



CALL FOR PROPOSALS

TRANSFORMING ENTREPRENEURIAL THINKING INTO DYNAMIC CAPABILITIES



PROGRAM CHAIRS

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Strategic management research has undergone several substantive transformations during the past two decades. The SMS Special Conference on *Transforming Entrepreneurial Thinking into Dynamic Capabilities* builds upon three of these transformations. First, strategic entrepreneurship research has become a legitimate area of study as exemplified by the creation of the high-quality *Strategic Entrepreneurship Journal*. Second, the dynamic capabilities stream of research, initiated by Teece, Pisano and Shuen's 1997 article, *Dynamic Capabilities and Strategic Management*, published in the *Strategic Management Journal*, has become one of the intellectual cornerstones of the field. Third, unparalleled firm-level diversification in many sectors, driven by both innovation in new product space and expansion into new geographic markets, has led to a myriad of new managerial challenges: one of the most critical among these is how to transform entrepreneurial thinking into dynamic capabilities.

Entrepreneurship-related variables are increasingly used in strategic management research, with entrepreneurial behaviour viewed as critical to organizational performance and competitive success. Here, individual-level parameters complement industry-level and organization-level ones in strategy formation, thereby affecting the firm's decision-making approaches, expansion trajectories and subsequent performance. Much work has been undertaken on elements such as founding entrepreneurs' characteristics and CEO traits as drivers of strategy and related managerial practices, but the linkages with dynamic capabilities have not yet been fully explicated. One stream of literature has studied how entrepreneurial action can foster particular types of routines and how these routines may themselves evolve over time and across space. A second stream has focused on how to balance exploitation of existing competences and business opportunities, and exploration of new ones, thereby potentially leading to ambidextrous organizations. A third stream has paid attention primarily to entrepreneurial initiatives in established firms, leading to insights on subsidiary specific advantages, on how to rejuvenate mature firms, and more generally on how to foster intrapreneurship.

Teece et al's 1997 foundational *SMJ* paper and Teece's subsequent 2007 *SMJ* article on the micro-foundations of enterprise performance have established the linkage between entrepreneurial behaviour and enterprise-level sensing, seizing, and reconfiguring capacities. Here, it is purposive, continuous resource recombination that allows the firm to shape the various business ecosystems in which it operates, both through internal innovation and through collaborating with other ecosystem actors, leading to new proprietary or shared knowledge development (including open innovation outcomes). The dynamic capabilities approach, firmly anchored in the

social and behavioral sciences, provides an overarching framework that can help explain the various paths through which entrepreneurial thinking affects managerial practices, including decision rules and routines, and even the broader, firm-level governance approaches and organizational structures and systems.

Entrepreneurial thinking morphed into dynamic capabilities appears to be the single most important driver of organizational change and long-run competitive success, in terms of survival, profitability and growth. This holds true especially in dynamic environments, characterized by high rates of globally dispersed innovation, shared knowledge development and international competition, whereby new entrants (such as high-tech start-ups and international new ventures) can quickly disrupt the dominant position of incumbents.

The Conference Co-Chairs and Track Chairs invite submissions for the General Conference Track, especially for strategy practice-oriented papers, as well as for four special tracks where conceptual and empirical applications and extensions of the dynamic capabilities approach appear most promising. The specific purpose of submissions to the special tracks is to advance the dialogue within the corresponding SMS Interest Groups on the value added of incorporating entrepreneurial thinking as a key building block in dynamic capabilities research.

Both scholarly contributions and practice-oriented papers are welcome in all tracks:

CONFERENCE THEME TRACKS

Track A: Entrepreneurship and Strategy

Track Chair: Cathy Maritan, *Syracuse University*

This track targets papers that advance the dialogue on the value added of incorporating entrepreneurial thinking as a key building block in dynamic capabilities and strategic management research. At the heart of entrepreneurship research is the focus on 'Schumpeterian' innovators, their traits, behaviours and cognitive abilities, as well as their skills in translating opportunity recognition into a dynamic and colorful kaleidoscope of entrepreneurial action. Dynamic capabilities research centers on uncovering how firms continuously renew, reconfigure, realign and redeploy their resource base to achieve a better 'fit' with the external environment in the presence of a continuously shifting environmental landscape. The key question remains: How do organizations and managers become more entrepreneurial? A highly promising, but little explored research domain, is situated at the intersection of three streams of research, namely those of entrepreneurial thinking, dynamic capabilities development, and organizational innovation for superior performance.

