<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome</td>
<td>3</td>
</tr>
<tr>
<td>About the Strategic Management Society</td>
<td>5</td>
</tr>
<tr>
<td>Past Conferences</td>
<td>6</td>
</tr>
<tr>
<td>Conference Information</td>
<td>7</td>
</tr>
<tr>
<td>2016 Special Conference Review Committee</td>
<td>8</td>
</tr>
<tr>
<td>Best Paper Award Info</td>
<td>9</td>
</tr>
<tr>
<td>Conference Venue and Directions</td>
<td>10</td>
</tr>
<tr>
<td>Conference at a Glance</td>
<td>11</td>
</tr>
<tr>
<td>Sunday Sessions</td>
<td>12</td>
</tr>
<tr>
<td>Monday Sessions</td>
<td>13</td>
</tr>
<tr>
<td>Tuesday Sessions</td>
<td>28</td>
</tr>
<tr>
<td>Name Index</td>
<td>42</td>
</tr>
</tbody>
</table>
Dear Colleagues:

We are thrilled to welcome you to the SMS Special Conference in Rome!!

The conference theme, “Strategy Challenges in the 21st Century: Innovation, Entrepreneurship and Coopetition,” has generated many first class submissions that draw our attention to the roles of innovation, entrepreneurship, and coopetition in strategic management. Many of these submissions explore links among these three important sets of ideas.

The conference’s six-track program features over 260 scholars from around the globe. In addition, there are three attractive plenary sessions—which feature top-flight speakers from industry, consulting, and academia; a doctoral consortium; an executive education workshop; and a panel of journal editors. These keynote speakers and contributors hold the promise of significantly enhancing our understanding of the causes and consequences of innovation, entrepreneurship, and coopetition in a variety of settings.

The “eternal city’s” prominent history cuts across a variety of fields, such as arts, science, and spirituality, placing it at the crossroads of tradition and innovation. Rome includes many of the world’s most important spaces: St. Peter’s Square, the Vatican Museums and the Vatican City, the Coliseum, the Capitol, the Pantheon, to name just a few. Modern Rome is also dynamic and exciting. The conference social events—including the opening reception on Sunday evening and the gala dinner on Monday evening—will help introduce you to all that Rome has to offer.

We are grateful for the support of LUISS Business School, and wish to express our appreciation to the several colleagues who have volunteered to serve as track directors, workshop organizers, panelists, reviewers, session chairs, discussants, and facilitators. We would also like to recognize the staff of the SMS Executive Office, and especially Anna, Laura, and Andrea, whose assistance has been invaluable in developing this conference.

A very warm welcome to Italy!

Jay Barney
Paolo Boccardelli
Giovanni Battista Dagnino
Valentina Della Corte
Devi Gnyawali
Dear Conference Participant:

We bid you a warm welcome to our Special Conference in Rome, Italy. We are very happy to have you with us!

Investigation on entrepreneurship and innovation has received increasing attention in strategic management in the last decade. In its recent advancements, innovation is worthy of deeper attention in strategic management, especially as concerns the interconnections with entrepreneurship in various settings. By detecting the relations between innovation, entrepreneurship and coopetition, the Strategic Management Society Special Conference in Rome will delve into and grasp the opportunities for detecting the relationships and reciprocal influences between the three relevant research areas, as well as to inspect their impact on competitive advantage and performance.

In contrast to the SMS Annual Conference, Special Conferences provide a smaller forum for discussion and debate, thus allowing a more in-depth examination of a specific topic. They also offer opportunities for members to meet and collaborate in smaller group settings. This conference also provides us with the opportunity to return to the beautiful city of Rome.

We would like to take this opportunity to thank those instrumental in organizing this conference. This event would not be a reality without the hard work of Program Chairs Jay Barney, Paolo Boccadelli, Giovanni Battista Dagnino, Valentina Della Corte, and Devi Gnyawali. We would also like to extend our appreciation to LUISS Business School for hosting this event with us and inviting us to their beautiful campus.

We hope that you have an enlightening and gratifying experience at our conference. Please enjoy your stay in historic Rome!

Marjorie Lyles             Nikolaus Pelka
President                   Executive Director

Strategic Management Society
ABOUT THE STRATEGIC MANAGEMENT SOCIETY

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 focuses on the development and dissemination of insights on the strategic management process, as well as on fostering contacts and interchange around the world.

The SMS is membership-based and was founded at an inaugural meeting in London in 1981. Today, it enjoys the support of over 3,000 members representing over 1,200 institutions and companies in over 80 countries. Our activities are made possible through the dedicated support from hundreds of individuals who take on a variety of responsibilities, volunteering their time and expertise.

CONFERENCES
The SMS holds an Annual Conference at various sites around the world, typically alternating between North America and Europe; some past locations included Amsterdam, Baltimore, Barcelona, Berlin, Boston, Chicago, London, Mexico City, Montreal, Orlando, Paris, Philadelphia, Phoenix, San Francisco, San Juan, Stockholm, Toronto, Vancouver, Vienna, San Diego, Washington DC, Rome, Miami, Prague, Atlanta, Madrid and most recently, Denver. Each conference addresses a current theme, with specific tracks addressing sub-themes, and presents multiple sessions by leading experts in the field from around the world.

The SMS has responded to membership interest in special topics through its introduction of a series of smaller, regionally based meetings addressing more specific industry or subject themes. Conferences have taken place in such places as Shanghai, Catania, Rio de Janeiro, San Diego, Singapore, Guangzhou, Glasgow, Tel Aviv, Copenhagen, Sydney, Santiago and St. Gallen.

SMS INTEREST GROUPS AND COMMUNITIES (IG&C)
The primary purpose of the Interest Groups and Communities within the SMS is to act as a catalyst for building and disseminating new ideas in research, practice, and teaching around a set of core issues in strategic management. Each Interest Group and Community recognizes a major, individual stream of practice and research interest, and aims to serve the needs of members with special interests in this stream of work. Members of the SMS can elect to join up to two Groups and one Community of their choice; additional Interest Groups may be added for a nominal fee.

PUBLICATIONS
The Strategic Management Society is proud to be involved with Wiley & Blackwell in the publication of leading journals and innovative books, which for more than three decades have been vital tools for the benefit of researchers and practitioners in the field. The Strategic Management Journal (SMJ) has since its inception in 1980 been the official journal of the Strategic Management Society. This Class A journal is consistently rated one of the top publications in the management area. We also offer two quarterly journals, the Strategic Entrepreneurship Journal (SEJ) and the Global Strategy Journal (GSJ). The intent is for these two publications to become Class A journals that 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, the SMJ has done for many years. The SMS Book Series focuses on cutting edge concepts/topics in strategic management theory and practice. The books emphasize building and maintaining bridges between theory and practice. They generate and test theories of strategic management and demonstrate how to learn, understand and apply these theories in practice.
ANNUAL CONFERENCES

2015  DENVER
2014  MADRID
2013  ATLANTA
2012  PRAGUE
2011  MIAMI
2010  ROME
2009  WASHINGTON DC
2008  COLOGNE
2007  SAN DIEGO
2006  VIENNA
2005  ORLANDO
2004  PUERTO RICO
2003  BALTIMORE
2002  PARIS
2001  SAN FRANCISCO
2000  VANCOUVER
1999  BERLIN
1998  ORLANDO
1997  BARCELONA
1996  PHOENIX
1995  MEXICO CITY
1994  PARIS
1993  CHICAGO
1992  LONDON
1991  TORONTO
1990  STOCKHOLM
1989  SAN FRANCISCO
1988  AMSTERDAM
1987  BOSTON
1986  SINGAPORE
1985  BARCELONA
1984  PHILADELPHIA
1983  PARIS
1982  MONTREAL
1981  LONDON

SPECIAL CONFERENCES

2015  ST. GALLEN, SWITZERLAND
Rethinking Corporate Headquarters: Approaches for Managing the Multi-Divisional Firm

2015  SANTIAGO, CHILE
From Local Voids to Local Goods: Can Institutions Promote Competitive Advantage?

2014  SYDNEY, AUSTRALIA
Strategic Management in the Asian Century: Dealing with Dynamism, Diversity and Development

2014  COPENHAGEN, DENMARK
Micro-Foundations for Strategic Management Research: Embracing Individuals

2014  TEL AVIV, ISRAEL
Startup and Restart Strategies

2013  MOHALI, INDIA
Strategic Leadership: An Emerging Market Perspective

2013  GLASGOW, SCOTLAND
Strategy in Complex Settings

2013  LAKE GENEVA, SWITZERLAND
Strategizing Practices from the Outliers: Enabling “Big Bang” Innovations

2012  GUANGZHOU, CHINA
Competing and Cooperating in and for China

2012  SINGAPORE
Globalisation Of Innovation Strategies: Novel Moves for a Global Game

2011  SAN DIEGO, USA
CK Prahalad: Reaching Over Boundaries and Expanding Possibilities

2011  RIO DE JANEIRO, BRAZIL
Latin America’s Bourgeoning Strategic Role in Global Development

2010  LAPLAND, FINLAND
Intersections of Strategy Processes and Strategy Practices

2008  HYDERABAD, INDIA
Emerging India: Strategic Innovation in a Flat World

2007  CATANIA, ITALY
New Frontiers in Entrepreneurship: Strategy, Governance and Evolution

UPCOMING CONFERENCES
Recommended Dress
Business casual attire is recommended for all conference sessions.

Sunday and Monday Evening Events
The dress for these events is business casual & conference name badges are required for entrance into each event.

Name Badges
Name badges must be worn by attendees and guests at all times. Your name badge will be your ticket to luncheons and evening events. Access to these functions will be denied if you are without your name badge.

No Smoking Policy
In consideration of all attendees, we request that there be no smoking during all sessions and meal functions.

ROME EVENING EVENTS

SUNDAY, JUNE 5TH
Please join us for a Welcome Reception and Dinner on the campus yard of the LUISS Business School.

MONDAY, JUNE 6TH
On Monday evening, attendees will have the opportunity to explore the Chiostro del Bramante, one of the high points of Renaissance architecture in Rome designed by Donato Bramante around 1500. Within the Chiostro, attendees will also be able to view a celebrated work of art created by Raphael around 1515, a painting almost six metres wide known as the Sibyls fresco, that is visible from a specially adapted window with an audiovisual guide provided. Dinner will be served throughout the evening while guests mingle among the artwork.

TUESDAY, JUNE 7TH
On Tuesday evening, please join us for a brief closing reception following the last parallel session.
The individuals listed below worked with the Conference Track Chairs Sharon Alvarez, Paolo Boccardelli, Brian Boyd, Elias Carayannis, Massimo Colombo, Giovanni Battista Dagnino, Valentina Della Corte, and Karen Scnatterly to review proposals for the conference. We appreciate and gratefully recognize the amount of time and effort spent making this a successful event.
**SPECIAL CONFERENCE ROME BEST PAPER PRIZE FINALISTS**

**MONDAY**
**SESSION 34 | 8:30 – 9:45**
Stars and their Constellations: Determining Relative Value-Add in Team-Based Science  
Janet Bercovitz, University of Illinois at Urbana-Champaign  
Denisa Constanta Midruta, HEC Paris  
Maryann Feldman, University of North Carolina at Chapel Hill

**MONDAY**
**SESSION 4 | 8:30 – 9:45**
The Dark Side of Flexibility: How Product Module Boundaries affect the Evolution of Collaborative Ventures  
Richard Tee, LUISS Guido Carli University  
Pinar Ozcan, University of Warwick

**MONDAY**
**SESSION 15 | 14:00 – 15:15**
When Vicarious Learning Rewards the Originating Firm: Exploring Learning Opportunities Available to the Licensor  
Sara Lombardi, LUISS Guido Carli University  
Paola Belingheri, LUISS Guido Carli University  
Maria Isabella Leone, LUISS Guido Carli University

**MONDAY**
**SESSION 16 | 17:00 – 18:15**
The Effect of Founder Prior Experience on Search Pattern of New Ventures in LIB Industry  
Sung Namkung, Temple University  
MB Sarkar, Temple University  
Nandini Lahiri, Temple University

**TUESDAY**
**SESSION 17 | 8:30 – 9:45**
Where Do Heterogeneity Effects Come From? The Missing Link Between Top Executive Tenure and Choice  
Ithai Stern, INSEAD  
Razvan Lungeanu, Pennsylvania State University

**TUESDAY**
**SESSION 38 | 10:15 – 11:30**  
Job-Related Diversity and Team Performance: An Empirical Analysis of the US Music Industry  
Luigi Nasta, LUISS Guido Carli University  
Luca Pirolato, LUISS Guido Carli University  
Patrik Wikstrom, Queensland University of Technology
All of the conference sessions will be held on the campus of the LUISS Business School.
LUISS Business School Campus
Viale Pola no.12
00198, Rome – Italy

Travel info for Hotels:

Best Western Art Hotel Noba

Taxi:
A taxi from the hotel to the campus will take between 15 to 20 minutes depending on traffic and will cost between 8-20 Euros (as Italian taxi fares are based on time rather than distance).

Bus:
There are two public bus lines, the 60 and the 82, that can bring you to the LUISS Business School campus. The stop is located in front of the hotel and is named “Nomentana/Val D’Aosta.” This route will take approximately 15 minutes, and a bus ticket will cost 1,50 Euro.

*Buses will be provided from the Best Western Art Hotel Noba to the campus in the morning, and return back to the hotel in the late afternoon. Please see the bus schedule hand out you received at registration for additional information on this bus service.

The Mercure Corso Trieste

The Mercure is only a 5 minute walk from the LUISS Business School. Please reference the map for how to access the campus.
# Conference at a Glance

## Sunday, June 5th, 2016
- **09:00 — 14:30** Doctoral Workshop
- **17:00 — 18:30** Meet the Editors Panel Session (Open to All Conference Attendees)
- **19:00 — 20:30** Conference Opening Reception

## Monday, June 6th, 2016
- **08:30 — 09:45** Parallel Paper/Common Ground/Panel Sessions
- **09:45 — 10:15** Coffee Break
- **10:15 — 11:30** Parallel Paper/Common Ground/Panel Sessions
- **11:45 — 12:45** Opening Remarks & Plenary Session
- **12:45 — 13:45** Lunch
- **14:00 — 15:15** Parallel Paper/Common Ground/Panel Sessions
- **15:30 — 16:30** Plenary Session
- **16:30 — 17:00** Coffee Break
- **17:00 — 18:15** Parallel Paper/Common Ground/Panel Sessions
- **18:45 — 22:00** Gala Dinner

## Tuesday, June 7th, 2016
- **08:30 — 09:45** Parallel Paper/Common Ground/Panel Sessions
- **09:45 — 10:15** Coffee Break
- **10:15 — 11:30** Parallel Paper/Common Ground/Panel Sessions
- **11:45 — 12:45** Plenary Session
- **13:00 — 14:00** Lunch
- **14:15 — 15:30** Parallel Paper/Common Ground/Panel Sessions
- **15:45 — 17:00** Parallel Paper/Common Ground/Panel Sessions
- **17:00 - 18:00** Closing Reception
SESSION 46
EDITORS PANEL

TRACK Q  Date  Sunday, Jun 5
Time  05:00 - 06:30
Room  Aula Magna Mario Arcelli

Editors Panel
Chair  Giovanni Battista Dagnino, University of Catania
Panelists  Sharon Alvarez, University of Denver
Pamela Barr, Georgia State University
Devi Gnyawali, Virginia Tech
Dovev Lavie, Technion-Israel Institute of Technology
Torben Pedersen, Bocconi University
Andrea Prencipe, LUISS Guido Carli University

The panel features a representative editor for each of the SMS journals, SMJ, SEJ, GSJ, as well as other major management journals such AMJ, JMS, and JoM. The panel will discuss the specific goals and objectives of each of the journals, with particular reference to the new academic environment we experience and the way editors are taking a series of initiatives to shape up a consistent electronic presence for the journals. The editors will also talk about the expectations of the journals for potentially publishable papers in strategic management. Open discussion will address the process of writing for publication in scholarly journals, the editorial policies of the research outlets, and future directions for the dissemination of scholarly research.

