also check the status of your submitted article or find out when your accepted article will be published.