

Contents

- 1 Introduction** **1**

- 2 Discretion Over Bonus Timing** **6**
 - 2.1 Introduction 7
 - 2.2 Theory 10
 - 2.3 The Environment 13
 - 2.3.1 The Firm 13
 - 2.3.2 The Spot Bonus 13
 - 2.3.3 The Data 14
 - 2.4 Results 16
 - 2.4.1 The Timing of Spot Bonuses 16
 - 2.4.2 Spot Bonus Timing and Employee Attitudes 17
 - 2.5 Further Evidence on Mechanisms 21
 - 2.5.1 Attention and Spot Bonus Timing: A Field Experiment 22
 - 2.5.2 Span of Control and Spot Bonus Timing 23
 - 2.5.3 The Role of Surprise 26
 - 2.5.4 Immediate Feedback 28
 - 2.6 Conclusion 29
 - 2.7 Appendix 31
 - 2.7.1 A Formal Model 31
 - 2.7.2 Further Evidence 37
 - 2.7.3 Survey 49

- 3 What Knowledge do Management Consultants Provide?** **59**
 - 3.1 Introduction 60
 - 3.2 Prior Literature 63
 - 3.3 Data Collection and Processing 66
 - 3.4 Methods 67
 - 3.4.1 The Structural Topic Model 67

3.4.2	Mapping Topics Into Topical Clusters	70
3.4.3	Word Embeddings	72
3.5	Results: The BCG Corpus	74
3.5.1	Report Statistics	74
3.5.2	Most Frequent Words	76
3.5.3	Topics and Topical Clusters	77
3.6	Further Analyses: BCG Reports and Strategy Research	82
3.6.1	Topics and Topical Clusters	82
3.6.2	Timeliness and Reading Difficulty	88
3.7	Conclusion	91
3.8	Appendix	92
3.8.1	Further Evidence	92
3.8.2	Choosing the Number of Topics	107
3.8.3	Data Collection	110
4	Mystery Shopping as a Strategic Management Practice in Multi-Site Firms	119
4.1	Introduction	120
4.2	Theory Development	121
4.2.1	Related Literature and the Research Gap	121
4.2.2	The Agency Problem of Resource Misallocation in the Multi-Site Firm	123
4.2.3	The Multi-Site Firm's Strategy to Address the Resource Misallocation Problem	127
4.3	Study Background	130
4.3.1	The Study Firms	130
4.3.2	Mystery Shopping Practices in the Study Firms	132
4.4	Results	134
4.4.1	Variation in Mystery Shopping Scores Versus Site Sales	134
4.4.2	Mystery Shopping Scores and Site Sales	136
4.4.3	Mystery Shopping Scores and Site Incentives	139
4.5	Discussion and Conclusion	143
4.6	Appendix	147
4.6.1	Additional Results	147
4.6.2	Mystery Shopping Questionnaires	158
4.6.3	Derivation of the Analytical Results	163