Giovanni Battista Dagnino  is Professor in the Department of Economics and Business of the University of Catania, Italy, where he is the Coordinator of the PhD Program in Economics and Management. In addition, he is a faculty member of the European Institute for Advanced Studies in Management in Brussels, Fellow of the Strategic Planning Society in London, and Friend of the European Investment Bank Institute in Luxembourg. He has held several visiting positions, including at the Tuck School of Business at Dartmouth, Wharton School, London Business School, and ISE Business School. He is associate editor of Long Range Planning and serves on the editorial boards, among others, of Strategic Management Journal, Journal of Management and Governance, International Journal of Strategic Business Alliances, and International Studies of Management and Organization.

Sharon Alvarez  is the Walter Koch Endowed Chair in Entrepreneurship at the Daniels College of Business, University of Denver. She previously served as an Associate Professor of entrepreneurship and management, and the Academic Director of the Center for Entrepreneurship at the Max M. Fisher College of Business, The Ohio State University. She was a Max Planck Scholar at the Max Planck Institute for Entrepreneurship and Economic Systems Research, a visiting professor at Sun-Yet-Sen University in China, and is currently a visiting professor at University of Alberta. Her current research includes entrepreneurship theory of opportunities, firm, and market emergence. She is an Associate Editor for Strategic Entrepreneurship Journal and she has published in several leading journals.

Pamela Barr is Professor and Interim Chair of the Department of Managerial Sciences at the J. Mack Robinson College of Business, Georgia State University in Atlanta, Georgia U.S.A. Her research interests include strategy formulation, strategic change and decision making, with particular emphasis on the role of managerial and organizational cognition in these processes.

Her work has been published in several journals including Strategic Management Journal, Organization Science, Academy of Management Review and Journal of Management Studies. She is an Associate Editor of Strategic Management Journal and a member of the Editorial Review Boards of Academy of Management Journal and Academy of Management Discoveries.

Devi R. Gnyawali  is R. B. Pamplin Professor of Management and Director of Graduate Programs at the Department of Management, Pamplin College of Business, Virginia Tech. His current research focuses on two main areas in strategic management: the role of a firm’s internal and relational resources on its ability to generate innovations and achieve competitive advantage and the drivers, nature, and implications of inter-firm co-operation. Currently he serves as an Associate Editor of Journal of Management and on the editorial board of Academy of Management Review. He has also worked as an international consultant in various countries, including Singapore, Thailand, Philippines, Germany, and Malawi.

Dovev Lavie  is a Full Professor and Vice Dean at the Faculty of Industrial Engineering and Management at the Technion, a Sloan Industry Studies Fellow, and a recipient of the SMS Emergent Scholar Award, INFORMS TMS Best Dissertation Award, and the Academy of Management Newman Award. He earned his Ph.D. at the Wharton School and served as an assistant professor at the University of Texas at Austin. He is Associate Editor of the Academy of Management Journal and a Special Issue Editor at the Strategic Management Journal, has served on the boards of the Strategic Management Journal, Academy of Management Review, Administrative Science Quarterly, and Organization Science. He has also served as Program Chair and IG Chair for the SMS, on the Research Committee of the Academy of Management BPS Division, and as co-founder and organizer of the Israel Strategy Conference.

Torben Pedersen is Professor of Global Strategy at Department of Management & Technology, Bocconi University, Italy. He has published over 100 articles and books about managerial and strategic aspects of globalization. His research has appeared in prominent journals such as Strategic Management Journal, Academy of Management Journal, Organization Science, Journal of International Business Studies, and Journal of Management. His research interests are located at the interface between strategy, knowledge management and international business with a particular emphasis on topics of globalization, offshoring and outsourcing. He has been a visiting scholar at several universities around the world. He was 2009 AIB Program chair and has served as Vice President for AIB and Vice Chairman of EIBA.

Andrea Prencipe  is a Full Professor of Organization and Innovation at LUISS Guido Carli University (I) and a Visiting Professor at Rotterdam School of Management (NL). He is the Director of the PhD Programme in Management and Leader of the Organisation Group at LUISS, and has held academic positions at SPRU, INSEAD (F), and University G. d’Annunzio (I). His research interests revolve around the organization of innovation; project-based organizations; and the relationships between regional social capital and firms’ innovation performance. He sits on the editorial board of Industrial and Corporate Change, Organization Science, Strategic Management Journal, International Journal of Project Management, Research Policy and Long Range Planning. He received his PhD from the University of Sussex.
Conceptualizing Coopetition Capability in Small and Medium-Sized Enterprises in Developing Economy Environments

Stella Zulu-Chisanga, University of Leeds
Nathaniel Boso, University of Leeds
Constantinos N. Leonidou, University of Leeds
Magnus Hultman, University of Leeds

The primary aim of this study is to explore the conceptual domain of the coopetition capability concept, and empirically examine how small and medium-sized enterprises in developing economies develop and benefit from coopetition capability. Using multiple case studies of 25 small and medium-sized enterprises (SMEs) in two Sub-Sahara African economies, evidence suggests that coopetition capability is important for SMEs as it helps SMEs develop and nurture successful relationships with competitors while at the same time helping SMEs boost their performance. Additionally, we find that coopetition capability is driven by coopetition learning processes which also condition its performance outcomes.

CEO Coopetition Mindset and Firm Coopetition Behaviors: The Moderating Roles of Institutional and Market Environments

Weiguo Zhong, Peking University
Wei Zheng, Peking University
Jiangyong Lu, Peking University

From the sensemaking theories, a firm’s strategies are tied to chief executive officer’s (CEO’s) mindsets, the lens through which CEO views the environment and makes decisions. However, few coopetition studies have prescribed the type of managerial mindsets needed to make firms realize the coopetition in specific institutional and market environments. To fill this gap, we develop a sensemaking model of coopetition that connects CEO coopetition mindset with specific institutional and market environments and firm coopetition behaviors. We will test the model with a sample of over 5,000 firms from 31 industries in China. Our results will highlight the role of CEO coopetition mindset in enabling the firms coopetition behaviors and examine the moderating effects of institutional and market environments.

Coopeting to Innovate: The Case of Corporate Accelerator Programs

Moyra Marval, ESCP Europe Business School - Paris
Martin Kupp, ESCP Europe

Firms face the challenge to establish collaborative relations with existing competitors, but also with new players that may disrupt the market. Corporate accelerator programs are one of the latest forms adopted by large firms to engage with promising new ventures/potential future competitors. Previous forms of venture support such as corporate venture capital and company incubators have failed to reap expected benefits. As collaboration between entrepreneurs, corporate business units, and investors has proven to be central for the success of these initiatives, we set out to study the cooperative practices emerging in corporate accelerators through multiple case studies, collecting data at the corporation, accelerator and startup level. We identify mechanisms used at different levels to enable/discourage certain collaborations and develop a framework of coopetitive strategies.

Coopetition and Inter-Firm Proximity in Dyadic Relations – A Temporal Perspective

Thomas Martin Fojcik, University of Duisburg-Essen

Coopetition has gained momentum in academic research. However, studies are widely missing that consider coopetition over time. But a temporal perspective is crucial for a better understanding and framing of coopetition, because firms continuously learn from each other, change roles and alter their relationship related to power, dependency or trust in coopetitive contexts. Thus, initially initiated coopetitive relations remain not stable over time, but are subject to various changes. In this context, less attention is paid regarding the consideration of inter-firm proximity in coopetitive relations. Accordingly, an empirical study was conducted in the automotive supply industry to analyze the interrelation between inter-firm proximity and coopetitive relations over time. The analysis and its results will be summarized in the following paper.

Effective Efficiency in Innovation Ecosystems: When, How, and Why

Elias Carayannis, George Washington University
Evangelos Grigoroudis, Technical University of Crete

The measurement of innovation performance and efficiency in national and regional ecosystems remains a high priority in order to develop integrated benchmarking tools in the knowledge-based economies. However, innovation efficiency and innovation performance are not necessarily related, since low performers may achieve high efficiency if inputs are relatively low compared to outputs. This potential gap may provide valuable information about the different stages of innovation process or the organization pattern of innovation activities. This study presents a gap analysis of performance and efficiency of the European regional innovation systems in order to study when innovation efficiency is effective and help the development of an innovation efficiency index. Also, we propose an entropy-based measure for studying the differences in regional performance within a national innovation ecosystem.

Model Development in Entrepreneurial Ecosystems

Sul Kassicieh, University of New Mexico
Elias Carayannis, George Washington University
Evangelos Grigoroudis, Technical University of Crete

In both national and regional levels, policy makers face an assignment optimization problem regarding the necessary expenditure and investments. The expenditures are to satisfy the needs of the population in medical, welfare and other areas whereas the investments are in education, infrastructure and technological developments that enhance the tax base at some future date thereby contributing to the available resources that can be used in the future. Among others, investments may include support for the creation of new businesses that can add to the wealth and job creation of the region. In this paper, we examine which factors contribute to having a vibrant entrepreneurial ecosystem and we discuss an optimization formulation that models the decision making problem faced by policy makers.

The Decision to Crowdsourse Product Design and its Market Impact

Bradley Allen, University of Texas at San Antonio
Deepa Chandrasekaran, University of Texas at San Antonio
Suman Basuroy, University of Texas-San Antonio

This paper explores the antecedents and consequences of design crowdsourcing. Using a unique data set from Quirky.com, a community-driven new product development website, we examine which form and functional aspects of the original product idea serve as antecedents of the managerial decision to crowdsourse design, and the financial implications of that decision. The key finding is that design crowdsourcing influences sales only for products that have low initial marketability. These results add credibility to the economic relevance of crowdsourcing, and indicate that customers can serve as a resource for further developing product concepts, especially those that seem to perform poorly during pre-testing.
**The Dark Side of Flexibility: How Product Module Boundaries affect the Evolution of Collaborative Ventures**

Richard Tee, LIUSS Guido Carli University  
Pinar Ozcan, University of Warwick

This paper focuses on how product module boundaries affect the dynamics of competition and cooperation in multi-partner collaborative ventures. Based on a longitudinal investigation of the Symbian collaboration, we provide a framework that traces the evolution of collaborative ventures and the role of module boundaries. We find that the use of modular designs can trigger additional complexity in the collaboration, which in turn creates more competitive behavior. As the collaboration is restructured in response to these dynamics, it becomes increasingly difficult to set module boundaries. Together, these difficulties subsequently limit the ability of the venture to create both value and capture it. Overall, our framework helps understand how cooperation and competition co-evolve with product design, highlighting the dark side of flexibility.

**SESSION 39**

**BEHAVIORAL THEORY AND CREATIVITY**

**TRACK D**  
**Date** Monday, Jun 6  
**Time** 08:30 - 09:45  
**Paper**  
**Chair** Allegre Hadida, University of Cambridge

(Mental) Model Behavior: Cognitive Bias, Collaboration and Strategic Decisions in High Velocity Industries  
Angus Finney, London Film School  
Allegre Hadida, University of Cambridge

How do mental models and cognitive bias impact collaboration and strategic decision-making in high velocity industries? We adopt a qualitative research approach and rely on the strategy literature on cognition and bias to outline the conditions under which mental models and biases negatively impact collaboration and decision-making, or alternatively, support and inspire them. Our findings draw on a detailed case study of 2010 British movie “The King’s Speech” to suggest that cognitive behavioral theory provides significant insights into the understanding of collaboration and strategy in high velocity industries and in the creative industries. Managers and entrepreneurs capable of ‘switching gears’ and embracing the role cognition plays in strategy are susceptible of reducing cognitive bias, and gaining both creative and commercial competitive advantages.

Designers, Design Thinking and Innovation Outcome  
Karin Beukel, University of Copenhagen  
Cecilie Fjaellegaard, Copenhagen Business School  
Lars Alkaersig, Technical University of Denmark

The paper develops and tests a theoretical framework explaining how designers’ attention and learning affect innovation outcomes, namely patenting. We investigate how the hiring of a designer influences patenting activities in the firm hiring the designer, and differentiate between designers being hired by firms exhibiting different levels of state dependence in terms of their innovation activities. We test this utilizing data on all IP active firms in Denmark between 2000-2010 (n=119,709). We link mobility data of all individuals employed in the firms (+2 mio individuals), identify firms hiring designers and look at the effect conditional of type of firm. To strengthen individual employment in the firms (+2 mio individuals), identify firms hiring in Denmark between 2000-2010 (n=119,709). We link mobility data of all participants having been subjected to conflictual processes centered on (1) task conflict, (2) interpersonal conflict or (3) no conflict. Teams repeatedly face tasks, which can be solved by means of routinization and creativity. Our findings provide a better understanding of how conflict can be strategically used within organizations to foster change.

**SESSION 47**

**LEARNING, INNOVATION AND GLOBALIZATION**

**TRACK E**  
**Date** Monday, Jun 6  
**Time** 08:30 - 09:45  
**Common Ground**  
**Facilitator** Shahzad Ansari, University of Cambridge

Learning from Joint Component Usage: A Theory of Vicarious Performance Feedback  
David Clough, INSEAD

A frequently occurring form of cooperation is the use of a key component from one supplier by two or more firms that compete in an end market, an arrangement we refer to as joint component usage. We suggest that joint component usage facilitates the competitors’ ability to make inferences about the (uncertain) quality of the component. Each firm can observe the performance of the supplier’s other customers, and use this to supplement the inferences they make from their own performance. We develop a theory of vicarious performance feedback, and test it in the context of Formula 1 racing. We propose—and find supporting evidence—that firms are more likely to disengage with a supplier if that supplier’s other customers exhibit performance below their historic levels.

