

Book Reviews

Hot, Flat and Crowded: Why the World Needs a Green Revolution—And How We Can Renew Our Global Future

Thomas L. Friedman

London, Allen Lane, 2008, 438 pp., UK£14.99, ISBN 978-1-846-14163-8 pbk

It was in 1896 that the Swedish chemist Svante August Arrhenius suggested that humankind might be altering the climate by burning large volumes of coal. But when history is written, the years 2006–08 will be identified as the period in which this arcane bit of science emerged as a key policy issue for everyone in the world.

The fact that Thomas Friedman, one of the world's best-known journalists, and a man whose international travel must give him a carbon footprint the size of France, has devoted his new book to sustainable growth is itself testimony to the emerging importance of green issues. Friedman is foreign affairs columnist of the *New York Times*, an institution which is having its own troubles facing the twenty-first century. But in these pages, he does the best job yet of framing the political, personal and business choices involved in creating low-carbon societies for the coming decades. And the book has been published at warp speed. Many of the interviews that it involved took place in 2008, the year of publication.

The author of *Hot, Flat and Crowded* does not mess with small subjects. He clearly sympathised with environmentalism when it was a minority interest, but he wrote this book only once it became apparent that the need to respond to climate change is an organising principle for any business, government or individual planning for the future. And because the world now runs almost entirely on oil, gas, and the coal that Arrhenius worried about, this principle is one that affects every aspect of the way it works and which will require trillions of dollars of investment to change.

Like his previous effort *The World is Flat*, reviewed in these pages in 2005,¹ *Hot, Flat and Crowded* has all the drawbacks of a book written by a journalist. Freed from the calming influence of what he might term a copy editor and the British would call a sub, his prose is often far too busy. At one point, he tries to introduce the snappy equation REEF-IGDCPEERPC<TTCOBCOG, the sort of horror that any editor would have chopped out, and he persistently uses the grating term 'Code Green' for the stance he wants the US and other nations to adopt.

But the real joys of this book are its massive scope and the sheer range of evidence Friedman has gathered to support his case. Few others could ever have

met the people he has met or seen the places he has seen in the course of writing this book, which spills over with more case studies of green enterprise than the most ambitious university course developer would dare to imagine. While he drops the names of ministers, chief executives and top scientists in droves, Friedman has also spent time with green activists, and with everyday folk who are thinking about new approaches to our current problems.

Early on, Friedman sets out the case against fossil fuels in political rather than environmental terms. As he sees it, even if oil was a completely green source of energy, anyone using it is paying for undemocratic regimes which oppress their own people, especially women, and spread violence and intolerance elsewhere. Western oil-users are like the capitalists who, Lenin said, would sell the revolution the rope with which to hang them. In recent times, Europeans have begun to learn that their dependence on fossil fuels puts them uncomfortably at the mercy of Russia as well as the Middle East. In both cases, the point is that reducing fossil fuel use would save money for the buyers, keep carbon out of the atmosphere, and help the producer countries towards democracy and an effective civil society.

The sheer scale of *Hot, Flat and Crowded* means that almost anyone could read it with profit if they are thinking how to position their nation, their business, or their own life for the next few decades. For some, the profit might be financial rather than personal or political. Unlike many big thinkers, Friedman is at home with business executives. A striking example is his visit to the General Electric subsidiary in Erie, Pennsylvania. This firm has become a world leader in railway engine building by an aggressive programme of outdoing required standards for air pollution. By starting afresh with completely new designs, rather than going for modest incremental improvement, GE has developed the world's cleanest and most energy-efficient railway engines, and has reaped big orders in China and other export markets.

Friedman's message is that businesses that think big like this sell more products, and more importantly, will become more attractive to the best people. A further cycle of competitive innovation is likely to result. In the same way, cities whose policies cut energy use become more sustainable, but also make themselves more attractive to innovators and the ambitious organisations that employ them. The future, as he sees it, will be dependent upon dull professionals setting higher standards and developing innovations to match or beat them, and anything that encourages their activity is welcome. But as he also shows, even intelligent corporations cannot drive change on their own. Governments have a vital role in passing laws that encourage change, especially by setting standards that force companies to innovate.

One of Friedman's biggest messages is for the US government. Jeffrey Immelt, chief executive of General Electric, points out that his company has had five generations of radical innovation in its medical equipment business during his time there. By contrast, it has not had even one complete cycle of innovation in its energy equipment business. Both market forces and the political process will be needed to speed things up.

This inertia at big companies contrasts sharply with the dozens of examples Friedman unearths of people who are getting on with energy innovation in the US. They include members of the US Army, who have realised that a war against an enemy whose weapon of choice is the roadside bomb gets a lot less bloody if there are fewer oil tankers on the roads. They also include many academic and US government experts on making buildings swallow less energy. And they include lobbyists and activists who are now emerging from the fringes into the political mainstream.

Friedman is clear that the United States will only break of its dependency on fossil fuels if the many good ideas now in the laboratory or on the test benches of enthusiasts reach the market at the sort of pace that has characterised past innovation in information technology and communications. At one point he lists 15 technological possibilities which can help. They include a 700-fold increase in solar power, or a 40-fold increase in wind power, to abolish coal-fired electricity generation, a doubling of fuel efficiency in cars, or increasing wind power 80-fold to produce hydrogen fuel for cars. The point he makes is partly that success in any one of these areas would be a massive achievement, but more importantly that it would take success in eight of them to avoid doubling carbon dioxide emissions by mid-century.

This might seem like an ominous prospect, but Friedman sees some optimistic indicators. For one thing, as he points out in a perhaps unnecessary concession to the climate change doubters, these innovations would all cut costs, build profits and drive innovation for the US. They would also relieve other environmental problems, such as particulate air pollution. As he says, it is like training for the triathlon. Even if you don't win a medal, you still get fit.

Friedman also claims that the US is in a uniquely strong position to take a big step into the renewable energy era. It has the world's top universities and labs, and a uniquely massive domestic market. These advantages should be used to grab a lead in advanced energy technologies, he says, which would in turn provide a fresh market advantage to the US. Like GE's railway engines, it would mean new American products that other people would want to buy. Such decisive action would also send a strong message about the future to the rest of the world.

There is much to agree with here. Friedman is right to point out that people who talk about the cost of climate change measures have got it 100% wrong. The real issue, and this is as true in Europe as in the US, is that countries and organisations that invest in green technology are developing products that everyone else will want in a few years. And he is right that the US is technically well-placed to prosper in this new era. This author's work on ranking the world's universities shows that they are exceptionally strong. The same goes for the US national laboratories, even if they are often focussed on legacy technology such as nuclear power.