Track B: Knowledge and Innovation

Track Chair: Sheryl Winston Smith, *Temple University*

As the world becomes increasingly fast moving and organizations need to become ever more responsive and flexible, the need to understand the foundations of entrepreneurial thinking and dynamic capabilities is increasingly important. Work on knowledge and innovation underpins our understanding of both entrepreneurial thinking and dynamic capabilities, as it gets at the underlying mechanisms of this work. As such, new work on knowledge and innovation can enhance our understanding of entrepreneurial thinking and dynamic capabilities in a number of ways. Innovation and entrepreneurial thinking are similar in that they both relate to the creation of new ideas. Yet how do we bring such ideas successfully to market? Work on innovation has traditionally focused on how organizations can engender and support innovation, but this work has remained somewhat separate from work on entrepreneurship, which deals more with the implementation and commercialization of innovation. Hence, there are opportunities to bring these two streams of research more closely together.

Track C: Global Strategy

Track Chairs: Mirko Benischke, *Erasmus University*

Understanding entrepreneurial thinking and dynamic capabilities is becoming increasingly important for studying strategies of multinationals (MNEs) – the world’s most complex entrepreneurial organizations. By adopting this lens of inquiry, scholarship on global strategy can potentially be enhanced in multiple ways. MNEs operate in multiple, heterogeneous, geographically dispersed, and rapidly changing markets, often characterized by high levels of institutional and technological complexity. Consequently, a large open question – both in the literature and in practice – remains on how the MNE can develop, upgrade and transfer home-based capabilities to host markets, and artfully recombine them with extant local resources and capabilities internally or through various institutional arrangements. Understanding the MNE’s entrepreneurial resource orchestration can help to enhance success in global operations. Further, research on reverse flows of innovation (from foreign subsidiaries to headquarters) is gaining momentum, and is offering promising areas for theoretical and practical exploration. To benefit from reverse innovation at a global scale, MNEs must foster development of subsidiary-specific capabilities, and learn to adapt, upgrade and transfer these globally dispersed capabilities to the entire MNE network.

Track D: Behavioral Strategy

Track Chair: Beverly Tyler, *North Carolina State University*

Behavioral strategy research is based on realistic assumptions about human cognition, emotion, and social interaction. Behavioral strategic entrepreneurship research builds upon this fundamental tenet by focusing on the behavior of entrepreneurs, their organizations, and observers such as venture capitalists, the media, potential customers and the general public. The behavioral strategy track of the conference welcomes research that explores how entrepreneurial or managerial cognition, emotion, and social interaction contribute to the development of dynamic capabilities. We welcome work that explores the “three pound universe” of the individual decision maker, designer and creator, as well as sociocognitive research that explores interpersonal processes of shared cognition and collective behavior. Research on cognition and decision making; biases, heuristics, and routines; mental models, frames, schema, and cognitive categories; reference points and risk-taking; managerial goals, expectations, and perceptions; emotions, motivations, and personalities; individual and organizational learning; and the social psychology of group decision making, are all welcome. We especially wish to encourage researchers exploring the formation of dynamic, creative and design capabilities of nascent founders and firms, to submit their work.

SUBMISSION GUIDELINES AND REQUIREMENTS

Proposals (5-7 pages, for paper and panel sessions)

relating to the conference theme are invited.

Only original, unpublished work is sought.

Deadline for Submission of Proposals: November 15, 2016

To learn more about the
SMS Special Conference in Banff
and the submission process, please go to:
banff.strategicmanagement.net

Timeline:

November 15, 2016	Submission Deadline for Proposals
November 21, 2016	Co-Author Confirmation Deadline
Late January, 2017	Notifications of Program Review Committee Decisions
February 28th, 2017	Early Registration and Presenter Registration Deadline
June 2 - 4, 2017	SMS Special Conference in Banff

a professional society for the advancement of strategic management

The Strategic Management Society (SMS) is unique in bringing together the worlds of reflective practice and thoughtful scholarship. The Society consists of over 3,000 members representing more than 80 different countries. Membership, composed of academics, business practitioners, and consultants, focuses its attention on the development and dissemination of insights on the strategic management process, as well as fostering contacts and interchange around the world.

The Society is probably best known through the Strategic Management Journal (SMJ) published by John Wiley & Sons. This Class A journal has become the leading scholarly publication in the field of Strategic Management and is consistently rated one of the top publications in the management area. In 2007 the Society launched the Strategic Entrepreneurship Journal (SEJ) and in 2010 the Global Strategy Journal (GSJ). The intent is for these quarterly publications to become Class A journals and to promote the development and dissemination of advances in the field by maintaining the highest standards of intellectual thought combined with practical relevance, just as their sister publication SMJ has done for many years.



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