**Frugal Globalization: The Indian Way**  
Shounak Roy Chowdhury, O P Jindal Global University  
Harish Rao, Jindal Global Business School

Increasingly, Indian small and medium-sized enterprises (SMEs) are leveraging the forces of globalization to create an international footprint. Frugality characterizes these international forays; they achieve these internationalization forays with a budget of less than half a million. Our study explores how Indian SMEs internationalize. We find that the expansions involve seven key principles: (1) utilizing social networks for facilitating market entry and penetration, (2) securing market size, not share; (3) maintaining short- to medium-term cycles, even at the cost of margins; (4) building business, not brands; (5) maintaining business and operational flexibility; (6) selling through aggregators and avoiding direct to customer channels; and (6) discreetness. We maintain that further study could help unravel and enhance the existing notions of internationalization.
Co-Creation Across the Supply Chain to Foster Reverse Innovation
Carsten Gelhard, University of Twente
Carsten Zimmermann, University of San Diego
Sebastian Kortmann, University of Amsterdam
We analyze the co-creation process to foster reverse innovation. Our contribution to the strategic management literature is threefold: We, first, introduce the construct of reverse innovation and its specific dimensions to the strategic management and supply chain management literatures. Second, we analyze important antecedents for reverse innovation. Specifically, we highlight the role of ambidextrous supply chain practices that involve a balance and successful co-ordination of exploration and exploitation supply chain practices. Third, we emphasize the mediating role of value co-creation that can involve key customers and suppliers. This mediating effect in combination with offshore and outsourcing knowledge has a strong and positive effect on reverse innovation.

Crowdsourcing and Firm Performance
Francesco Caputo, LUISS Guido Carli University
Raffaele Oriani, LUISS Guido Carli University
Michele Pinelli, LUISS Guido Carli University
In the last years, it became progressively clear that the process of innovation involves complex social practices in which the interactions between multiple parties play a central role: external contributors are able to come up with brilliant ideas and extreme outcomes. Thus, firms are increasingly using crowdsourcing as an open innovation tool for gathering fresh ideas and for achieving exploitative outcomes. In this study we test whether a positive stock reaction follows the launch of crowdsourcing projects. Through an event study, we demonstrate that crowdsourcing projects announcements trigger positive price shocks, reflecting investors’ positive expectations about companies’ future profits; and we also highlight what factors moderate such reaction.

Interface as a Key in the Battle for Dominance: How Firms Achieve Leadership
Renato Kogeyama, Getulio Vargas Foundation
Diego Altieri, Brazilian School of Public and Business Administration
Prior literature has examined the implications of technology-based competition in Schumpeterian environments, in which firms struggle to maintain their leadership through the frequent introduction of innovations. What remains relatively under-examined is how firms can prevail in the battle for dominance in settings marked by both high uncertainty about future technological trajectories and evolving firm boundaries. This study expands scholars’ understanding by examining the role of a firm’s position in technological interfaces as a gateway to market leadership. We test our arguments using an extensive dataset on new mobile devices introduced into the US market between 1994 and 2014. We collected fine-grained information about these innovations, which we use to trace the trajectory of the competing technologies in the telecommunications devices market.

Orchestrating Ambidexterity at the Confluence of Open & Closed Innovation Systems
Andrew Earle, University of New Hampshire
Zoran Perunovic, Technical University of Denmark
Sofia Fürstenberg, A.P. Moller-Maersk
The challenge of integrating exploratory and exploitative activities in pursuit of ambidexterity is a central topic in innovation-oriented strategy research. This burgeoning literature not only explores theoretical underpinnings, but also offers considerable practical guidance for firms facing this challenge. As useful as this organization-level research is, in many contexts the locus of innovation is rapidly moving beyond individual organizations to networks, communities, and ecosystems. In recognition of this shift and in light of limited guidance from existing literature, we propose exploring the theoretical and practical consequences of pursuing ambidexterity in ecosystems featuring the confluence of closed, open, and hybrid innovation models as a useful route forward for innovation-oriented strategy research. We support this exploration with extensive, multi-method, longitudinal data from the global maritime industry.

Dynamic Capabilities and the Evolution of the Research Field: A Historiographical Analysis of Co-citation Authors
Eduardo Veiga Bueno, Pontifical Catholic University of Paraná
Renato dos Santos, Pontifical Catholic University of Paraná
Heitor Kato, Pontifical Catholic University of Paraná
Rúbia Corrêa, Pontifical Catholic University of Paraná
Studies on dynamic capabilities have been the subject of much debate and intertwined incursions. In this sense, this paper aims to provide a historiographical author co-citation analysis on dynamic capabilities. It was verified the influence of the most cited studies and their relation with other research, highlighting the main perspectives of the field of study. The analysis of trends on the topic was performed at three different periods, 1997-2002, 2003-2008 and 2009 to 2015. A visualization and bibliometric analysis software (HistCiteTM) was used to organize the research results and place the findings into a context.

Stars and their Constellations: Determining Relative Value-Add in Team-Based Science
Janet Bercovitz, University of Illinois at Urbana-Champaign
Denisa Constanta Mindruta, HEC-Paris
Maryann Feldman, University of North Carolina-Chapel Hill
This paper examines star scientists and team performance in the context of academic entrepreneurship. We employ a matching model of value creation to estimate complementarities underlying team formation. Through an extension of the matching model, we determine the contribution intervals of the stars and their constellations by creating counterfactual collaborations where stars, and respectively constellations, are reassigned to the best available partner under a scenario in which their actual partner is absent from the market. The value-added contribution of a party is determined by the “value-loss” created in the market by that party’s absence. While results are, on average, supportive of a star-to-star spillover effect, our analysis raises the salience of team contribution as stars with a ‘net contribution’ are few.

Two Agent Coopetition: Dynamics in a Markovian Process
Sergio Chión, CENTRUM Católica - Graduate Business School
This research proposal directs its attention to coopetition among executives of a firm. The aim is to contribute with the development of the micro foundation of coopetition for management purposes. The interaction between two agents is modelled under a theory of game setting and its dynamics is a Markovian process. It is shown the steady state probability of the Markov model depending directly on the whole structure of incentives on the agents and on the coupled personalities characteristics of them. These probabilities will be the basis for the measurement of cooperation, competition and coopetition; for the management of the interaction of executives within the firm, and to set appropriate incentives in accordance to the industry.
Business Models as Cognitive Frames in Nascent Technology Ventures

Lien Denoo, University of Southern California
Helena Yli-Renko, University of Southern California
Andrea Belz, University of Southern California

In this study, we propose that business models serve as cognitive frames translating the founding team’s experience base into startup action. Using a unique data set of nascent technology ventures, we find that business model development not only significantly increases the ventures’ early-stage performance but also fully mediates the relationship between startup experience and startup progress. Moreover, our results indicate that more developed business models significantly increase the number of potential customers identified by the nascent technology ventures. Our study both draws from and contributes to the literatures on business models, framing theory, and human capital. This work has implications for discussions of policy and practice for university technology spinoffs and the associated entrepreneurial communities.

How to Lose Our Innovative Capability? Centralization During Crisis

Zoltan Bakonyi, Horvath & Partners Management Consulting

In the time of crisis companies centralise because they would like to gain efficiency. The short term advantages of concentration of authority (such as whole company focus, easier communication, and higher decision speed) override its longer term downsides such as less innovation and flexibility. On the other hand firms prefer decentralisation during prosperity therefore organisations change according to the economic cycles. Based on interviews with Hungarian and British senior managers a theoretical model is formulated which describes the relationship between centralisation and economic cycles. The perfect timing of restructuring authority can provide competitive advantage for the companies as a tool to adapt to the environment.

Recruiting Human Capital in Uncertain Entrepreneurial Settings: A Network Approach

Heidi Herrick, University of Utah
Ryan Angus, University of Utah
Jay Barney, University of Utah
Barclay Burns, University of Utah
Mo Chen, University of Utah

There is scholarly interest in how entrepreneurs enroll human capital to form and exploit opportunities. Work has begun to shift away from the stage of an entrepreneurial endeavor to focus on the informational context within which the entrepreneur is operating, that being risk and uncertainty. To address the informational context of enrolling human capital the paper develops a model that simulates the role of centralisation and flexibility. It is assumed that strong ties are more effective than weak ties in recruiting human capital under conditions of uncertainty, while weak ties are more effective under conditions of risk.

When Two Worlds Collide: Employment Decisions In Private-equity Backed Family Firms

Sophie Manigart, Vlerick Business School
Jeroen Neckebrouck, Ghent University
Miguel Meuleman, Vlerick Business School

This research explores the influence of divergent principal interests on decision making in private firms. Investigating unique panel data on employment levels and employment terms in private equity backed family firms (from 1996 to 2013), findings reveal that family control strongly weakens the positive impact of private equity on employment levels when private equity investors acquire a minority position. Alternatively, when private equity investors acquire full control, employment increases more in previously family controlled firms compared to nonfamily firms.

A Tree Induction Analysis of Exclusivity in Technology Licensing

Deepak Somaya, University of Illinois at Urbana-Champaign
Carla Fernandez-Corrales, University of Illinois at Urbana-Champaign
Ramanath Subramaniam, University of Illinois at Urbana-Champaign

While prior research has significantly advanced our understanding about exclusivity in licensing, there are still significant gaps in our knowledge about how licensing exclusivity is impacted by the interplay between different contextual and intrinsic attributes of licenses. Exclusivity in licensing can be highly complex and contingent, potentially reflecting the interactions between different theoretical explanations, and the boundary conditions that apply to each theory. The exploration of such contingencies and complexities is hampered in conventional econometric analyses, which we seek to overcome by employing a novel empirical technique called decision tree induction, a powerful machine learning tool for uncovering nested “multiple theoretical viewpoints”. Implications for the empirical and theoretical literature on licensing, and for inductive theory development by leveraging “big data” are discussed.

Coopetition and Inter-Organizational Project Performance: The Interplay between Project- and Firm-level Coopetition

Marc Hummel, EBS University
Markus Kreutzer, EBS University

Coopetition, the simultaneous pursuit of cooperation and competition between firms, has been conceptualized in prior studies mostly at a single level of analysis without taking multi-level interactions into account. In this proposal, we differentiate between coopetition at the project level and coopetition on the firm level and theorize about their joint influence on the performance of inter-organizational projects. We propose that a balanced strong coopetition on the project level, i.e., a combination of high cooperation and high competition, is positively related to project performance and that this link is moderated by the firm level coopetitive intensity.

Managing Coopetition Paradox through Attention

André Nemech, ESC Rennes School of Business
Said Yami, Lille1 University

Previous research highlighted the complexity of coopetition as a phenomenon full of tensions. Attempts have been done to understand how to manage coopetition successfully but their results don’t go beyond indicating the sources, intensity and level of these tensions. This study mobilises the Attention-Based View (ABV) in order to understand how managers’ attention at different organizational levels shapes benefits from coopetition? Based on the case study of a coopetitive project between four rivalpartners, this research shows that understanding the situated attention (cognitive and structural) aspect of managers at different levels (top, middle and project coordinator) is vital to manage coopetition. The role of middle managers as a buffering layer in managing coopetition is a contribution of this study.

Towards a Theory of the Co-opetitive Firm: Learnings from Labour Managed Firms

Marco Berti, University of Technology Sydney
Christos Pitelis, Brunel University

In this paper we argue that the extent literature on co-opetition is limited in that it emphasises inter-organisational relations, at the expense of intra-organisational ones and that an analysis of Labour Managed Firms (LMFs) can contribute to our
Cooperation for Business Model Innovation: The Role of Joint Knowledge Creation and Knowledge Protection

Federica Alfano, University of Bayreuth
Paavo Ritala, Lappeenranta University of Technology
Viktor Fredrich, University of Bayreuth

Collaboration between competitors – i.e. cooperation – delivers advantages for the generation of new business models that change and disrupt how value is created and captured. In this study we examine the role of joint knowledge creation in cooperation and firm level knowledge protection in cooperation on the innovation of new business models. We measure cooperation by using the assessment of objective competitive and collaborative overlap, as well as the assessment of subjective cooperation intensity. Our results show that cooperation improves business model innovation, and that this relationship is affected by joint learning among firms, as well as by knowledge protection. The survey results also show interesting differences in the effects between objective and subjective assessment of cooperation.

Cooperation in Hardware Open Source Setting

Gianni Lorenzoni, University of Bologna

Hardware open source is a quite new issue. Arduino is a first mover in the field offering all the necessary information to manufacture and operate an interactive board. Arduino contributed to the creation of a cooperative field enabling the entrance of new players and influencing an industry standard creation, without reaching a dominant market position. The paper documents the formation of the Arduino ecosystem, giving special attention to the impact of coopetitors’ behavior, mimicking the Arduino platform. It shows how the user community has a distinctive impact in the unfolding of the Arduino business model. Moreover, how the coopetitors’ behavior enables the diffusion of the Arduino label and the milking of the Arduino technology, as well.

Conditions That Lead to Coopetition Strategies

Anna Minà, University of Rome
Roger Dunbar, New York University

A firm has a coopetitive relationship with another firm as it has both cooperative and competitive relationships with that firm. By content analyzing empirical research on coopetition, we identify the conditions that lead to such relationships. Our analysis also suggests that given different underlying conditions driving coopetition, firms structure themselves differently to support their coopetitive relationships.

SESSION 7
THE DIGITAL REVOLUTION: PLATFORMS, INNOVATION ECOSYSTEMS AND THE CHALLENGES THEREIN

The Digital Revolution: Platforms, Innovation Ecosystems and the Challenges Therein

Chair
Carmelo Cennamo, Bocconi University

Panelists
Christopher Tucci, École Polytechnique Federale de Lausanne
Giovanni Battista Dagnino, University of Catania
Gianvito Lanzolla, City University London
Annabelle Gawer, University of Surrey
Pierfrancesco Baviera, Telecom Italia

The business world is increasingly digitizing, going through a “digital revolution” that is affecting the fundamental way companies create innovation and compete, dismantling the contours of sectors and industries as we knew them, and creating new opportunities while destroying long-successful business models. Firms are responding to these challenges by increasingly transforming their business models towards building platforms and supportive ecosystems of independent complementors. While the rising to the top of companies like Google, Apple or Amazon highlights the potential benefits associated with
these new models, new collaborative and competitive challenges as well as enhanced organizational complexity arise within ecosystems. With this panel, we will start addressing these issues from various fruitful perspectives.

SESSION 43
COOPETITION STRATEGIES 2

Date: Monday, Jun 6
Time: 10:15 - 11:30

Paper
Room: 11A

Chair: Patrycja Klimas, University of Economics in Katowice

Coopetition: The Little Explored Impact of Changing Government-Business Relations
Jennifer Kroeker-Hall, University of Victoria

Interorganizational collaborations have become an important part of corporate strategy to cope with greater uncertainty and change due, for example, to economic, social, political and environmental global dynamics. However, research has been minimal on an increasingly important relationship between business and government. Thus we explore the concept of coopetition in the public sector in response to increasing partnership with, influence on, and organizational hybridization with, the private sector. Our work looks to fill this gap by presenting a systematic literature review and a synthesis of research and conceptual development with a focus on a general overview of coopetition as a strategic management tool to enhance business-government relationships.

Managing Coopetition with Employees: An Knowledge Appropriation Perspective
Kuok Kei Law, Open University of Hong Kong
Ka Wan Ng, City University of Hong Kong

This paper conceptualizes the management of knowledge appropriation tensions between a firm and its employees as an important manifestation of coopetition management. It addresses the deficiencies of the knowledge management (KM) literature in analyzing the nature and dynamics of different knowledge appropriation strategies and the coopetition literature in examining the coopetitive relationship between a firm and its employees. Theoretical propositions are developed to illustrate how the firm's adoption of a tighter appropriation regime (i.e. a more competitive approach) vis-à-vis a looser appropriation regime (i.e. a more cooperative approach) will affect its coopetitive relationship with the employees and subsequently its long-term KM and innovation performances.