The real issue is that despite his ceaseless world travel, Friedman may have underestimated the loss of US moral authority that has followed the war in Iraq and the growing confidence of China, India and the European Union. Without the Soviet Union, the US is no longer needed to lead the putative free world, politically or militarily. And in the Bush era, the US lost several years in which it could have gained moral traction around the world, as well as commercial advantage, by taking climate change seriously.

Early pronouncements by the Obama administration, and appointments such as making Nobel prize-winning physicist Steven Chu energy secretary, suggest that this dark night may be ending. But even such a game-changing figure as Obama must realise that he lives in a multipolar world in which the US cannot set the tone as it once might have. Friedman admits as much with his tale of a US solar energy equipment company whose products have become big in Germany but remain also-rans in America.

But anyone who has read *The World is Flat* knows that Friedman is a formidable China-watcher, and here too his thoughts on China do not disappoint. He is convinced that the Chinese government is receiving many signals, such as vanishing glaciers and hideous air pollution, that make it clear that its past growth model

is unsustainable. And he recognises that the Chinese may respond to pressures on their own country and in their principal export markets by applying their formidable ability to mass-produce cheap goods to the clean energy industry. This would be good for the Earth and for Chinese prosperity, but bad news for US manufacturing. So America's opportunity to outgrow the competition in the twenty-first century's new green industries will not last forever. After all, as Friedman says, these are the descendants of the people who gave the world printing, gunpowder and the compass. Now that they have discovered the joys of capitalism, they are unlikely to ignore an opportunity of this size.

Notes and References

1. Martin Ince, 'Book Review: *The World is Flat: A Brief History of the Globalized World in the 21st Century*, by Thomas Friedman', *Prometheus*, 23, 4, 2005, pp. 459–62.

Martin Ince
 Martin Ince Communications Ltd
 London, UK
 martin@martinince.com
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The Internet and American Business

William Aspray Paul E. Ceruzzi (Eds)

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Although the Internet is one of the most significant technologies of our time, work on its histories is still very much in its infancy. There are a few book-length studies that consider historical aspects of the Internet.¹ Mostly still these are focussed on the development of the North American or European Internet—though there is a burgeoning literature on how the Internet has developed in a range of other parts of the world.² A great deal of work remains to be undertaken to understand how the Internet has developed, what kind of innovation was involved, and what its implications have been. Against such a backdrop, this edited volume is very welcome indeed.

Edited by two distinguished scholars of technology, William Aspray (Indiana University), and Paul E. Ceruzzi (Curator of the National Air and Space Museum, Smithsonian Institution, Washington), the book is a 'historical study of the effect of the Internet ... on traditional business practices in the United States' (p. 1). Ceruzzi is well-known for his previous book *A History of Modern Computing* as well as his quite apposite 2008 *Internet Alley*.³ In their helpful introduction the editors themselves open with the observation that available histories of the Internet have tended to focus on the beginnings of the Internet in the 1960s and 1970s, classically on the US Department of Defence's Advanced Research Projects Agency (ARPA), or on the use of the new networks in the 1980s by scientific communities:

When we think of the Internet, we generally think of Amazon, Google, Hotmail, Napster, MySpace, and a host of other sites for buying products,

searching for information, downloading entertainment, chatting with friends or posting photographs. If we examine the historical literature about the Internet, however, it is hardly an exaggeration to say that none of these topics is covered (p. 3).

The book does indeed make an important contribution to redressing this gap in the literature. In the main the editors have gathered an excellent set of studies by leading scholars—and the contributions review a range of well-known facets of commerce and the Internet, but also areas, while highly significant, which have been overlooked by scholars of the Internet.

The book is divided into seven sections: an introductory section; 'Internet Technologies Seeking a Business Model'; 'Commerce in the Internet World'; 'Industry Transformation and Selective Adoption'; 'New Technology—Old and New Business Uses'; Newly Created or Amplified Problems; and 'Lessons Learned, Future Opportunities'.

After the introductory essay, the first five chapters of the book taken together offer a comprehensive and well-rounded account of the basic building blocks of commerce on the Internet. Dealing with well-trodden ground, Ceruzzi's 'The Internet before Commercialization' (Chapter 2) nonetheless is a useful and succinct treatment that covers the rise of personal computers, the emergence of Internet Service Providers, as well as commercial backbones networks and interconnection of private networks of the Internet. Shane Greenstein's 'Innovation and the Evolution of Market Structure for Internet Access in the United States' (Chapter 3) is a detailed and indispensable inquiry into how the Internet was transformed from something beloved by the research community to an ubiquitous network of networks central to contemporary economy. Thomas Haigh reviews the rise of the web and email as commercial technologies in his 'Protocols for Profit' (Chapter 4), then turns to the development and necessity of search engines and portals in 'The Web's Missing Links' (Chapter 5). Martin Campbell-Kelly and Daniel D. Garcia-Swartz give a fascinating discussion of commercial software and the Internet in their 'The Rise, Fall and Resurrection of Software as a Service' (Chapter 6), tracing the evolution of concept in time-sharing, its disappearance with the personal computer, and then its return with application service providers (ASPs) in the late 1990s, and then software on demand and web-native applications.

From the main features of Internet platforms, contributors turn in Section 3 to consider the establishment of online retailing (Chapter 7) and dot.com venture creation (Chapter 8). Section 4 contains a set of studies of how existing industries selectively adopted and changed with the Internet, including: Christine Ogan and Randal A. Beam's 'Internet Challenges for Media Business' (Chapter 9); and Jeffrey R. Yost's 'Internet Challenges for Nonmedia Industries, Firms, and Workers' (Chapter 10) that discusses travel agencies, mortgage brokers, and other firms; a fascinating account of users dragging their heels in Nathan Ensmenger's 'Resistance is Futile? Reluctant and Selective Users of the Internet', that includes, perhaps surprisingly, cases such as physicians, professors, automobile manufacturers, and real estate agents.

Section 5 considers old and new uses of the Internet, with a study of the Internet's early adoption by the private sector—James W. Cortada's 'New Wine in Old and New Bottles' (Chapter 12)—and Atsushi Akera's examination of the rise of businesses that cater to online communities (Chapter 13). In Section 6, there

are two studies of problems caused or worsened with Internet commerce, William Aspray's 'File Sharing and the Music Industry' (Chapter 14) and an illuminating exploration of a controversial yet important part of commercial online culture with Blaise Cronin's 'Eros Unbound: Pornography and the Internet' (Chapter 15). In Section 7, Wolfgang Coy returns to the topic of the place of non-commercial forces in shaping the Internet in his 'Market and Agora: Community Building by Internet' (Chapter 16). Interestingly, this is a topic that has returned with some force and urgency with the rise of the commons, social networking and so on, and presumably future Internet histories will need to devote greater space to explain it—even if the focus is upon understanding the dynamics of business and the Internet. Finally, Aspray and Ceruzzi make some concluding remarks, noting that it is difficult to predict the future of the Internet but expressing their hope that the book has provided a 'framework for understanding how the future of Internet-based commerce will unfold' (p. 562).