Garage Entrepreneurs and the Competitive/ Coopetitive Environment for Entry
Kevin Miceli, University of North Carolina at Chapel Hill

The idea of the independent inventor developing a technology in his or her garage remains a strong image in the entrepreneurship culture. This proposal studies the decision making process of such an independent inventor on the path to becoming a garage entrepreneur, specifically in evaluating their competitive context. After overcoming one of the core challenges in entrepreneurship research – identifying the risk set of individuals who has the potential to become entrepreneurs – I analyze the competitive environment in the technological area that the nascent entrepreneur is operating. I propose that, conditional on having a technology in hand, the potential competitors and partners influences the inventor’s decision to move forward towards entrepreneurship.

Academic Foundations of Coopetition: Emerging Trends
Mehmet Ali Koseoglu, Hong Kong Polytechnic University
Mehmet Yildiz, Ankara Yildirim Beyazit University
Fezli Okumus, University of Central Florida
Mehmet Barca, Ankara University of Social Science

This study delves into the evolution of intellectual structure of approaches to coopetition. This study reports on a citation and co-citation analysis of scholarly articles focusing on coopetition, which have been published in the indexed journals within well-known databases. The main aims of this current study are to explore the leading scholars, the main trends and preferred research methods in the field of coopetition.
SESSION 50
FACING OR CREATING NEW CHALLENGES IN AN EVER CHANGING ENVIRONMENT

TRACK Q
Date: Monday, Jun 6
Time: 11:45 - 12:45
Room: Aula Magna Mario Arcelli

Plenary Panel

Facing or Creating New Challenges in an Ever Changing Environment

Chair
Jay Barney, University of Utah
Valentina Della Corte, University of Naples Federico II

Panelists
Andrea Andorno, Meridiana
Armando Brunini, Naples International Airport - GESAC
Nevena Marsili, Quadrivio Capital

Global competition. Financial meltdowns. Technological innovation. Crisis management. These are the currency of strategic leaders in the 21st century. Building an organization that can address these kinds of challenges is one of the central tasks of today's senior managers. This session brings together leaders from firms in diverse sectors—including air travel, food, and retail—to discuss lessons learned about building organizations that can survive and thrive in these settings. These discussions hold the promise of informing both scholars and practitioners.

Jay Barney is a Presidential Professor of Strategic Management and Pierre Lassonde Chair of Social Entrepreneurship at the University of Utah. He previously served as the Professor of Management and held the Chase Chair for Excellence in Corporate Strategy at the Max M. Fisher College of Business, The Ohio State University. He has been an associate editor for the Journal of Management, a senior editor for Organization Science, a co-editor at the Strategic Entrepreneurship Journal, and has been published in numerous leading publications. In addition to his teaching and research, he presents executive training programs throughout the US and Europe. He has received honorary doctorate degrees from the University of Lund, the Copenhagen Business School, and Universidad Pontificia Comillas (Madrid), and has had honorary visiting professor positions in New Zealand and China.

Valentina Della Corte is an Associate Professor of Business Management at the University of Naples Federico II. She teaches Strategic Management and Marketing, Tourism Business Management, Revenue Management and Heritage Management and is the author of numerous articles in specialized journals, both nationally and internationally. She also serves as a reviewer of several journals and international conferences. She is on the Editorial Board of Journal of Governance and Regulation, International Journal of Marketing Studies and Open Journal of Business and Management. Her research is focused on the evolution of resource-based theory, strategic networks, strategic human resource management and marketing literature with related applications in the tourism industry and cultural heritage industry.

Andrea Andorno is an airline executive with solid experience in driving cross-functional initiatives. Since March 2013 he has been the Chief Commercial Officer at Meridiana. He is responsible for the commercial strategy and development of the airline. His area of responsibility includes: product design, marketing, pricing & revenue management, network planning, worldwide sales as well as customer service. Before Meridiana he worked 10 years in the Alitalia covering several positions within the aviation group such as Vice President Finance (corporate finance activities including strategy, M&A, structured finance, treasury and risk management). Prior to Alitalia he worked 5 years in KPMG mainly focusing on corporate finance and transactions services. He has a First class degree in Economics. Final grade 110/110 cum laude from University of Genoa (1997).

Armando Brunini graduated with honours in Economics and Business at the University of Naples in 1986. He began his career in the management consultancy sector working for KPMG, PWC and subsequently AT Kearney. In the second part of his career he focused on the aeronautical industry holding several top management roles: Head of Strategy in Aeroporti di Roma, Executive Vice President-Commercial in the airline Eurolfy and Managing Director of Bologna Airport (in this period he also served as member of SAGAT - Turin Airport Board of Directors). Appointed in April 2013, Armando Brunini is currently CEO of GE.S.A.C S.p.A (Naples airport management company). He also has “non executive” positions in the Boards of SEA Spa (Milan Airports), ACI Europe, Confindustria and is Chairman of Naples Convention Bureau.

Nevena Marsili heads Quadrivio Capital’s private equity funds of funds, managed accounts and liquidity solutions. At Quadrivio Capital, she is responsible for all secondaries, primary investments and co-investments. Prior to joining Quadrivio Capital in 2013, Nevena Marsili was with IDeA Capital Funds in Milan, focusing on primary and secondary investments in a wide range of private equity funds globally. Previously, she was an Investment Associate with Coller Capital in London, where she worked on all aspects of the secondary transaction process. Prior to that, Nevena Marsili was with Campbell Lutyens’ private equity advisory team in London and Morgan Stanley’s investment banking team in New York. She holds an A.B. from the Woodrow Wilson School of Public and International Affairs at Princeton University.

Torben Pedersen is Professor of Global Strategy at Department of Management & Technology, Bocconi University, Italy. He has published over 100 articles and books about managerial and strategic aspects of globalization. His research has appeared in prominent journals such as Strategic Management Journal, Academy of Management Journal, Organization Science, Journal of International Business Studies, and Journal of Management. His research interests are located at the interface between strategy, knowledge management and international business with a particular emphasis on topics of globalization, offshoring and outsourcing. He was previously employed by Copenhagen Business School and has been a visiting scholar in Australia (UNSW), Finland (Helsinki), Italy (Padova University), New Zealand (Auckland University), Spain (Valencia University), Sweden (Gotthenburg University) and USA (Stanford University). He was 2009 AIB Program chair and has served as Vice President for AIB and Vice Chairman of EIBA.

12:45 – 13:45
LUNCH
Adaptive Processes and Relational Complexities: New Contingencies in Open Innovation Network Research
Stephanie Scott, Durham University
Mathew Hughes, Durham University
Paul Hughes, Durham University

This paper focuses on illustrating network dynamics and relational complexities that contribute to the development of open innovation networks; particularly within the context of a university-business research collaborations. Specifically, this study provides an examination of the self-organized and growing network to understand how aspects of governance, management, functionality and sustainability evolve, challenging the sustainability of the network. A chronology and thematic analysis of archival documents, interviews, and participant observations reveals four phases of the network's development. The transition from each phase was characterized by key points that demanded actions to shift the organizational focus and to maintain the vitality of the relational exchange for continued value creation. These findings suggest that multifaceted adaptive processes are essential to sustainability, but are often overlooked in network studies.

Corporate Cultural Features Conducive For Participation In Open- foresight
Melanie Wiener, Johannes Kepler University
Regina Gattringer, Johannes Kepler University
Franz Streli, Johannes Kepler University

Open-foresight, as a new approach for companies to jointly look into the future, is a response to limitations of traditional corporate-foresight. In open-foresight companies share their expectations and knowledge concerning future developments. Literature shows evidence of the success of open-approaches. However, no clear evidence of an “open-foresight-friendly” culture has yet been presented. Our goal is to increase the understanding of the influences of corporate culture on the degree of openness to engage in open-foresight. Based on two theory-driven in-depth case studies we identify cultural factors that influence the willingness to participate in open-foresight. We expect the following dimensions to have influence: (1) a corporate culture characterized by a clan- and adhocracy-culture is fostering openness, while (2) a market-culture inhibits openness for open-foresight participation.

Fostering and Hindering Factors: Success of Early Stage Internet-enabled Startups in Berlin
Nancy Richter, Alexander von Humboldt Institute for Internet and Society
Thomas Schildhauer, Alexander von Humboldt Institute for Internet and Society
Lucie Volquartz, independent researcher
Konstanze Neumann, Alexander von Humboldt Institute for Internet and Society

New market entrants like startups are important for producing radical and disruptive innovation. Radical innovation is needed to compete in markets that may be highly disrupted by the internet, mobile computing, social media and other new technology platforms. In our research we have identified the main enabling and hindering factors for internet-enabled startups in Berlin via an assessment methodology. Deriving from interviews with 197 startup teams we were able to find 112 assessments directly dealing with fostering and hindering factors and a total of 39 factors, twelve of which seem to play an important fostering and hindering role. The data enables policy makers to guide their decisions and to improve the overall startup community in Berlin and Germany.

Business Incubators, Collaboration, and Uncertainty in Resource-constrained Environments
Roberto Hernandez Chea, University of Copenhagen

The impact of business incubators as strategic policy instruments is a global phenomenon that has become relevant for regional economic development. Theories have not yet gain insights of how uncertainty occurs in the business incubator management in terms of resource mobilization, especially in resource-constrained environments. Drawing on resource dependency theory and the logic of embeddedness, we develop an analytical framework to understand the resource mobilization process and the uncertainties affecting such process. Results from a cross-case analysis indicate that resource mobilization is a step-wise process related to goals and actions of interorganizational relations. We found three types of uncertainties affecting the resource mobilization process. We also identify factors shaping uncertainties at the individual, organizational, and interorganizational levels. Keywords: Business incubators, interorganizational relationships, resources, uncertainties.

When Vicarious Learning Rewards the Originating Firm: Exploring Learning Opportunities Available to the Licensor
Sara Lombardi, LUISS Guido Carli University
Paola Belingheri, LUISS Guido Carli University
Maria Isabella Leone, LUISS Guido Carli University

Why should companies license-out their technology? While scholars mostly emphasize the financial benefits available to the licensor, this paper affirms that licensing-out allows the licensor to benefit from the vicarious learning opportunities spelled out by its downstream technology buyers, thus broadening its knowledge base and fostering its innovation capability. We analyze this phenomenon by looking at 245 licensing agreements, registered to the Security Exchange Commission (SEC) between 1986 and 2014 and identifying all cases in which the initial licensor licensed back a technology from its initial licensee in a second round, as a consequence of learning vicariously from its initial licensees. Our data provides evidence of our argument.

Tacit Knowledge Transfer in Coopetition: An Empirical Investigation of the Role of BG Affiliation
Amit Kumar, Indian Institute of Management Ranchi
Swarup Dutta, Indian Institute of Management Ranchi
Shashank Kumar, Indian Institute of Management, Ranchi

There is little evidence on the issue of whether the coopetition (collaboration between competing firms) strategy of affiliated firms differs from those of nonaffiliated firms, and if so, whether BG affiliation affects the relationship between coopetitive relationship strength (CRS) and the extent of tacit knowledge transfer (TKT). A clearer understanding of coopetitive behavior of affiliated and nonaffiliated firms may therefore shed new light on findings regarding their innovation capability. Using novel data on various Indian manufacturing and service firms, this working paper investigates the interfirm relationships between CRS, extent of TKT and innovation capability as well as examines the moderating effect of BG affiliation and coopetitive experience. Our preliminary results support the majority of our hypotheses and have important managerial implications for future research.
Coopetition and Search: The Search-Inhibiting Effect of Joint Component Usage
Henning Piezunka, INSEAD
David Clough, INSEAD
How does coopetition affect firms’ search? One form of coopetition is joint component usage, in which competing firms rely on the same component. Though joint component usage is common, it is unclear whether it fosters or inhibits firms’ search for product improvements. Our examination in the context of the Formula One racing series reveals that joint component usage tends to inhibit firms’ search: competing F1 constructors that jointly use the same engine model fail to improve as quickly as firms that do not engage in joint component usage. The effect is contingent on the occurrence of environmental jolts, the organizational structure, the relative standings of the firms, and the presence of residual competitive tension. We discuss the implications for research on coopetition and search.

The Dynamic Interactions of Foreign and Local Rivals in Emerging Markets
Jie Wu, University of Macau
Ka Fai Lao, University of Macau
Jiaato Li, Hong Kong University of Science and Technology
Feng Wan, University of Macau
Shuaibh Zhuo, University of Macau
This study examines how the local firms respond to the entry of multinational enterprises through innovation search in emerging markets. Grounded on the organizational learning theory, we posit that the entry of foreign firms significantly reduces the survival rate of local firms in the short term, but this effect gradually diminishes as local firms develop the adaptive innovation search over time. The negative effect of foreign entry decreases when environmental complexity is high and when the contexts of local and foreign markets are vastly different. Our simulation results also show that local firms with innovation search better deal with the negative impact of foreign entry and catchup with foreign rivals over time. We discussed the implications of these findings for the theories and managerial practices.

SESSION 8
RIVAL OR COOPERATORS? OR EVEN BETTER COOPETITORS!

TRACK C
Date Monday, Jun 6
Time 14:00 – 15:15
Paper
Room 218
Chair Christian Lechner, Free University of Bozen-Bolzano

Be Rivals or Cooperate? Dynamic Hybrid Patent Strategies
Francesco Baldi, LUSS Guido Carli University
Lenos Trigeorgis, University of Cyprus
We address a research gap at the interplay between competition and cooperation in the context of strategic patent use, using option games to also capture the tradeoff between commitment and flexibility. We examine the optimality of different patent strategies (fight, cooperate, wait, abandon) based on demand realization and industry dynamism and whether innovation is radical or incremental, identifying circumstances under which strategic patenting is best used to compete or to cooperate. Dynamic hybrid strategies obtain, involving switching from one type of compete mode to another or from competition to cooperation as demand rises or as the innovation advantage gets small. A dynamic switch (pivot) strategy is more valuable in a dynamic, volatile and competitive environment.

With Whom Are You Cooperating With: Innovation and Efficiency Gains with Different Partners
Christian Lechner, Free University of Bozen-Bolzano
Christian Linder, Free University of Bozen-Bolzano
Elisa Villani, Free University of Bozen-Bolzano
Innovation is no longer the exception to the norm but the rule. For most companies, the variance of innovation output is relatively low; thus, efficiency in all innovation processes becomes mandatory. One strategy to generate faster and cheaper innovation is to collaborate with partners such as competitors, suppliers, customers, or research institutions. This study analyzes efficiency gains resulting from three different types of collaborations. Using an Istat data sample of 15,002 firms we found evidence that innovation output depends on the motivation to collaborate for innovation (i.e., market or knowledge intentions). Second, we show that collaborating with suppliers and customers is the most efficient strategy. This study contributes to a better understanding of how source heterogeneity and resource complementarity affect innovation outcomes.