Overall, the book does succeed handsomely in providing such a framework. The breadth and depth of the contributions is indeed impressive, and quite a number of the authors offer important new approaches and concepts for thinking about the Internet, not just its commercial aspects. What I felt was less successful, as the book unfolded, was the way that its sections were organized, especially in the latter half of the book. However, this is a minor caveat, as it is a difficult task to devise rubrics for what is of necessity a sprawling subject matter. In general, the editors have done very well to ensure cohesion and evenness across the volume to sometimes quite diverse approaches to the topic. It is an indispensable book for researchers and policymakers interested in the topic (with many chapters representing cutting-edge contributions to theorizing commerce on the Internet)—and I hope that it will inspire accounts of the Internet and business in other parts of the world. Finally, *The Internet and American Business* is a book that offers an accessible, as well as authoritative, introduction to important aspects of the Internet—so hopefully suitable parts will make their appearance on courses on the subject.

Notes and References

1. Leading Internet histories include: Janet Abbate, *Inventing the Internet*, MIT Press, Cambridge, MA, 1999; Patrice Flichy, *The Internet Imaginaire*, New York University Press, New York, 2005; Arthur Norberg and Judy O'Neill, *Transforming Computer Technology*, Johns Hopkins University Press, Baltimore, MD, 1996; Fred Turner, *From Counterculture to Cyberculture: Stewart Brand, the Whole Earth Network, and the Rise of Digital Utopianism*, University of Chicago Press, Chicago, 2006.
2. See Gerard Goggin and Mark McLelland (eds), *Internationalizing Internet Studies: Beyond Anglophone Paradigms*, Routledge, New York, 2009.
3. Paul E. Ceruzzi, *A History of Modern Computing*, 2nd edition, MIT Press, Cambridge, MA, 2003; and Paul E. Ceruzzi, *Internet Alley: High Technology in Tyson's Corner, 1945–2005*, MIT Press, Cambridge, MA, 2008.

Gerard Goggin
Journalism and Media Research Centre
University of New South Wales, Sydney
g.goggin@unsw.edu.au
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Time, Policy, Management: Governing with the Past

Christopher Pollitt

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Time, Policy, Management is a book about time, or more correctly about the neglect of time in contemporary public policymaking and management. Christopher Pollitt is a leading international researcher in public management and policy and readers of this book will not be disappointed if they invest their time in reading it. Pollitt wishes to establish in this book that the temporal dimension is crucial for many policy problems and management challenges. He states in the preface that he wishes to do more than just oppose those writers that argue that the past is dead and unimportant. He is aiming at something more difficult: 'not simply to assert that "the past matters" but to begin to say *how* it matters, and to conceptualize and explain temporal relationships' (p. xiii). Pollitt does not waiver from the task he has set himself and this makes the book a valuable contribution. However, his treatment of the connections between the big concepts of time, policy and management may have readers looking elsewhere for answers.

The book consists of eight chapters, including a preface and a comprehensive list of references. Readers of *Prometheus* will take some satisfaction from a remark that Pollitt makes in the preface that he was under an original impression that there was not much written about continuities and changes over time in the policy literature. However, he concedes that 'there is a fair amount of written material, but it is not mainstream, and one often has to cross disciplinary boundaries and delve into relatively obscure areas of find it' (p. xii). Despite this, he notes that his original impression remains broadly true for mainstream public policy and public administration literature.

In Chapter 1, titled 'The End of Time?', Pollitt provides an overview of the structure of the book and argues that 'with a few honourable exceptions, the past has been squeezed out of contemporary academic treatments of public management and public policy making' (p. 29). He points out that the contemporary overwhelming focus on the present and the future is deeply destructive of our understanding. In this chapter, Pollitt asks rhetorically: why be concerned about this, why bother, if history is dead? He answers this in two ways. First, that the past places significant constraints or costs on present choices. Second, when planning some future action, it is clear that some actions are bound to take a long time. He expands this last point to include: processes that simply take a long time; contexts in which temporal sequence is crucial to outcome; and contexts in which cycling or alternation are typical. This is a categorization of 'wicked' policy problems as viewed from a temporal perspective. Pollitt cites historian Eric Hobsbawm in this chapter: 'modern social science, policy making and planning ... systematically, and deliberately, neglects human, and above all historical, experience' (p. 7). It is a pity that Pollitt did not elaborate more on Hobsbawm's use of the word 'experience' in the development of the book. In focusing on time, the knowledge dimension of time, policy and management is underplayed. Even Pollitt's commentary in this chapter on the disaster that was Hurricane Katrina is instructive of his focus on time at the expense of knowledge:

the Katrina disaster illustrates a number of temporal features: the importance of preparation over the long term; the need for expertise based on accumulated

experience; the need to learn systematically from earlier, similar events; the way the short term effect of re-organization can be to depress the performance of organizations, even if its longer term effect could be positive; the importance of being able to provide very fast action right at the start; the danger of assuming that the citizens of a modern consumer society have the capacity to survive, even for a short time, without the usual range of services and so on (p. 4).

Preparation, expertise, experience, learning, re-organization, action, assumption and capacity are words that can be aligned to knowledge. Unfortunately, knowledge and information sharing do not even rate a listing in the index. Thankfully, decision-making fares a little better. Of course, knowledge and information themes are present throughout the book—it would be difficult to write a book on policy without it—but they are not given the prominence that they deserve.

Chapter 2, titled 'Timeships—Navigating the Past', is the most substantial chapter of this book (44 pages). In this chapter, Pollitt reviews those limited studies that deliberately incorporate a temporal dimension. He groups these into six 'timeships': (1) traditional historical approaches; (2) the path dependency framework; (3) theories of cycles of alternations in administrative fashion; (4) sociological studies of time and management; (5) the organizational ecology/organizational evolution perspective; and (6) the analysis of the cognitive processes and biases of decision makers. Pollitt places more emphasis, based on what he sees as most important, on the first two, less on the next two and provides a superficial treatment of the final two. This is a most instructive chapter and Pollitt provides a realistic appraisal of the relative values of these different timeships. The timeships are not mutually exclusive, they can be used for different purposes and they all face the challenge of identifying and explicating the 'mechanisms that actually do the work of change or stasis' (p. 71).