Inducing Ideation Collaboration through Competition?
Magnus Bergendahl, KTH Royal Institute of Technology
Mats Magnusson, KTH Royal Institute of Technology
Jennie Björk, KTH The Royal Institute of Technology
Magnus Karlsson, Royal Institute of Technology
Collective ideation practices aim to access and use creativity and knowledge from multiple contributors. Limited knowledge is available about the underlying mechanisms used to drive collective ideation activities. Competition and collaboration are two mechanisms seen to influence ideation, but their specific effects and inter-relationships are still unclear. The aim of this article is to investigate inter-relationships between competition and collaboration in ideation. Based on an experiment with idea generation in groups, investigating different competition mechanisms, it was found that individual competition increases idea quantity and that competition between groups induces in-group collaboration. Moreover, it was found that the combination of individual and group competition enables complementary use of competition and collaboration, resulting in high ideation performance in terms of the number and quality of ideas.

Competitive Aggressiveness and Firm Performance: The Contingent Role of Competitors and Collaborators
Goce Andrevski, Queen’s University
Walter Ferrier, University of Kentucky
Previous competitive dynamics research has generated inconsistent empirical findings for the relationship between competitive aggressiveness and firm performance. One reason for the inconsistent findings is that previous research has focused primarily on the benefits from competitive aggressiveness, ignoring the costs. This study shows that competitive aggressiveness affects firm profitability in a curvilinear, inverted U-shaped pattern; as competitive aggressiveness increases, profitability initially increases and then diminishes at high levels of competitive aggressiveness. We also find that competitors and collaborators moderate this relationship. When firms exceed the rivals’ aggressiveness, profitability increases, whereas when rivals match or exceed the firm’s aggressiveness, profitability decreases. In addition, for firms pursuing high competitive aggressiveness, sparse networks are more advantageous than dense networks.

SESSION 11
ENTREPRENEURSHIP, VENTURE CAPITAL, AND INNOVATION

TRACK C
Date Monday, Jun 6
Time 14:00 – 15:15
Common Ground
Room 219
Facilitator Henk Volberda, Erasmus University Rotterdam

When Entrepreneurs Are Part of the Plan: CVC as Strategic Tool in Innovation Management
Charlotte Jacobs, Getúlio Vargas Foundation
Ronaldo Parente, Florida International University
With few exceptions, corporate venture capital (CVC) has been approached as a tool to improve the corporate investor’s innovation performance. We suggest that companies use CVC also as a strategic tool in their innovation management strategy. Using a cross-sectional sample of companies operating in a high-tech environment including the pharmaceutical, the internet, telecommunication, and oil and gas industry we analyze the mediated relation between CVC investments, the speed of acceptance of new technologies on market, network, and firm level, and the speed of innovation in those branches targeted by corporate investors. The latter effect is positively moderated when cooperative relations between corporate investors are present. Using an
alternative approach to study CVC and presenting other outcomes we enhance our limited understanding of this phenomenon.

**Can Strategically Identical Start-Ups Avoid Price Competition and Appropriate Value?: A Randomized Coopetition Strategy (RCS)**

Juilin Teng, HEC Paris

I provide a coopetition explanation to why some strategically identical start-ups survive while others fail. Building on a game theoretic model of the multilateral interaction between multiple identical start-ups (sellers) and one buyer, I reveal the sources of the sellers’ conflict of interest which leads to price competition. Inspired by auction theory and correlated equilibrium, I present a randomized coopetition strategy (RCS) that takes advantage of randomness and realigns the sellers’ interests by neutralizing these sources. RCS confirms it is strategic manoeuvre rather than strategic factors that separate the polarizing fates of strategically identical start-ups. It satisfies a set of qualities that ensure the integrity of the market environment; hence, RCS is more efficient than price competition yet fully legal unlike collusion.

**Early Cvc Funding And The Trade-off Between Innovation Performance And Ipo Likelihood For New Ventures**

Ji Youn Kim, University of Kentucky  
H. Dennis Park, Drexel University

We explore how early relationships with corporate investors influence a new venture’s long-term strategic orientation and outcomes. We develop hypotheses and provide empirical evidence that receiving CVC funding early in a new venture’s life increases a new venture’s long-term innovation performance but is negatively associated with the venture’s likelihood of IPO. We also find that the detrimental effect of early CVC funding on the likelihood of IPO is more pronounced when the venture founders lack prior entrepreneurial experience.

**Rags, Riches or Just Right: Coopetition and Effective Internal Corporate Venture Resource Strategy**

Jyoti P. Gupta, Indiana University

Effective resource allocation strategies position Internal Corporate Ventures (ICVs) for success. However given omniscient precision is difficult to achieve, coopetition is used to navigate entrepreneurial uncertainty. In this paper internal coopetition between the parent firm and ICV is explored through the ISE framework, an acronym for Insufficient, Sufficient and Excess, and a relationship is proposed with ICV Performance. Additionally, ICV Development Stage and ICV Halo Effect are presented as moderators. Overall, this paper contributes to ICV and internal coopetition literatures via integration of coopetition and ICV resource strategy. Furthermore ICV Performance propositions and proposed moderation effects are provided. Finally, the ICV ISE Resource Strategy framework is introduced and the Halo Effect is newly applied to the ICV context.

**Too Costly To Convince: How Do Entrepreneurs Market Breakthrough Innovation Through Partnership?**

Yujin Kim, University of California-Berkeley

This research examines the strategic conditions that drive entrepreneurial innovators to pursue novel innovation rather than exploitative counterpart. Startups often commercialize innovation in a cooperative setup. Because radical breakthrough innovation is more difficult to communicate than its incremental counterpart, entrepreneurial innovators may avoid breakthrough innovation for which the cost of developing credible information is exceedingly high. In the context of the Orphan Drug Act (ODA), this study uses a difference-in-difference approach to measure changes in the novelty of innovations brought to the market when the policy decreases the cost of experimentation. This empirical study finds that, in ODA-affected areas, startups bring more breakthrough drugs to markets and hold novel projects longer before contracting with partners, achieving superior collaboration outcomes.

---

**A Meso-Level Focus On Innovation: Can A Shared Group Identity Promote Innovative Solutions?**

Laura Poppo, University of Kansas  
Hilary Schloemer, University of Kansas  
April Yan Huang, University of Kansas

In this proposal, we considering a meso-level of analysis – how individual attention and effort can be focused towards the group task, which has been under-examined yet is essential to understanding many forms of innovation. We focus on the group social psychological lever of group member identification, their perceptions of “oneness with or belongingness to some human aggregate” (Ashforth and Mael, 1989: 21), as a way to overcome the motivational and cognitive challenges inherent in group innovation. We examine how group identity impacts internal and external search, knowledge-sharing and integration, and ultimately the generation of innovative process improvements.

**SESSION 40**

**ECOSYSTEMS STRATEGIES**

**TRACK E**  
**Date** Monday, Jun 6  
**Time** 14:00 – 15:15

**Paper** Room 11A

**Chair** Erkko Autio, Imperial College London

**A Typology of Innovation Ecosystems**

Pek-Hooi Soh, Simon Fraser University  
Tao Wang, Simon Fraser University

The paper develops a typology of innovation ecosystems and introduces new strategy concepts to address the gap in ecosystem research. Traditional models of innovation and strategy analysis offer an incomplete explanation about how start-ups compete and grow in an innovation ecosystem. The ecosystem view of competition and cooperation among firms across related industries challenges some of the basic assumptions of existing models. To systematically define the structure of innovation ecosystems, we extend existing concepts like value chain analysis and complementarity. The typology is presented in two dimensions, namely, knowledge strategy and complementarity in consumption. The discussion is focused on the properties of open innovation ecosystems, which create entrepreneurial opportunities, and a new concept of boundary competition to differentiate a firm’s competitive position within an ecosystem.

**Untangling Ecosystems as Locus of Entrepreneurship and Innovation: A Meta-analysis of Literature**

Anna Minà, University of Rome  
Giovanni Battista Dagnino, University of Catania

The attention on business ecosystem and the intellectual ferment it has generated in the last decade motivate the need of developing a systematic overview of the literature, to systematize the state of the art on ecosystems. To this aim, in this paper we develop a content analysis of existing studies on ecosystem. Our pursue is to grasp the main features and key elements that characterize an ecosystem, and hence, to untangle under what boundary conditions firms can develop their entrepreneurial insights coupled with strategic thinking within the ecosystem.

**Playing the Ecosystem Game: Rethinking Strategic Control and the Temporality of Value**

Brice Dattee, EMILYON Business School  
Erkko Autio, Imperial College London  
Oliver Alexy, Technical University of Munich

Innovation ecosystems are a contemporary phenomenon whose complex dynamics of on-going multi-lateral co-construction challenge our understanding of strategic control. We present the qualitative analysis of four embedded case studies of ecosystem creation by two global technology-based companies. We uncover the mechanisms used by actors to co-construct a vision of the future with other stakeholders while at the same time exercising dynamic control over the emergence dynamics by using three concurrent capabilities: influencing, monitoring, and updating. Our process model theorizes the emergence of novel ecosystems.
and contributes to the literature on this novel phenomenon. Our focus on the temporality of value extends the theory of future-oriented strategies. Finally, our results also provide practical guidance to managers on the mechanisms to leverage to play the ecosystem game.

**Entrepreneurial Support Ecosystem and Business Incubator Coopetition Strategies**

Christina Theodoraki, University of Montpellier
Karim Messeghem, University of Montpellier

The concept of an entrepreneurial ecosystem is an emerging but underdeveloped theoretical construct that aims to explain the evolution of the ecosystem. The ecosystem concept is composed by different layers such as sub-ecosystems which interact with each other. Nevertheless, the entrepreneurial ecosystem has been mainly studied at the national level, but has not yet been explored in depth at the level of a specific sub-ecosystem: the entrepreneurial support ecosystem. The goal of this study is to advance the emerging theoretical concept of entrepreneurial ecosystems by examining the entrepreneurial support ecosystem and the coopetitive dynamics of its members by focusing on business incubators as “keystone player” of this specific type of ecosystem.
The Generation of Value and Innovation through Coopetition and Cooperative Moves

Chair
Giovanni Battista Dagnino, University of Catania

Panelists
Fabio Bulgarelli, Utilitalia
Andrea Cuomo, STMicroelectronics
Yves Doz, INSEAD
Kathleen Eisenhardt, Stanford University
Dovev Lavie, Technion-Israel Institute of Technology

In the last few years, generating new value by way of innovation has turned a daunting task for managers operating in business firms and public organizations. In fact, in rapidly changing environments strategy based only on competition or cooperation may result inadequate. These settings actually feature the use of hybrid approaches that, on one hand, involve the interplay of competitive and cooperative (i.e., coopetitive) moves. On the other hand, a traditional strategy conceived as a single-step strategy may possibly be not sufficient: managers are called to envision a sequence of dynamic strategic moves encompassing a series of competitive and cooperative moves. In this panel, a mix of academics, consultants, and practicing executives will discuss these new frontiers of competitive and cooperative moves. Among her awards are the Dan and Mary Lou Schendel Best Paper Prize from SMS, and the Scholarly Contribution to Management award from AOM. She is a Fellow of the Strategic Management Society and Academy of Management, and has served as a Fellow of the World Economic Forum (Davos) and the Clinton Global Initiative. Andrea Cuomo is ST’s Executive Vice President, Advanced Systems Technology (AST) and Special Projects, and has held this position since January 2012. He joined SGS Microeletronica, a predecessor company to STMicroelectronics, covering managerial roles in Product Management and Strategy, and rose to become VP for the Headquarters Region. In 1998, he created the AST group, a key organization for developing ST’s system knowledge and advanced architectures. In 2008, he was appointed Executive VP, General Manager, EMEA Sales & Marketing and AST. His board memberships include the International Advisory Boards at the HEC Paris Business School, the Swiss nanotechnology research program (Nano-Tera), the IP utilization arm of the Istituto Europeo di Oncologia (ITTFactor), and ESADE Business School in Barcelona, Spain. In June 2015, he became Chairman of the Governing Board at EU’s ECSEL Joint Undertaking. He also serves as Chairman of the Board at 3sun, an Enel Green Power company.

Yves Doz is the Solvay Chaired Professor at INSEAD and a Professor of Strategic Management. He has researched and published widely on the strategy and organization of multinational companies. His books include The Multinational Mission, with C.K. Prahalad, From Global to Metanational, with Jose Santos and Peter Williamson, Fast Strategy, with Mikko Kosonen, and most recently Managing Global Innovation, with Keeley Wilson. He is a Fellow of the Academy of Management, of the Academy of International Business and of the Strategic Management Society.

Kathleen Eisenhardt is the S. W. Ascherman M.D. Professor and Co-director of the Stanford Technology Ventures Program at Stanford University. She is the coauthor of Simple Rules: How to Thrive in a Complex World and Competing on the Edge: Strategy as Structured Chaos, which won the George R. Terry Book Award. Kathleen conducts research at the nexus of strategy and organization theory with particular emphasis on entrepreneurial firms and high velocity markets. Among her awards are the Dan and Mary Lou Schendel Best Paper Prize from SMS, and the Scholarly Contribution to Management award from AOM. She is a Fellow of the Strategic Management Society and Academy of Management, and has served as a Fellow of the World Economic Forum (Davos) and the Clinton Global Initiative.

Dovev Lavie is a Full Professor and Vice Dean at the Faculty of Industrial Engineering and Management at the Technion, a Sloan Industry Studies Fellow, and a recipient of the SMS Emergent Scholar Award, INFORMS TMS Best Dissertation Award, and the Academy of Management Newman Award. He earned his Ph.D. at the Wharton School and served as an assistant professor at the University of Texas at Austin. He is Associate Editor of the Academy of Management Journal and a Special Issue Editor of the Strategic Management Journal, has served on the boards of the Strategic Management Journal, Academy of Management Review, Administrative Science Quarterly, and Organization Science. He has also served as Program Chair and IG Chair for the SMS, on the Research Committee of the Academy of Management BPS Division, and as co-founder and organizer of the Israel Strategy Conference.

Giovanni Battista Dagnino is Professor in the Department of Economics and Business of the University of Catania, Italy, where he is the Coordinator of the PhD Program in Economics and Management. In addition, he is a faculty member of the European Institute for Advanced Studies in Management in Brussels, Fellow of the Strategic Planning Society in London, and Friend of the European Investment Bank Institute in Luxembourg. He has held several visiting positions, including at the Tuck School of Business at Dartmouth, Wharton School, London Business School, and IESE Business School. He is associate editor of Long Range Planning and serves on the editorial boards, among others, of Strategic Management Journal, Journal of Management and Governance, International Journal of Strategic Business Alliances, and International Studies of Management and Organization.

Fabio Bulgarelli holds an MS Degree in Electrical Engineering. He is Managing Director of Utilitalia, the Italian Association of Local Utilities, from September 2015. Earlier, he managed Enel regulatory affairs worldwide, regulatory affairs and antitrust in Italy, and EU regulation from Enel Brussels branch. Previously, he was employed for five years at the Italian Energy Regulation Authority, two years at Acquitrante Unico Spa, and at Arthur Andersen Italy.