Chapter 3 is titled 'History in Action—A Tale of Two Hospitals'. This is Pollitt's case study chapter comparing the development over time of a hospital in Brighton, England with a hospital in Leuven, Belgium. Pollitt prefaces this chapter with a quote from Australian Aboriginal poet, Oodgeroo Noonuccal, from an inscription he chanced upon when visiting the University of Canberra in 2006: 'Let no-one say the past is dead. The past is all about us and within' (p. 75). Pollitt uses a conventional historical account in this chapter to observe that such accounts are not driven or ordered by overt theory. The selection of events is those which have been deemed to be significant. Time is important in such narratives because one thing follows another.

Chapter 4, titled 'Beyond History? The Added Value of Alternative Approaches', provides an opportunity for Pollitt to explore how the other five approaches (or timeships) fare in action. He applies these to the two hospital case studies. Pollitt asserts that when applying the five other timeships, which he does to different degrees, we are 'drawn further and further away from the kinds of issue examination in those two cases, and more into other areas in which the particular approaches in question can be shown to better advantage'. It is interesting to note that on evolutionary approaches, Pollitt notes that it is probably not a coincidence that we have 'rather few evolutionary studies to call on ... there are considerable conceptual problems in setting the evolutionary model up' (p. 115). It is in this chapter that Pollitt is led to a short but instructive discussion of the cognitive processes and biases of decision makers—themes which he identifies as faint traces of cognitive factors that can be found in the Brighton and Leuven stories.

In Chapter 5, titled 'Review and Re-interpretation', the emphasis is on broadening the scope on what has come before. This is also a good chapter and readers will appreciate Pollitt's treatment of a range of other studies that both have a deliberate temporal perspective or some that don't, but which can be re-interpreted from that perspective. Studies from a variety of countries are presented in this chapter as well as a review of work by Dunleavy *et al.* on e-Government which covers a range of states—Australia, the Netherlands, New Zealand, Japan and the UK. Of interest in this study is the potential of information technology to 'lock in' certain ways of doing things and 'lock out' others. Pollitt does not stop at reviewing other work to broaden his scope. He re-interprets the three-tiered classification he introduced in Chapter 1 and adds a fourth, 'time tactics'. Pollitt concludes this chapter with the claim that the development of the argument provides a sense of

certain broadly common temporal patterns and sequences, forms which may have a number of different mechanisms behind them but which, in broad outline, are recognizable to policy practitioners and academics alike, and which may serve as orienting devices amidst that on-going flux of policymaking and management (p. 141).

Having reviewed and re-interpreted the various 'timeship' approaches in the previous chapter, Pollitt chooses not to leave this theme alone in Chapter 6—'A Toolkit for Time?'. In this chapter Pollitt presents six elements of a toolkit that can be used with the various timeships: the concept of duration; the concept of paths/arrows; the concept of punctuations/windows of opportunity; the concept of cycles/alternations/'tacking'; the concept of causal mechanisms; and the concept of multiple 'times' (pp. 143–4). Pollitt is in search of patterns, not general theories here, and he believes that these patterns, if recognized, are worth looking for in public policy. In this chapter, he presents a range of methods which he claims can be deployed to research the applicability of usefulness of the six 'time toolkit' concepts. His selection includes: establishing basic chronologies; documentary analysis; narrative analysis; building and using statistical time series; and 'social-psychological and cultural-anthropological methods for describing subjectively held perspectives on time' (p. 150). Pollitt concludes this chapter with identifying areas for further research where the tools and concepts he has developed so far can be gainfully applied in public policy research.

Chapter 7, titled 'Wider Implications for Governments', is directed at policy makers, political advisers and academic policy advisers. Here the tone of the book changes with Pollitt addressing questions such as: why should policy makers concern themselves with the past; and, what do policy makers need to know about time? This is an excellent chapter with most instructive discussion of how temporal issues can enhance effective leadership and time tactics. Pollitt certainly had a practitioner audience in mind when crafting this chapter. He addresses fascinating themes in this chapter including how organization can be designed to make them more 'sustainable' and how organizational memory can be preserved. On this latter point, Pollitt is at his cutting best when he writes that if you want to ensure that an organization fails to learn from both its past successes and its failures, then a reliable recipe is to: rotate operational staff rapidly; change IT systems frequently; restructure the organization at least once every two years; raise and reward management skills; and adopt every new management fad that comes along (pp. 172–3). For many public servants, this seems to be the norm but what is less clear is why this

is happening and why the rhetoric accompanying such changes seems so strident and so hollow. Unfortunately, these are points that Pollitt does not expand on.

Chapter 8, 'After All', is the final, reflective chapter. It is a delight to read and brings the reader closer to the author's personal thoughts on the journey of the book. Pollitt persists with the travel metaphor that 'this was a voyage of discovery in which both route and destination were revised in the light of new ideas and information' (p. 179). He goes further,

it is a trip I could never have made if my employers had not gifted me a large slice of time. Wide ranging books such as this require an immense amount of background reading, much of which leads to more reading, and so on. I am very conscious that most of my academic colleagues are far more closely tied to teaching schedules and/or research contracts than I currently am. They are on business trips in which they have to steer their ships into port by the deadline and then unload the cargo, as specified in the manifest (p. 180).

This surely invites some reflection on the direction of the world's universities and the impact of the definition of time in these institutions on the quality and nature of their product. It is a pity that Pollitt, in this final chapter, introduces important concepts such as the future and the 'pace of the present' (i.e. time intensity) as afterthoughts.

In summary, reading, and indeed reviewing this book, has been an instructive exercise. I suspect that academics, students and practitioners will benefit from the insights that Christopher Pollitt has brought to bear on the issue of time in policy making research. However, knowledge, the future, and time intensity are underdeveloped in this book and that will disappoint some. Having said this, if a good book generates ideas and questions and one feels one is learning, then *Time, Management, Policy* is a good book. Pollitt's determination to follow through on the issue of time is commendable, but it comes at a cost. I am not altogether sure that even with more time and knowledge, policy makers will be changing their ways and be more reflective of the past. I am even less sure that academic policy advisers and consultants will be prepared to heed the obvious wisdom of Pollitt's analysis.