16:30 – 17:00
COFFEE BREAK
Sleeping with the Enemy but Seeking to Break Free: Coopetitive Tensions between Incumbents and Disruptors

Patrick Reinmoeller, Cranfield University
Shahzad Ansari, University of Cambridge

This paper contributes to research on coopetition by developing theory on how within the overall context of coopetitive arrangements, companies seek to reduce their dependence on firms they may be induced to cooperate with. This paper addresses the issue of how firms should design their organization and strategy to effectively innovate while collaborating with disruptive competitors. This type of collaborations are potentially carry risk, especially for incumbents, who face ambitious entrepreneurial competitors, and promise of benefit from the cooperation. Incumbents enter into coopetitive arrangements under the looming threat that they end up losing ground to their disruptor/partners. Our in-depth case study of a leading telecom provider. Unprecedented access allowed us to inductively develop our model based on archival data (1998-2013) and interview with executives.

The Effect of Founder Prior Experience on Search Pattern of New Ventures in LIB Industry

Sung Namkung, Temple University
MB Sarkar, Temple University
Nandini Lahiri, Temple University

New ventures’ search strategies play a crucial role in their innovative performance. Yet, little is known about the antecedents to search strategies, drawing on entrepreneurship, innovation, and industry evolution literature, my study fills this gap by examining how the various features of founder experience before entry into a focal industry affect the new ventures’ technology search strategies in the global Lithium-ion Battery (LIB) cell manufacturing industry from 1991-2014. Findings indicate that while new ventures with founders whose prior industry experience is ‘relevant’ to a focal industry are positively related to breadth and depth search strategies, new ventures with founders whose prior industry experience is ‘diverse’ are negatively related to breadth and depth search strategies.

Lending a Hand: A Model of Value Creation, Value Capture, and Overcoming Bottlenecks in Ecosystems

Douglas Hannah, University of Texas at Austin

In many industries, networks of firms rely on one another to jointly create value. As a result, the performance of individual firms may be constrained by bottlenecks or innovation constraints that lie outside its boundaries. While prior research has documented firms working with partners to inductively develop our model based on archival data (1998-2013) and interview with executives.

Parent-child Linkages and Child Performance: The Case of University Spin-offs

Daniela Bolzani, University of Bologna
Riccardo Fini, University of Bologna
Einar Ramus Russabad, Cranfield University Business School

To date few studies have examined the factors driving the performance of spin-off companies. In this paper, we examine the impact of parent-child linkages on the market performance of spin-off companies. We focus on companies established as a result of a technology transfer from academic institutions. Adopting a resource-based perspective, we test how and to what extent the effect of university ownership on spin-off market performance is moderated by the geographical distance and technological proximity. We study the population of 551 academic spin-offs established between 2000 and 2008 by Italian STEM universities. We specify a two-stage GMM-system estimator, accounting for both survivorship bias and endogeneity. We find support for two of the three hypotheses. We discuss theoretical and practical implications of our findings.

How Does Co-creation With Customers Influence Disruptive Innovation? The Moderating Role of Customer Market Power

Cornelis Vincent Heij, Erasmus University Rotterdam

Co-creation with customers is considered as an important source of competitive advantage, and various scholars have examined how a firm’s orientation towards in particular its larger customers influences disruptive innovation. This study fills the gap in the literature how co-creation with customers contributes to a firm’s disruptive innovation performance and how customer market power moderates that relationship. Our preliminary findings based on a longitudinal survey indicate that co-creation with customers has a positive effect on disruptive innovation, but customer market power weakens that effect. These findings highlight the importance to differentiate between one the one hand co-creation between a firm and its customers and on the other hand the relative market power of those actors when examining the role of customers to realize disruptive innovations.

Industry Disruption and Managerial Responsiveness Through Acquisitions

Yasemin Kor, University of Cambridge
Danchi Tan, National Chengchi University

This empirical study examines a wave of acquisitions that took place in the U.S. food manufacturing industry between 1997 and 2007. Acquisitions enabled firms to enter the organic food market as a response to the shifting consumer demand for healthy-natural and organic-certified food along with the enactment of U.S. Organic Food Act. We identify alternative competitive and collaborative paths firms have taken and examine how these responses are empirically linked with firms’ managerial experience and human capital. With this research, we aim to contribute to competitive strategy literature by demonstrating the alternative responses firms display after an industry disruption and how these competitive patterns are shaped by the expertise profiles of the top managers as key drivers of strategic adaptation.

Future of Agricultural Commodities: Strategic Evaluation of Failure of New Farms in a Transition Economy

Jyothi Kodali, Sarada Educational Institutions

Using survey data from India, this study investigates whether the strategic factors associated with investors backed new farms failure in a transition economy are consistent with those arising from strategy literature using three established strategy perspectives. Strategy scholars suggest that the nature of field crops, markets, cooperation, environment, and the abilities of management team affect the farm’s failure chances. This study provides the first set of survey data demonstrating both the extent and limits that are responsible for new farms failure in a transition economy.

Shaping Markets: Entrepreneurial Capabilities for Opportunity Creation

Suvi Nenonen, University of Auckland
Kaj Storbacka, University of Auckland

Entrepreneurial firms’ abilities to shape institutional arrangements are important initiators of market opportunities. In this paper we investigate what kind of capabilities do entrepreneurial firms need in order to shape their markets for opportunity creation. Based on an explorative case study of 21 firms from four countries, we identify 45 firm-level...
capabilities, which are further categorized into six capability-sets: market visioning, value sensing and development, business model development, credibility building, championing change, and transformative leadership. The findings offer empirical insights on entrepreneurial and dynamic capabilities. Additionally, the present research suggests that entrepreneurial firms aiming to shape existing institutions often create outcomes that are beneficial to all actors in the market system, including their direct competitors, thus creating a logical link to cooperation and value-creating strategies.

**SESSION 49**

**BUSINESS MODELS, CO-LOCATION AND INNOVATION FAILURE**

**TRACK C**  
**Date** Monday, Jun 6  
**Time** 17:00 – 18:15  
**Paper** Room 218  
**Chair** Timo Vuori, Aalto University

### Capturing Value from Razor and Blade Business Models

Florian Homann, University of St. Gallen  
Stephan Winterhalter, University of St. Gallen  
Oliver Gassmann, University of St. Gallen

Our study aims for a holistic analysis of all relevant elements of the razor and blade business model. In contrast to prior research that mostly discusses business models on an abstract level, we analyse the interplay between product and business model components and their interrelation with value creation, value capture and the protection of value capture. Building upon an in-depth study of eight cases, we develop archetypes of razor and blade business models based on the degree of separation of profit generation between base and complementary products. We advance a recently emerging discussion on capturing value from business model innovation by providing empirical evidence on how firms combine different formal and strategic forms of IP to protect their products and business models.

**Co-location and Cooperation Effects on SME’s Export Performance**

Jose Brache, Adolfo Ibáñez University  
Christian Felzensztein, Kingston University London

Recent studies have reported conflicting results on the impact of geographic co-location on export performance. Drawing on the cooperation, export performance, and economic agglomeration literature, this study provides a conceptual framework that explains the apparently disassociated findings of recent studies. The authors analyze SMEs from Chile and find that geographic co-location has an unexpected negative effect on export performance in the context of this emerging economy. The level of engagement with a trade association and direct inter-firm cooperation show a U-shaped effect on export performance. This paper contributes to the international management literature by presenting a theoretical approach that enfolds co-location and cooperation effects on SMEs’ export performance under the same foundation.

### Corruption: Barrier of Innovation in Vietnam

Thi Kim Son Le, Toulouse 1 University Capitole

Corruption measured by bribe payments is more likely as a barrier of innovation in Vietnam. The survey results from 1808 Vietnamese small and medium enterprises in 2011 and 2013 prove that innovators pay more bribes than non-innovators. Firms having only “improve current product” innovation also have a tendency to be victims of corruption. Conversely, innovators with only product and process innovation are not associated with bribe payments. Micro innovators are reported having to pay more of their sales as gifts for corrupt public officials than small innovators. Moreover, there is a negative influence of firm performance and profitability on bribes. Formal and urban firms also pay a greater percentage of their revenues as bribes than informal and rural ones.

**SESSION 37**

**INNOVATION AND ENTREPRENEURSHIP**

**TRACK D**  
**Date** Monday, Jun 6  
**Time** 17:00 – 18:15  
**Common Ground** Room 219  
**Facilitator** Valentina Della Corte, University of Naples Federico II

### Collaborative Partner Diversity, Innovation, Opportunity Recognition, and the Moderating Role of Entrepreneurial Self-efficacy

Richard Haans, Tilburg University  
Tim de Leeuw, Tilburg University  
Arjen van Witteloostuijn, Tilburg University  
Arjan van den Born, Tilburg University

We apply a collaboration portfolio perspective to the context of small ventures in the creative industries and develop a non-linear effect of collaborative portfolio diversity on two distinct performance outcomes: venture innovative performance and opportunity recognition. We additionally explore two moderating effects of entrepreneurial self-efficacy on these relationships, posing that entrepreneurs with greater self-efficacy have both heightened optimal levels of collaborative portfolio diversity and a less negative curvilinear effect. Results from a large-scale survey among ventures in the Dutch creative industries show that entrepreneurs with low levels of self-efficacy exhibit a strong inverted U-shaped effect of collaborative portfolio diversity while a strictly positive effect is found for entrepreneurs with higher self-efficacy.

### Entrepreneurial Creativity: Sources, Processes and Implications

Valentina Della Corte, University of Naples Federico II  
Giovanna Del Gaudio, University of Naples Federico II  
Nathan Meikle, University of Utah

Literature on entrepreneurial creativity has been widely developed in the last decades, with attention both to the process and to its origins and antecedents. The aim of this paper is to systematize the literature on the topic, in order to better clarify the concept of entrepreneurial creativity in its main features and components. The issue still shows rather fragmented contributions on the concept of entrepreneurial creativity in different disciplines, within a very complex multidimensional construct. Therefore, we propose a literature review whose main purpose is to get to an overview of the state-of-art on entrepreneurial creativity and to identify still unanswered issues within this stream of research.
Does Coopetition Drive Innovativeness of Video Game Developers?

Patrycja Klimas, University of Economics in Katowice

The importance of innovativeness is discussed extensively in the literature. Yet, our knowledge about the driving forces of innovativeness remains limited. One of the relatively new branches of investigation are coopetitive relationships being perceived as significant factor for innovativeness. However, despite the growing interest, coopetition still remains unexplored phenomena in case of creative industries in which innovativeness plays the leading role. Therefore, this paper focuses on coopetition, innovativeness and interdependencies between these two in case of creative industries. The author identifies the knowledge gaps, justifies the need for research on coopetition of video game developers and provides some preliminary findings indicating any significant interdependencies between coopetition and innovativeness.
SESSION 28
CAPABILITIES - THE ROLE OF LEARNING AND KNOWLEDGE

Track A
Date: Tuesday, Jun 7
Time: 08:30 - 09:45

Common Ground
Room: 213

Facilitator: Henk Volberda, Erasmus University Rotterdam

Corporate Accelerators: A New Approach to Building Entrepreneurial Communities
William Page, Sydney University

Corporate accelerators are emerging as a new approach being used by corporates as a mechanism to create new entrepreneurial opportunities for their businesses. Through supporting accelerators the corporates are aiming to collaborate more closely with the entrepreneurial community and to potentially invest in startups as a way to foster innovation. Whilst there is a substantial amount of research on traditional corporate venturing, corporate accelerators and the manner in which they foster cooperation are still a relatively recent approach yet to be comprehensively investigated. Leveraging existing theoretical frameworks from corporate venturing literature and through a process of rigorous primary research, this paper aims to study how corporate accelerators are being used to build and support the development of entrepreneurial communities at a grass-root accelerator level.

The Role of Institutional Elements in Strategic Activities of Small Business Practitioners in Organizational Field
Marcio Marietto, Anhembi-Morumbi University
Fernando Serra, University 9th of July

This study offers different perspectives for observing the phenomenon of Strategic Practice in small stores located in an organizational field through the lens of Strategy-as-Practice and Institutional-Theory. Qualitative participant observation procedures were used in the largest Latin-American cluster of bridal stores and involved strategic work using the institutional elements of Wedding to provide the survival of these organizations. The results indicated that institutional and dynamic elements of symbolic ritual of wedding enable the interaction among practitioners in their strategic activities. This provides legitimacy and, consequently, the survival of organizations. We present a model which the propositions seek to direct future studies of S-as-P with the assumptions of IT. The study also contributes analyzing strategic activities of small business practitioners to increase potential for future researches.

Shall an Entrepreneur Choose Business Idea Source to Match His or Her Background?
Xiao Hu, Tsinghua University
Zhenzhen Xie, Tsinghua University
Delin Yang, Tsinghua University

This paper examines how business idea sources, entrepreneurs’ background, and institutional environment interplay to influence the performance of entrepreneurial ventures. Taking an institutional perspective, we propose that when environment is rich in institutional voids, entrepreneurs choosing business ideas beyond their background expertise (i.e. adopting a complementary strategy) created more successful ventures. To the contrary, those choosing business ideas within their background expertise (i.e. adopting a consistent strategy) created more successful ventures in the presence of fewer institutional voids. An empirical study conducted with a unique dataset with information on 304 entrepreneurial ventures setup from 1988 to 2007 in China delivered results that support the above arguments. The results are robust across different samples and measures.

Towards an Interaction-Learning Nexus in Entrepreneurship: The Mediating Role of Boundary Objects
Dietmar Grichnik, University of St. Gallen
Nicholas Dew, Naval Postgraduate School
Stuart Read, Willamette University
Charlotta Siren, University of St. Gallen

We activate the concept of entrepreneurial opportunity, asking the critical question of ‘what do entrepreneurs do with opportunities?’ This fresh perspective takes the concept of opportunity into two important new directions of interaction and learning. We argue that one of the active roles of an entrepreneur is to objectify an opportunity, articulating it in concrete boundary object form to facilitate interaction with a range of stakeholders. Doing so starts a cycle of co-participative learning, by which entrepreneurs and stakeholders reflect on and transform boundary objects that embody an entrepreneurial opportunity. In the process, opportunity takes an actionable shape that advances the creation of a new venture, while simultaneously advancing the entrepreneur’s understanding of how new ventures come to be.

Mapping Knowledge in Italy: Innovation System, Global Connectivity and the Role of Individually Motivated Networks
Alba Marino, University of Messina
Ram Mudambi, Temple University

The process of knowledge-creation and knowledge-diffusion is still one of the main driving factors for economic growth and development. In a glocal world, knowledge spillovers could be facilitated by rising connectivity both through organizational “pipelines” and individual-base “personal relationships”. Innovation is no more just a matter of geographical agglomeration, but it also relies on non-material networks based on cross-national linkages. In this work, we develop a longitudinal analysis of Italian innovation system over the last 40 years in terms of industry, assignees, inventors and networks using patent data from the USPTO. Preliminary results confirm the increasing role of the new global argonauts, as high skilled independent diaspora members, in leading the knowledge-creation process in the globalized world.