Richard Joseph
Kalamunda, Western Australia
rajoseph4342@hotmail.com
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The Management of Technological Innovation

Mark Dodgson, David Gann and Ammon Salter

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The review copy, which I have received, is a paperback with a colourful cover of a chaotic design presumably representing what someone in the respectable Oxford publisher considers the chaos of innovation. Reading what I assume can still be called the colophon which fills the reverse of the title page, I am amazed at the

restrictions imposed on purchasers such as libraries and some of these are very directly addressed personally, such as in 'You must not circulate this book in any other binding or cover and you must impose the same condition on any acquirer'. Do all Oxford University Press books now put forth these same commandments? The impression is given that this book will not be a well-used item in some library and therefore will not need a new or reinforcing binding now or in the future. I should here, of course, state my personal interest or bias. Very many years ago, I began my professional life as a librarian and identifying books to be bound was an early routine activity. Perhaps I am out of date, although the Golden Pages telephone directory of Dublin does list 10 firms under the heading 'Bookbinders'. Does Oxford University Press want to see them out of business? Or am I correct in assuming that some fatuous bureaucrat with no experience of reality has written these commandments?

Chaos does not, however, end with the cover. There seem to be two books within the covers. One is the continuous discourse on the stated theme, in a manner normal to most respectably published books. The other resembles a steeplechase in that one must jump from one 'Box' to another. Each Box is a relatively long discussion of a topic, as for example in 'Box 4.9 Role of the Innovation Director'; or case studies of a company's innovative activity as in 'Box 9.5 An intellectual property broker: the British Technology Group'; or 'Box 6.8 R&D project selection tools: the case of BMW'. These boxes are separated from the continuous discourse by being set in a smaller typeface with tighter leading against a grey background.

Oddly, there are almost four pages (pp. v–viii) of endorsements. Extraordinary. One would expect a list of endorsements such as these on the loose jacket of a book, where the sales or marketing department holds sway and a page of them is indeed given on the back of the jacket. But within the book itself? Does someone think that having such a list within the book will help sales or that prospective readers will pay more attention to what is contained in the main body of the book? And I have a question: from which section of a review are the endorsements taken? Reviews are a curious literary form. The body of them may be appreciative or destructive of the particular work or the particular work may be largely ignored in favour of an essay on a topic triggered by the book but of intellectual concern or interest to the reviewer. The ending often then suddenly returns to the book allegedly under consideration with a sentence or two recommending the book to those reading the review. I am afraid that in reading some of these endorsements, I suspect they are indeed the last sentence or two of a not quite favourable review.

The above comments are largely directed at the publishers rather than the authors—I assume. What then of the text? Do the authors have a good grasp of the topic? Undoubtedly there is a long and voluminous bibliography (pp. 327–54), with about 20, give or take two or three, references to a page, call it a total of 540. An impressive volume of reading. Yet one is told of a situation which I remember well:

The IBM personal computer was in many ways inferior to other competing products but became hugely successful. The ability of Matsushita and IBM to commercialise their innovations more effectively than their opponents provided their competitive advantage (p. 6).

It was indeed inferior and its success provides a good example of how a second and even third rate new product can gain dominance even though a significantly

better innovative product may also have entered the market. Such, however, was the sheer dominance of IBM in the main computer market that of course the many owners of their computers bought the new PC—and then learnt. It was, to say the least, clumsy to use and it was to the existing dominance not to any skill in marketing that IBM owed their initial market dominance. Gradually people started to talk about the Apple Macintosh and then others came onto the market, a market which IBM it must be said had in fact initially created. The non-IBM PCs came into their own and the laptop entered the market. There is not a mention of laptops, however, in this book according to the index. Needless to say, I have not read every word but have been occasionally diverted to read every word of some parts like 'Box 8.1 Durex and the history of innovation in condoms'. Three references are given, including one recently accessed (October 2006) by the authors, the Durex website. Unfortunately, I could not see any other reference to the Internet as such in the bibliography and therefore this instance does not point to the 'new literature'. Perhaps it was the same curiosity which led me to read the Box as led the authors to consult the website.

The book reads oft-times as a somewhat pedantic tutorial to managers. As the sentences of the first paragraph of the introduction to Chapter 3 have it: 'Managers of technological innovation have to know ... They need to know ... They need to appreciate ... Managers need to understand ... And they need to appreciate ...' (p. 54). Stating the obvious provides the sheer banality of the text and, regrettably, this can be demonstrated only by extensive quotation. For example, Chapter 8, 'Innovation in Operations and Processes', leads a short introduction with the words: 'Innovation depends upon a firm's ability to create new products and services *and* make and deliver them' (p. 235, original emphasis). And goes on to state, under the next heading, 'What are operations?' that:

Operations are broadly defined to include the processes that transform inputs into final outputs. These processes lie at the heart of products and services delivery and enable technology to be exploited across all markets and industries (p. 235).

This is nonsensical. The section on 'Importance of operations for delivering innovation' commences with a paragraph whose opening sentence is:

For many firms, revenue streams and annual profits are derived from the performance of their operations. Well-managed operations deliver goods and services at prices that markets and customers are prepared to pay, whilst providing suitable returns (p. 239).

And continues, would you believe:

They can also constitute a significant proportion of the activities of a firm ... Operations are, therefore, also a critical determinant of the price of a company's products and services (p. 239).

This is not a sexy book in any sense of the term. Duty only has led me to read so much of it. In the end, I will return to the publishers. Why did they put this book on the market in this state? Is it the cult of mass production and mass marketing in the sense that a publisher must now have a mass of books on the market if booksellers

are to display some selection of their products? Whatever the reason, I remain surprised that Oxford University Press's editors allowed this book through to the market.

Gerry Sweeney
SICA Innovation Consultants
Dublin, Republic of Ireland
sica@iol.ie
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Crucibles of Leadership: How to Learn from Experience to Become a Great Leader

Robert Thomas

Boston, Harvard Business Press, 2008, xv+264 pp., US\$29.95, ISBN 978-1-59139-137-1 hbk

Total Leadership: Be a Better Leader, Have a Better Life

Stewart Friedman

Boston, Harvard Business Press, 2008, xiv+248 pp., US\$25.95, ISBN 978-1-4221-0328-9 hbk

When Professionals Have to Lead: A New Model for High Performance

Thomas Delong, John Gabarro and Robert Lees

Boston, Harvard Business Press, 2007, xix+232 pp., US\$35.00, ISBN 978-1-4221-1737-8 hbk

Followership: How Followers are Creating Change and Changing Leaders

Barbara Kellerman

Boston, Harvard Business Press, 2008, xxii+305 pp., US\$29.95, ISBN 978-1-4221-0368-5 hbk

Leading, Following, Going Round in Circles

I sat down with these four books, ready to read them all from cover to cover and report on their contents in a crisp review, providing pertinent comments on the science and arts of leadership, as depicted by authors blessed contractually by Harvard Business School Press. This organisation, founded in 1994 as an umbrella

for all publishing and media activity related to Harvard Business School, 'strive[s] to be the publisher of choice for authors and content experts with important and influential management ideas'.¹ Seemingly, we should expect expertise, influence, and importance, times four.