SESSION 17
COOPERATIVE STRATEGIES

Track B
Date: Tuesday, Jun 7
Time: 08:30 - 09:45

Paper
Room: 212

Chair: Ithai Stern, INSEAD

Managing Tensions of Competition And Cooperation: A Study of Coopetition to Improve Sustainability Impact
Lori DiVito, University of Manchester

While prior work has shown that competitor collaborations offer many benefits, it is still poorly understood. Our focus is on understanding how competitor firms overcome tensions in coopetition collaborations and create collaborative structures and processes that improve collaborative outcomes. We conducted a multiple case study of nine collaborative initiatives in four industry sectors: apparel, commodities (coffee), chemicals and professional services (financial and public administration). We held 29 in-depth interviews with intermediary organizations and competing member firms. We identified underlying tensions in cooperation and formalization and derive a typology of coopetition types. We find that the realization of collaborative goals is contingent on managing the balance of various tensions and that the collaboration purpose limits the level of cooperation or formalization that can be achieved.
Where Do Heterogeneity Effects Come From? The Missing Link Between Top Executive Tenure and Choice

Ithai Stern, INSEAD
Razvan Lungeanu, Pennsylvania State University
This study set out to explore the reasons behind the effects of top management team (TMT) heterogeneity. We tested our hypotheses using a sample of U.S. public pharmaceutical firms, focusing on tenure heterogeneity. Employees adopted the rules of action that were dominant in the industry at the time of their hiring and kept to these rules throughout their tenure in the organization.

The Technology Steal Myth in Unbalanced Alliances

Christian Lechner, Free University of Bozen-Bolzano
Marilena Filippelli, Free University of Bozen-Bolzano
Enrico Tundis, Free University of Bozen-Bolzano
Common to literature on alliances between competitors and on unbalanced alliances in particular, is the assumption that firms are at risk of opportunistic behavior: it seems that firms are inclined to steal technology in the form of intellectual property. This assumption has made inroads in large parts of economic theory. We challenge this assumption both theoretically and empirically and call it the “technology steal myth”. We focus on unbalanced alliances between large and small firms where the appropriation hazard is perceived to be highest. We discuss contrasting theories of mutual dependence and social reputation that counter-balance the opportunism argument. In addition, we take an options approach. Most importantly, we will provide empirical evidence that technology stealing in unbalanced alliances is a myth.

How Competition Networks and Technology Influence Operating Performance through Innovation: A Longitudinal Empirical Analysis

Marina Giovanna Andrade Rojas, IE Business School
Abhishek Kathuria, University of Hong Kong
Hsiao-Hui Lee, University of Hong Kong
Prior research has proposed that operating performance is influenced by factors at the supply or organizational level of analysis. We extend this line of research by proposing that factors at the network level, especially at the competition network level of analysis affect firms’ operating performance through innovation. First, we suggest that competitive brokerage, which is a brokerage position within a competition network, positively influences innovation efficiency. Second, we propose that innovation efficiency mediates the relationship between competitive brokerage and operating performance. Third, we analyze how technology for operational integration (TOI), strengthens the benefits of competitive brokerage and operating performance. Thus, we can conclude that technology can influence how innovation efficiency mediates the relationship between competitive brokerage and operating performance.

The Gravity of Scientific Disclosure in Technological Competition

Antonio Della Malva, University of Leuven
The voluntary disclosure of R&D outcomes by firms is receiving increasing attention by scholars and practitioners. In this paper, we shed light on the impact of scientific publications by firms on the technological development by rivals. We test our predictions using a representative sample of US American firms from the semiconductor industry. By relying on a gravity model that contrasts every firm directly with its competitors, we show that scientific publications of a focal firm incentivizes competitors to build on this knowledge. This effect is increasing if the firm receiving information built up a specific scientific absorptive capacity. We interpret our findings as being consistent with the view that firms can actively influence the R&D strategies of competitors by strategically disclosing knowledge.

Managing the Tension between Competition and Cooperation in Alliance Formation

Natalie Slawinski, Memorial University
Connie Van der Byl, Mount Royal University
This paper examines the tension that strategic alliances face when competing firms cooperate to seek innovative solutions to their industry's environmental challenges. We study the tension between competition and cooperation in the formation of an industry-wide alliance of oil and gas companies in Alberta, Canada. We find that the pull of competitive pressures dominates the need to cooperate and that champions intervene with equilibration mechanisms to balance these dominant competitive pressures. We also find cooperation and competition to be deeply interconnected despite their contradictory nature and that the tension persists over the course of the alliance formation. These findings contribute to the cooperation literature and shed light on the importance of managing the tension between competition and cooperation to ensure the successful formation of alliances.

Global Competitiveness Through Foreign Subsidiary’s Differentiation: Innovativeness, Customer Responsiveness, and Contingencies

Anders Pehrsson, Linnaeus University
In order to increase a foreign subsidiary's contribution to global competitiveness of the industrial firm it is decisive to be aware of boundaries to the subsidiary's differentiation strategy that may hamper its performance. Based on a literature review, this article develops a theoretical model in which the differentiation components of innovativeness and customer responsiveness build on dynamic capabilities. The model contributes to theory by proposing a negative contingency effect of competitive dynamics on foreign subsidiary's positive relationships between innovativeness/responsiveness and performance. Also, the model proposes that the appropriate value-adding mandate assigned to the subsidiary strengthens the direct relationships. Implications and further research are discussed.
Co-creation of Value in Open Innovation: Does Coopetition Matter?
Barbara Aquilani, Tuscia University of Viterbo
Corrado Gatti, Sapienza University of Rome
Concepts such as co-creation of value as well as open innovation have emerged in recent years as paradigms in management, on one hand, and innovation, on the other. The first focuses on the creation and appropriation of value on the part of business companies and their partners and considers an individual perspective; the second concerns knowledge transfer between the firm and third parties to support innovation activities. Accordingly, the paper aims to identify the conditions under which open innovation leads to value co-creation, as intended above, and which coopetition settings could eventually emerge co-creating value through OI coupled processes. Both questions have been neglected in previous studies but are equally important in supporting innovation processes and in creating better conditions to properly implement value co-creation.

SESSION 41
COOPERATIVE ECOSYSTEMS

<table>
<thead>
<tr>
<th>TRACK E</th>
<th>Date</th>
<th>Tuesday, Jun 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper</td>
<td>Room</td>
<td>11A</td>
</tr>
<tr>
<td>Chair</td>
<td>Paavo Ritala, Lappeenranta University of Technology</td>
<td></td>
</tr>
</tbody>
</table>

Coopetitive Ecosystem Dynamics: Emerging Trends for Strategic Entrepreneurship and Innovation Research
Cristina Fernandes, Polytechnic Institute of Castelo Branco
João Ferreira, University of Beira Interior
Vanessa Ratten, La Trobe University
The theory and research existing on relationships between competitors concentrates either on competitive relationships or on cooperative relationships and broadly argues that one relationship type harms or threatens the other. However, what do we really understand about progress in the literature on the strategic triad - cooperation, competition and co-opetition? Through bibliometric analysis, we aim here to contribute to providing a state-of-the-art overview on this theme in order to better grasp how this triad has evolved over time. To this end, this study applies a combination of bibliometric techniques such as citations, co-citations and social network analysis to examine the scientific field of cooperation and competition.

Coopetitive Ecosystem: The Dynamic Trends in UK SMEs
Boran Li, University of Edinburgh
Small and Medium sized Enterprises (SMEs) exist symbiotically with other businesses that may also be SMEs with similar challenges. In a qualitative study exploring the concepts of success and performance within the service sector, the behaviour of SMEs is investigated and it is clear that their ecosystem is key to their sustainability. A critical aspect in their sustainability is their relationship with others businesses. Young SMEs need to acquire rapidly a range of skills and visibility, whilst more mature SMEs have generally developed their skills but still have to engage in the market place. The research confirms their ecosystem is a complex set of interacting networks. Often through their ecosystem, they gain from collaboration with and referrals from competitors, in dynamic symbiotic relationships.

Origins and Outcomes of Cooperation and Competition in Nascent Ecosystems
Douglas Hannah, University of Texas at Austin
Kathleen Eisenhardt, Stanford University
Competition and cooperation are fundamental to strategy, and are often closely intertwined. But how firms successfully navigate competition and cooperation over time, particularly in dynamic industries, is not clear. Via an in-depth multiple-case study of five firms in the US residential solar industry, we induct a theoretical framework to explain how firms successfully navigate nascent ecosystems over time. We identify three distinct strategies, each of which distinctively balances cooperation and competition, and each of which carries its own unique advantages and disadvantages. Overall, we contribute to research on ecosystems and strategy in nascent industries by offering insight into the interplay between cooperation and competition, and by crystallizing the pivotal role of bottlenecks.

Evolutionary Framework of Business Ecosystems: Role of Competition, Collaboration and Coopetition
Paavo Ritala, Lappeenranta University of Technology
Business ecosystems can be viewed as systems within which the organizational actors engage into competition, collaboration and coopetition. This study develops a theoretical framework to explain how these relational interactions affect the emergence and evolution of business ecosystems. The framework integrates mainstream business ecosystem and coopetition literature with complexity theory and systems sciences. Ecosystems are viewed as complex adaptive systems where different actors independently and together search for improved positions across a fitness landscape, as well as affect the evolution of the landscape itself over time. The implications provide improved understanding of the complex relational dynamics within business ecosystems.
A Dynamic Model of Syndication Matching and Startup Performance in the U.S. Venture Capital Industry

Denisa Constanta Mindruta, HEC-Paris
Oliver Gottschalg, HEC-Paris
Gordon Walker, Southern Methodist University

In this paper we extend the research on partner choice by estimating a matching model for venture capital syndication formation within industry over time and propose a dynamic theory relating startup industry matching effectiveness to aggregate firm performance with the industry. We estimate a variable's contribution to partnership formation either as a complement (homophily) or substitute (heterophily). The data are U.S. venture capital syndications in the first round. We discuss the implications of the results for syndication formation and startup performance within the context of overall industry development in entrepreneurial settings.

Behind the Pearly Gates: Process Dynamics within Angel Groups

Suho Han, University of Texas at Austin
Melissa Graebner, University of Texas at Austin

Angel groups are fulfilling a vital role as strategic resource providers to new ventures. However, little research examines their internal decision processes. Given limited prior theory, we use an inductive research design, utilizing a sample of six US-based angel groups to build theory on the internal investment processes of angel groups. Our emerging framework shows that angel groups exhibit both formal and informal decision processes. Formal processes at the angel group level initially facilitate the screening of entrepreneurs seeking funding. Informal processes subsequently emerge once entrepreneurs advance to later stages. These informal processes are largely embedded within members' interactions, oftentimes influencing investment decisions. Overall, our study contributes to the literature on entrepreneurial resource providers and provides broader implications for the Behavioral Theory of the Firm.

Does Crowdfunding Accelerate Acquisition of Venture Capital and Business Angel Financing?

Massimo Colombo, Politecnico University of Milan
Kourosh Shafi, Politecnico di Milano

Does crowdfunding accelerate the acquisition of venture capital/business angel? To answer this question, we track all the hardware campaigns before the end of 2013 launched on Kickstarter and Indiegogo that raised at least one hundred thousand US dollar. We find that substitution or complementarity between crowdfunding and VC depends on (a) the information produced on the campaign and (b) the post-campaign performance of entrepreneur in delivering their product on time. Regardless of their initial VC-backing status, hardware firms in general benefit from demand information and crowd feedback in resolving information asymmetry faced by prospective VC investors. However, only for non-VC-backed firms, successful delivery of promised product renders the coaching of VC unnecessary or costly.

Venture Capitalist's Investment Picks: Evidence from the Field

Arturo Capasso, University of Sannio
Rosario Faraci, University of Catania
Pasquale Massimo Picone, University of Catania

This paper aims to investigate the discerning criteria in venture capital scouting process and the critical factors for success in negotiations before the final closing of a deal between start-ups and venture capitalists. We propose an empirical investigation based on 622 initiations (i.e., negotiations included those stopped at the phase of proposed deals) occurred between Italian based startups and an Italian venture capitalist. We find that the decision to invest is the result of the combination of three factors: market prospects, technological innovativeness, and people reliability. While the concepts of market prospects and technological innovativeness are known in management literature, a precise definition of people reliability is lacking. Leveraging on multiple case studies of scouting processes, we identify the features of the concept people reliability.

Friends with Benefits: The Effects of Repeated Collaborations on Performance of VC Syndicates

Cristiano Bellavitis, National Research University
Igor Filatotchev, City University London
Joost Rietveld, Erasmus University Rotterdam

Our understanding of how repeated collaborations within temporary organizations influence project outcomes is limited and often contradictory. Prior empirical research has found both positive and negative relationships between repeated collaborations and project performance. We suggest an embedded agency framework and argue that there are cost-benefit trade-offs associated with repeated collaborations. Repeatedness enhances trust and inter-organizational routines, reduces coordination costs and partner opportunism, but at the expense of resource diversity, effective monitoring and “over-investment” in trust. In a longitudinal study of venture capital (VC) syndicates, we find a curvilinear relationship (inverted U-shaped) between the extent of repeated collaborations among VCs and the ventures’ IPO likelihood. Further, this relationship is moderated by two time related factors: the age of the start-up and the longevity of the syndicate.

Is Crowdfunding Free of Racial Discrimination? Evidence from Kickstarter

Venkat Kuppuswamy, University of North Carolina at Chapel Hill
Peter Younkin, Peter Younkin

The under-representation of minority entrepreneurs among the population of funded ventures is the subject of increasing media and political attention. One popular explanation for this result is that traditional resource providers are biased against minority founders. Crowdfunding platforms now allow minority entrepreneurs to raise funding by taking their ideas directly to the crowd, bypassing traditional channels. We investigate whether racial discrimination exists in the context of crowdfunding using data from Kickstarter. We conducted both quantitative analysis using observational data and ran a series of experiments to test the effect of race on crowdfunding success. Our results show a negative causal effect of minority race on crowdfunding performance and it appears to be driven by decrease in the perceived quality of the overall project pitch.

Corporate Social Responsibility and Knowledge Protection

Caroline Flammer, University of Western Ontario
Alekandra Kacperczyk, MIT

In this study, we examine whether companies' social responsible practices can help retain employees with valuable skills and knowledge, and thereby mitigate the threat of knowledge spillovers. To obtain exogenous variation in the threat of knowledge spillovers, we exploit a natural experiment provided by the rejection of the inevitable disclosure doctrine by several U.S. states between 1991-2013. Since the doctrine prevents employees with valuable know-how from working for a competitor in the immediate future, the doctrine's rejection facilitates knowledge appropriation by rivals. Using a difference-in-differences methodology, we find that companies react to the increased threat of knowledge spillovers by increasing their CSR-related activities. Overall, our findings are consistent with the notion that CSR serves as a strategic tool to mitigate the risk of knowledge spillovers.
Cognitive and Behavioral Antecedents of New Technology Adoption: A Case of Platform-business Enabler Technology

Mohammad Taghi Ramezan Zadeh, Erasmus University Rotterdam
Saeed Khangha, Radboud University Nijmegen
Henk Volberda, Erasmus University Rotterdam

Prior research has emphasized the importance of organizational focus on firms’ behavior in response to the emergence of a revolutionary core technology which facilitates platform business. The question of why some organizations invest sooner than others in the emerging technology has not yet been fully addressed. We develop and test a theoretical argument in which we emphasize a mediated link between firms’ learning capacity and their adoption of emergent disruptive technologies that facilitate embracing fundamentally new business models. In so doing, first we illustrate the part played by managerial attention to the technology in investment in the disruptive technology. Second, we discuss how organizational perception of the technology moderates the investment. We provide empirical support through a survey of 119 companies that adopt Cloud computing.