Disquietingly, I cannot assert that I have read every word in all four books. Despite sustained effort, I can only claim to have processed around three quarters of what the authors have written—at best. Of course, I feel unhappy about this, not least because reading the text is generally seen as a *sine qua non* of claiming authority to commentate on it. So, why would I want to defy the book reviewer's creed? Although there are authorial imprecations not to skip any passages, it became clear that these texts are not designed for cover-to-cover reading. Conceivably, the convention of coherent arguments, which support carefully considered conclusions, is too constricting to be eye-catching in the increasingly crowded market for books with 'leadership' in the title? Certainly, most book-length treatments of leadership begin by noting that they are seeking attention in an increasingly crowded marketplace. And a desire to be distinctive can breed wordy rhetoric.

Perhaps the prolixity of authors in this area is why most reviews of leadership books, and most books about leadership, begin with an account of how many books there are available that claim something to say about leadership. Counts of items relating to leadership available through Amazon, news of more peer reviewed journals, conference activity, foundation of research centres—all said to be clear indicators of an increase in scholarly activity, practitioner attention, government funding and policy formation. However, whatever the context, these authors have each written their book about leadership, which should be respected—if nothing else, the production of so many words is an achievement. So, what about the four books in this review?

Let us reflect on each book in turn.

Crucibles of Leadership: How to Learn from Experience to Become a Great Leader

Robert Thomas

As with each of these books, the experiential credentials and institutional affiliations of the author are highly visible. Thomas works as executive director of the Institute for High Performance Business at Accenture, visits at Tufts University, and has been able to procure a foreword by Warren Bennis—who was Thomas's coauthor on, *Geeks and Geezers: How Era, Values and Defining Moments Shape Leaders*,² published in 2002. And who, I might add, is a visiting professor at my own institution.

The title of Thomas's latest book gives a clear hint as to its messianic tone in its use of the term 'crucible' (from Latin *crux* [cross], carrying connotations of a severe test or trial, often religious or spiritual). In detail, the author claims that he can provide four major findings from his data: first, crucibles always contain two vital lessons (one on leadership, one on learning); second, practice can trump talent; third, good leaders have personal strategies for turning crucible experiences into lessons; fourth, organisations can grow more leaders more quickly by helping people learn from experience. Within this, he also identifies three types of crucible, namely new territory, reversal, and suspension.

Thomas presents his distinctive ideas about leading and learning with considerable passion, often returning to how leaders develop meaning and how individuals learn to lead meaningful lives. He carries the metaphor of the crucible easily through his text, referring to it as an event in which the person is transformed—an

event that is most often tragic, often involves cultural change, sometimes relates to change in a relationship, and can be either kind or harsh. The metaphor is not located within either a clear understanding of the nature of metaphorical thinking or explored in great depth. Even so, it retains considerable power. The key insight claimed in the book is that practice and performance are part of the same process, and should be pursued through a form of 'wise pragmatism' (p. viii).

Here then is a book based on the need for self-discovery through life experience. Chapters are headed with single or paired epigraphs from Kennedy, Franklin, Patton, Ali, Abigail Adams/Emerson, Kitt/Churchill, Twain, Huxley, and Deming/Galileo. Beyond this, the most significant aspect of the text may be the stories it represents. Members of all sorts of organisations have been consulted (often in both senses of that term) for data—religious, social, business, government, arts, and criminal. Reflecting contemporary academic and consultancy practice in the US in particular, cases cover both sacred and profane forms of organisation; thus we find the Church of Jesus Christ of Latter-day Saints and Hells Angels alongside each other as key cases. The author lists 88 formal interviews, another 110 'opportunistic' interviews, stories from students and colleagues, and 'analysed content' of 63 auto/biographies.

From and through this he suggests that although we can all improve and all learn from transformative events, whether we do is dependent on what we make of the experience. He therefore presents an account that challenges 'breeding', intellect, and genetics, placing responsibility for self-improvement on learning. The best form of learning, Thomas argues, should be based on long-term conscious practice developed from the crucible experience and formalised into a 'personal learning strategy'. Overall, an inspiring book and one that does justice to its themes and those involved in its production.

Total Leadership: Be a Better Leader, Have a Better Life

Stewart Friedman

Our guide in this book begins by telling us of his affiliations with Wharton and Ford. In his book, Friedman presents a model of leadership development founded on the idea that life can be segmented into four: work/career, home/family, community/society, self (mind, body, spirit). He claims to challenge what he sees as academic and practitioner work that promotes the notion of work/life balance, arguing that work and life are integrally interconnected and in fact the same thing. Again, critical incidents (although not termed 'crucibles' the similarity to the previous book is striking) are central to analysis of vision, values, and stories of leaders. This book makes consistent reference to terms such as self-actualisation, authenticity, material success, thinking positively or optimistically, faith and belief, perfectability, and the idea that everyone can win. And that, for me, is essentially it.

When Professionals Have to Lead: A New Model for High Performance

Thomas Delong, John Gabarro and Robert Lees

With this text we have three authors, and therefore three sets of significant affiliations: Harvard Business School, Harvard Business School, and Morgan Stanley/Ernst

& Young (both of which, remarkably, still exist). As the subtitle tells us, the authors want to present a novel model that will provide a guide to enable better individual performance. As with all of these books, the need for change is presented as urgent and 'mandatory'. The authors here take 'professional service firms' as their context, differentiating such organisations from all others, in contrast to the approach taken by the author of the first book in this list. Their central message, repeated throughout from initial until final page, is to encourage connection and teamwork, lest the professionals begin to concentrate more on their individual interests of career, survival, and employability with other firms.

Followership: How Followers are Creating Change and Changing Leaders

Barbara Kellerman

In contrast to the books by Friedman and Delong *et al.*, Kellerman's work merits more analysis. As the dustjacket tells us, she has also produced *Bad Leadership*, which is potentially interesting in the sense that she recognises the 'shadow side' of leading and leadership. Kellerman certainly brings a lucid understanding of recent conceptual developments in theories of leadership—for example, with her clear and sustained treatment of the collective aspects of leading. Is this a coincidence? At the risk of gender essentialism, is it significant that the only female author in the present sample takes a radically different theoretical perspective that emphasises the socially negotiated nature of leadership?

To state the book's point plainly, leaders can only exist if followers are also present. This Weberian insight, fundamental to the concept of charismatic leadership and early modernist leadership theory, too often disappears in contemporary considerations of leading. Kellerman brings it to the fore in an accessible and convincing way, presumably thinking of her audience and publisher, and her book is very welcome for that.

Kellerman does follow two methodological conventions from this genre: presenting stories and categorising. She tells tales of mainstream corporate life, but extends to the military (perhaps not so surprising given the topic and social context she writes within) and social movements. She also provides more interesting epigraphs than the norm, from Bertolt Brecht among others. Closer examination of the introductory pages also reveals that this book is not a 'pure' business school production; instead it is part of a series 'Leadership for the Common Good' sponsored by the Center for Public Leadership within the John F. Kennedy School of Government at Harvard. This is not to demonise business school products; after all, many of us would not be employed in academic work without such schools and the students that populate them. However it does give an indication of the breadth and depth of leadership studies should disciplinary boundaries be seen as permeable. This can be seen in Kellerman's argument, sources, and ideas, and it makes this book a worthy addition to the field.

Concluding Comments

For academics, practitioner-academics, and those working with and in leadership in other ways, categorising seems to be irresistible; categorising leadership books is equally as tempting. After reviewing these four books, it seems to me that there is a clear distinction between 'what is' books (primarily academic in orientation and

audience), ‘how to’ books (considerably more practitioner oriented, and the preference of at least two of the books under review), and ‘how to become’ books (for me a relatively unknown category, but one that is strongly reminiscent of self-help—and a category that helps to locate two of these books). All of the books reviewed here are worth reading, to inform understandings of leadership as practised and conceptualised; and to provide a sense of the possibilities of leadership, in at least one of the books. Given the volume of material surrounding the notion of leadership, however, it is difficult to pick out any of them as especially significant.

Notes and References

1. Harvard Business Publishing: Mission and Values. Available at: http://www.hbsp.harvard.edu/b01/en/common/util_mission.jhtml, accessed March 2009.
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Scott Taylor
Centre for Leadership Studies
University of Exeter, UK
Scott.Taylor@exeter.ac.uk
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Sports Capitalism: The Foreign Business of American Professional Leagues

Frank P. Jozsa

Aldershot, Ashgate, 2004, xiv+316 pp. UK£70.00, ISBN 0-7546-4185-6 hbk

Frank P. Jozsa Jr is an Associate Professor of Economics and Business Administration at Pfeiffer University where he teaches in the graduate studies program. He has written extensively on issues of sports business and economics and is co-author of *Relocating Teams and Expanding Leagues in Professional Sports*,¹ and author of, *American Sports Empire*.²

Sports Capitalism presents the marketing and associated strategies that the five major professional leagues in America (i.e. Major League Baseball, the National Football League, the National Basketball Association, the National Hockey League, and Major League Soccer) use to internationally position themselves. Marketing campaigns, grassroots activities, television programming, broadcasting alliances, events, relationships, overseas recruitments and other investments and ventures are just some of the global business strategies that Jozsa describes and analyses to illustrate the ever-changing environment these leagues operate in. Hence, the purpose of the book is to provide a study guide to the emergence and growth of the American professional sports leagues and how they have developed and expanded as global business organizations.

The book is evidenced-based and most of the conclusions Jozsa arrives at have strong foundations in comprehensive research. Throughout the book, the author reviews articles, books and a diverse array of readings from magazines, newspapers and periodicals. In addition to these sources, he explores the websites of leagues

and of online media such as *Sports Illustrated*, *Sports Business News*, *Sports Journal* and *The Sporting News* to collect information on global alliances, events and other news in the worldwide world of the sports industry.

To introduce the reader to *Sports Capitalism*, an Introduction covers globalization, international business and professional team sports. After the Introduction, the five leagues are presented, one in each chapter, in an order well justified by Jozsa. Major League Baseball is discussed in Chapter One given that it was formed before the other professional sports leagues. Chapter Two presents and discusses the National Football League's globalization strategies while Chapter Three concentrates on the global operations of the National Basketball Association. Chapter Four analyses the international business activities, relationships, events and functions that relate to the National Hockey League and Chapter Five incorporates Major League Soccer's formation, development, growth and business environments. A conclusion reviews the five chapters and designates current and future global strategies and business environments for the five sports leagues. The book comes replete with an appendix, glossary, selected bibliography and index.

Each chapter is introduced and set up in such a way that the reader is aware of the chapter's scope and structure. Each of the five chapters contain key topics including a general discussion as it pertains to each league's historical development, a description of the organization, its strategies and international business activities, alliances, plans, programs, events and potential developments. Subtopics on each chapter present business ventures of professional women's and/or foreign sports leagues and other topics that, as a result of Jozsa's research, are deemed to be 'the most consequential and important matters that determine which, if any, of the professional sports leagues will be industry leaders worldwide and thus economically successful as global business organizations during the early to middle years of the 21st century' (p. 19). Considering the varied history and nature of each professional league, Jozsa is faced with the challenge of using a similar structure within each chapter, and he makes an admirable effort to remain consistent. Nevertheless, content inconsistencies are evident amongst chapters. For instance, Chapter Two on the National Football League is the strongest in analysis and content that meets the scope of the book best while Chapter One on Major League Baseball is perhaps less clear than the rest of the chapters in illustrating the direct impact of a league's effort to penetrate international markets. Finally, each chapter has a concluding summary that reiterates its focus, topics and subtopics and a list of notes that contain the research resources listed in the selected bibliography.

The following sections evaluate each chapter separately.

Chapter One: Major League Baseball (MLB)

Major League Baseball's (MLB) decision in 1899 to add an organizational subunit, the MLB International (MLBI), extended the international business of the league and subsequently proved to be a revenue generator. The most prominent international markets became Japan, Mexico, Puerto Rico, the Dominican Republic and Venezuela where the recruitment of highly skilled players took place. However this chapter also presents the seamier side of this expansion. Issues such as the poor living conditions within academies, mistreatment of athletes that lived and played baseball in Latin America, the proposals for a World Cup of Baseball in 2005 and the player drug test program. In regard to this, the author asserts that it is questionable whether

the drug program significantly discouraged usage rates or improved the long-term healthcare of the league's players (p. 219). At the start of 2005 the MLB decided to issue harsher penalties for steroid users and in November 2005, MLB owners and players approved even tougher penalties including a 50-game suspension at the first positive test.

The chapter encapsulates the global business strategies of MLB and other baseball leagues. In discussing other international professional baseball leagues, Jozsa places greater emphasis on the ingrained popularity of the sport than he does on MLB's efforts to increase its popularity in such destinations. For instance he argues that, 'during the middle to late 1800s, Cuban teams played their first organized baseball game on the island. By the early to middle 1990s, the sport had become the country's primary leisure pastime' (p. 37). Such statements make it unclear as to whether MLB's efforts have had a defining impact on its global positioning or whether the ingrained nature of the sport in places such as Cuba have been a more defining factor in its popularity.

Chapter Two: National Football League (NFL)

Chapter Two is arranged in four sections. First, it reviews the formation, struggle and failure of the WLAF during the early 1990s and then its reemergence and development in the later part of the decade including a change of name to NFL. Next the chapter discusses the purpose, structure and performance of the NFL International (NFLI) in promoting the league's international activities, events and programs. Following a discussion of the NFLI's worldwide endeavors and accomplishments, it focuses on the role of American football and the extent of the NFL's presence in various countries. The final two topics in Chapter Two discuss the grassroots junior programs, clinics and events that the NFL sponsors. There is a particular emphasis on Europe. The chapter concludes that the league 'has become a more powerful international sports and business organization, which will further globalize its brand, exposure and market share during the 21st century' (p. 95).

Chapter Three: National Basketball Association (NBA)

Chapter Three is divided into five sections. The first section covers the league's international strategies during the Michael Jordan era when Commissioner David Stern implemented a global business plan. It also discusses the league's global partnerships, sponsorship deals, licensing agreements, sales campaigns, basketball programs and the organization of the Dream Team. The second section examines the cable, satellite systems and networks that the league used to broadcast its games to fans across the globe. The third section highlights the influx of foreign players into the NBA and the impact of such on the game's global reach. In the fourth section the author reveals how recognizable and embedded the NBA has become in various nations' cultures and societies. The chapter concludes with an overview of the WNBA's operations and its expansion.

Overall, the chapter captures how, why, when and where the NBA gradually grew in popularity and, according to some experts, the world's most recognizable and prominent sports entertainment group. Jozsa argues that this is due 'in part to Stern's leadership, perseverance and vision, and the convergence of cultural trends, economic factors and business opportunities within and between various countries and continents' (p. 103).

Chapter Four: National Hockey League (NHL)

Jozsa bases Chapter Four on the premise that NHL's collective bargaining agreement issues would be 'resolved without a disruption from a union strike and/or owners' lockout, which mean(t) that the league's 2004–05 regular season (would) begin on schedule' (p. 144).

These assumptions turned out to be wrong. Following the 2004 World Cup of Hockey (30 August–14 September 2004) the NHL announced a lockout when the existing contract expired on 15 September 2004. The players' union was locked out, an entire season was lost, and all head office operations ceased for 310 days; a record in the history of sports. A new collective bargaining agreement was endorsed in mid-2005 and the NHL witnessed record attendances in the 2005–06 season.

Another well-organized chapter with five sections, Chapter Four initially presents the international operations of NHL International and then highlights and describes the league's broadcast commitments, international programming, exposure and market share in section two. Section three is dedicated to the league's athletes and Jozsa makes some interesting observations on the league's athletes. The fourth section examines the expected formation of two new professional ice hockey leagues in 2004 and the failure of a North American minor league in 2001. The chapter concludes with a focus on the international activities, competitiveness and implication of a World Cup of Hockey tournament in 2004. Based on his analyses, Jozsa proposes three options for the league to grow and succeed at the international level. They are to 'evaluate the short- and long-term economic benefits and costs of expansion and/or a franchise relocation overseas, the elimination of some existing teams, and/or a merger with one or more foreign leagues in order to establish an international super league' (p. 167). Yet, regardless of what strategies the league decides to embrace, no World Cup of Hockey was held in 2008, and the tournament's future is still uncertain.

Chapter Five: Major League Soccer

Chapter Five is organized into six sections covering the MLS's international strategies, global television and media agreements, international soccer competitions, MLS and international players, European soccer and the WUSA. In forecasting the league's future, Jozsa asserts that 'until modern, single-purpose soccer stadiums are built' (p. 205) the number of 'spectators who attend events of the US-based professional league will likely remain constant or continue to decline' (p. 206). Since 1999, the league has overseen the construction and completion of seven venues specifically designed for soccer. The move to soccer-specific stadiums has helped MLS increase game attendance and achieve profitability. Also, the television network deals and other media contracts that MLS negotiated sought to gain exposure and penetration into North American and foreign sports markets. However, after marketing itself on the talents of American players, the league saw some of its home-grown stars depart for more prominent leagues in Europe. Since 2006 MLS's leadership has taken steps to internationalize the league and has changed the rules regarding foreign players in an effort to raise the level of play. The 2007 season saw the MLS debut of David Beckham, whose signing by the Los Angeles Galaxy has been seen as a triumph for American soccer.

Overall, the chapter analyzes the business strategies of MLS including foreign activities, alliances, events, operations and relationships. Jozsa emphasizes the

crucial factors that have determined the worldwide growth and prosperity of the MLS, and how the league has become an established global sports business organization during the twentieth century and early 2000s. The chapter concludes with Jozsa's recommendations for MLS's future prosperity.

An Evaluation of the Book's Major Strengths and Weaknesses

Sports Capitalism is interesting, insightful and enjoyable. That is in part because Jozsa discusses with attention-grabbing detail the transformations that the various sports have undergone, the challenges they faced and how they responded to and created their path to internationalization. Jozsa analyses American based professional leagues' initiatives, global alliances, events, programs and interactions with various stakeholders, which led them to becoming prosperous global enterprises. In doing so, Jozsa enables the reader to understand and evaluate the threats to and opportunities for expansion as they relate to each of the leagues discussed.

The book will engage sport management academics and students, as well as sports consultants, sport marketers, sport sociologists, sponsors and organizations operating in the sporting industry. The author contends that, 'the business environment and sports industry trends indicate that the current American and foreign professional sports leagues will survive and perhaps commercially prosper if their respective brands, teams and products increasingly appeal to fans and other consumers in the competitive worldwide marketplace' (p. 2). Nevertheless, owing to the fast evolving nature of the industry, the requirement for a constant re-evaluation of global expansion strategies and their relevance to new social tendencies and economic environments should be acknowledged. To that end, *Sports Capitalism* successfully helps the reader realize that the various forces, issues and trends that influence one sport are to some extent different to those that have affected and impacted another. In this sense, the book allows the reader to draw comparisons between the leagues, their strategies and the effect that their strategies have had on expansion and the generation of profits. Overall, Jozsa delivers what he promises. He explains the economic, social and political trends and forces that led to changes in which powerful sports entities penetrated the global sports industry. His book will challenge its readers and will raise new questions on the future of American Professional Leagues.

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Popi Sotiriadou
Faculty of Health Sciences and Medicine, Bond University
Gold Coast, Queensland, Australia
psotiria@bond.edu.au
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