(How) Do Microfoundations Matter?

Michael Leiblein, Ohio State University
Barclay Burns, University of Utah
Shen S Levine, University of Texas at Dallas

A good deal of attention has been paid to a “microfoundations” perspective that highlights on the individual as the fundamental level of analysis. While there is broad agreement regarding the need to consider individuals in our theories, there is limited empirical evidence to support associations between particular individual characteristics, the emergence of capabilities, and competitive advantage. This proposal outlines an effort to address this gap. Taking advantage of recent experimental economics research we posit that different levels and combinations of cognitive skills affect strategic decisions. We propose to contribute to research regarding the origins of competitive heterogeneity by designing an experiment, conducting it with diverse groups of participants, and providing experimental evidence that links individual skills, strategic decisions, and competitive advantage in a strategy game.

Maintenance Work in Cross-Sector Partnerships: Frame Plurality as Key to Solving Complex Social Issues

Jacomijn Klitsie, Erasmus University Rotterdam
Shahzad Ansari, University of Cambridge
Henk Volberda, Erasmus University Rotterdam

We examine the framing mechanisms used to maintain a complex cross-sector partnership (XSP). We track eight years of existence of an XSP that aims to create a market for recycled phosphorus. Drawing on 27 interviews and over 3,000 internal documents, we demonstrate how framing is actively used by actors to avoid common XSP pitfalls, such as debilitating conflict and failure to create value. We find that collaboration does not have to result in an agreement around a single frame. Our case demonstrates that an alternative route to successful collaboration is the maintenance of frame plurality or a “productive tension” between different frames that can be crucial to maintaining the XSP.

Affective Dynamics of Inter-Organizational Collaboration: A Five-Year Prospective Case Study

Timo Vuori, Aalto University
Quy Huyn, INSEAD

We studied the affective dynamics of inter-organizational collaboration around an emerging technology in the Finnish electric car ecosystem prospectively from 2011 to 2015. There were two companies competing for collaboration partners. One of them used practices to trigger affective reactions in potential partners. Over time, potential partners perceived it as more passionate about electric cars and more of a “doer” (vs. “talker”) than the other company, which did not use affective influence. Consequently, the former attracted a larger number of partners, growing its collaboration network, while the latter lost its partners, shrinking its collaboration network. We contribute to research on inter-organizational collaboration by describing how affective influence elicits potential partners’ perceptions of the benefits of inter-organizational collaboration and identifying related types of affective influence actions.
Big Fish Or Big Pond? Seller's Dilemma In Intermediary Selection
Henning Piezunka, INSEAD
Kathleen Eisenhardt, Stanford University
Riitta Katila, Stanford University

Sellers collaborate with intermediaries to reach buyers. Sellers prefer intermediaries that have great market access. But sellers also prefer a high relative standing in an intermediary’s portfolio, so that they receive most of the intermediary’s attention. These preferences often conflict. Thus, sellers need to choose either a high standing and few buyers (big fish, small pond) or a low standing and opportunity to reach many buyers (small fish, big pond). We examine how sellers resolve this dilemma through a study of intermediary-selections of 377 videogame developers over a 10-year period. We find that the seller’s choice tips towards many buyers when the seller has more experience, and towards a high relative standing when the competitive overlap with other sellers in the intermediary’s portfolio is high.

Learning Intent and Disciplines: An Application to Alliances
Dana Entenza, University of Lausanne
Xavier Castaner, University of Lausanne

We identify and address three research gaps in the literature on learning and innovation through interorganizational collaboration: (1) the combination of different approaches to conceptualize learning intent, (2) the as/symmetry in learning goals among partners, and (3) the number of disciplines concerned in the endeavor and the approach to leverage multiple disciplines, such as multi- and inter-disciplinarity.

Value Creation and Value Appropriation in Strategic Alliances: Identifying and Resolving the Tensions
Giulio Ferrigno, University of Catania
Xavier Martin, Tilburg University
Giovanni Battista Dagnino, University of Catania

Over the past 30 years some strategy scholars have examined how firms may leverage mechanisms such as resource combinations, absorption capacity, commitment, and alliance type to create value from their alliances. In parallel, other scholars have investigated how factors such as competition, bargaining power and isolating mechanisms explain which firms appropriate more or less value from their alliances. However, the drivers and consequences of two phenomena remain somewhat unclear. Furthermore, because they are treated as separate streams of (empirical) research, the interdependence between value creation and value appropriation requires further attention. The purpose of this review paper is to provide a robust foundation from which to identify and resolve tensions inherent in researching and managing value creation and value appropriation, with application to strategic alliances.

To Blend or Not to Blend: It's a Matter of Status, Brokerage and Competition
Giulia Cancellieri, IMT Institute for Advanced Studies-Lucca

This paper analyses whether and how social and competitive dynamics affect the willingness of opera houses in different status positions to depart from well-established market categories by creating hybrids that blend the characteristic features of antagonist product categories (e.g., traditional vs. modern opera repertoires). Preliminary results of this study suggest the existence of a U-shaped relationship between status and category blending in the opera market. However, competitive dynamics, the extent to which opera houses broker relationships with their collaborators and the degree of nonconformity of past blending strategies alter the incentives for opera houses in different status positions to undertake category blending by cementing and constraining opportunities for protecting and improving their social standing through category blending.

Job-Related Diversity and Team Performance: An Empirical Analysis of the US Music Industry
Luigi Nasta, LUISS Guido Carli University
Luca Pirolo, LUISS Guido Carli University
Patrik Wikstrom, Queensland University of Technology

A significant amount of research has been carried out to investigate the existing bonds between team characteristics and team outcomes in contexts of social creativity. Specifically, how work group diversity affects its performance is of great relevance but unfortunately, there is no clear understanding of the diversity-performance relationship. Therefore, to improve our understanding of this phenomenon, it would be worthwhile to investigate further empirical settings. For this reason, we decided to study the music industry that, to our knowledge, has never been chosen as empirical setting for the application of the theoretical constructs linked to the topic of team diversity and performance. Our research aims at analyze the US music industry to study the relationship between job-related characteristics of team diversity and team performances.

Innovation in Coopetition Networks: A Tradeoff between Embeddedness and Complementarity
Yi-Ju Lo, Yuan Ze University
Ming-Je Tang, National Taiwan University
Tung Min Hung, Rutgers University

This study examines inter-firm collaborations that have arisen in an attempt to achieve the innovation generated by embedded or complementary relational resources. The empirical research in this study focuses on the collaboration between securities firms in the investment banking industry, and assesses the contribution of inter-firm collaborations to their innovation performance. This study reveals a positive but curvilinear effect of embedded partnership on innovation performance, identifies the importance of complementary partnerships in horizontal collaborations, and shows how the moderating effects of complementarity influence both partner selection and innovation performance.
SESSION 48

FORESIGHT, CAPABILITIES AND PERFORMANCE

<table>
<thead>
<tr>
<th>TRACK</th>
<th>Date</th>
<th>Time</th>
<th>Paper</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>Tuesday, Jun 7</td>
<td>10:15 - 11:30</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chair: Natalia Vuori, Aalto University

Aiming for a Sustainable Future: Applying Open Foresight to the Public Sector
Melanie Wiener, Johannes Kepler University
Lisa Schmidthuber, Johannes Kepler University Linz

Global governmental challenges such as financial, social, and ecological sustainability remained unsolved until now due to the lack of an adequate strategy how to face these threats. This article suggests the need for a new direction to be taken in public management for achieving sustainability and investigates the concept of open foresight. Against the background of the current trend of public organizations to open up their organizational structures to externals, collaborations across organizational boundaries are also supposed to benefit public sustainability. This article highlights the importance of openness for achieving sustainability, applies the concept of open foresight to the public realm by presenting a process framework, and provides a research agenda for promoting future research in this field.

Diversifying Entrants, De Novo Start-ups in Innovation Ecosystems: A Longitudinal Study
Yeolan Lee, University of Alabama in Huntsville
Eric Fong, University of Alabama in Huntsville

Although previous research recognizes differences between diversifying entrants and de novo start-ups, little research has examined their unique roles in, and contributions to, regional innovation ecosystems. In this paper, we examine how the population, entry, and exit of diversifying entrants and de novo start-ups influence regional innovation output. Using a longitudinal study of the U.S. ethanol industry, we found that de novo start-ups positively influence patent counts and citations in regional innovation ecosystems, while diversifying entrants negatively affect such innovation outputs. Thus, the differences between these entrepreneurial types are reflected in their innovation ecosystem's performance.

A Deal with the Devil: Status Dynamics, Tie Creation and Performance in Big Science.
Jacob Jeppesen, Copenhagen Business School
Kristina Vaarst Andersen, Copenhagen Business School

Status effects are well researched, but we know little about status dynamics and how changing status affects collaboration and performance. Status dynamics are especially important in intraorganizational settings where individuals both collaborate and are forced to compete for resources and performance. In this paper we study effects of status dynamics for collaboration and performance in such a setting on intraorganizational Coopetition. We build theory on the effects of status dynamics and test them in the setting of big science, where scientists collaborate as coauthors and compete for grants, positions and citations. We find that status dynamics affect both collaboration patterns and performance.

Capability Development Paths for Urban Innovation
Johan Wallin, Synocus Group

Innovation is increasingly taking place in the intersection between the public and the private domain and cities are emerging as key actors in innovation ecosystems. A central question in strategy research concerns how city management can support capability development in ecosystems. Through the cases of the cities of Barcelona and Malmö, frontrunners in the transformation of cities towards more sustainable ones, this paper shows that the context influences the importance of various forms of capabilities. The paper also shows that the formation of value constellations is increasingly shifting from a focus on individual value creating activities towards forming learning communities, enabling continuous capability building for future value creation.
The aim of this panel is to encourage a wide range discussion on the topic of Corporate Venturing, Corporate venture capital, Venture capital. We can distinguish three main entrepreneurial venture activities: the potential value of investing in external start-ups. In this perspective, businesses will fail. Furthermore, corporations are increasingly referring to acts: unless companies keep the opposing forces in equilibrium, emerging corporate entrepreneurship and corporate renewal are risky activities. Most of the new ventures set up by established corporations flounder. Corporate entrepreneurship has been described as “the process of creating new business within established firms to improve organizational profitability and enhance a firm’s competitive position or the strategic renewal of existing business.” (Zahra, 1991). However, corporate entrepreneurship and corporate renewal are risky activities. Most of the new ventures set up by established corporations flounder. Success consists in a mix of characteristics achieved through balancing acts: unless companies keep the opposing forces in equilibrium, emerging businesses will fail. Furthermore, corporations are increasingly referring to the use of external resources whereas large companies have long sensed the potential value of investing in external start-ups. In this perspective, we can distinguish three main entrepreneurial venture activities: Corporate Venturing, Corporate venture capital, Venture capital. The aim of this panel is to encourage a wide range discussion on the topic of entrepreneurship and corporate renewal.

Chair: Paolo Boccardelli, LUISS Guido Carli University
Panelists: Arturo Capasso, University of Sannio
Biagio De Marchis, IBM Italy
Donato Iacovone, EY
Frank T. Rothaermel, Georgia Institute of Technology

Entrepreneurship has always been considered essential for business innovation and economic growth. After years of downsizing and cost cutting, even large corporation have realized that they can’t grow quickly only by adapting existing product portfolio, taking over competitors, or moving into new markets. On the other hand, they have to create, develop, and sustain innovative new businesses supporting a dual approach, focusing on the existing business areas while, seeking out the new ones. Corporate entrepreneurship has been described as “the process of creating new business within established firms to improve organizational profitability and enhance a firm’s competitive position or the strategic renewal of existing business.” (Zahra, 1991). However, corporate entrepreneurship and corporate renewal are risky activities. Most of the new ventures set up by established corporations flounder. Success consists in a mix of characteristics achieved through balancing acts: unless companies keep the opposing forces in equilibrium, emerging businesses will fail. Furthermore, corporations are increasingly referring to the use of external resources whereas large companies have long sensed the potential value of investing in external start-ups. In this perspective, we can distinguish three main entrepreneurial venture activities: Corporate Venturing, Corporate venture capital, Venture capital. The aim of this panel is to encourage a wide range discussion on the topic of entrepreneurship and corporate renewal.
Entrepreneurs to bottom-up sensemaking, collective communal processes, "unconferences", a counter institution that addresses the preference of sensemaking. In this paper we examine the emergence and diffusion of events’ (FCEs) where they exchange information and engage in collective experiments, or a small set of entrepreneurial firms. Thus, while analogical reasoning in dynamic and/or novel environments. Much of the research on analogical reasoning and heuristics, however, is based either on simulations, experiments, or a small set of entrepreneurial firms. Thus, while analogical reasoning and heuristics show great promise, the empirical basis for what we know about analogical reasoning and the use of heuristics is quite limited. A deeper understanding of the origins of analogies that firms employ and their influence on firm decisions is needed. We examine what influences the analogies that firms select, especially the role of a firm’s networks and communities, and the impact of chosen analogies on the heuristics that firms use.

Don’t Tell Us What to Do: Unconferences as Counter Institutional Innovation
Joseph Lampel, University of Manchester
Ajay Bhalla, City University London
Aneesh Banerjee, City University London

Entrepreneurs often share experiences and ideas in ‘field configuring events’ (FCEs) where they exchange information and engage in collective sensemaking. In this paper we examine the emergence and diffusion of “unconferences”, a counter institution that addresses the preference of entrepreneurs to bottom-up sensemaking, collective communal processes, and self-governance. The organizers select the location and make the arrangements, while the participants create the event agenda and lead topics. Discussion is informal and freewheeling. We track the evolution of unconferences since the turn of the 21st century. We also analyze 268 unconference to track their geographic and industry/sector diffusion. Our study contributes to research on institutional forms that enable and regulate individual and collective sensemaking in entrepreneurial and technological communities.

Exploring the Link Between Organized Crime Asset Confiscation and Regional Entrepreneurship
Elisa Operti, ESSEC Business School

This proposal joins a recent stream of research delving into the market and societal implications of initiatives against organized crime. We ask the question “How does the fight against organized crime affect entrepreneurial foundings in a region?” We focus on asset confiscation in relation to alleged connections of their owners with organized crime, one of the most debated judiciary tools to fight the interests of organized crime activities in a region. Using data regarding asset confiscation in Italian provinces between 2009 and 2013, we explore the effect of confiscation events on the entrepreneurial networks proximate to the location of the seized assets. Preliminary findings indicate that the ultimate effect of asset confiscation on entrepreneurial entries depend on the degree of fungibility of the seized assets.

Social Capital’s Role for Value Creation in Open Innovation Networks
Stephanie Scott, Durham University
Mathew Hughes, Durham University
Paul Hughes, Durham University

This study aims to understand how various types of social capital and relational exchanges effect flows of knowledge resources within open innovation networks, particularly within the context of University and Business collaborations. Generally, university-business relationships are depicted as a link to knowledge resources that are governed by market-based mechanisms. This economic assumption overlooks social contingencies that contribute to value creation between affiliated parties. This study addresses this deficiency by employing a social network analysis technique to define correlations between formal and informal social capital measures that contribute to mutual benefit and value creating knowledge generation. This study finds informal connections are vital for new product development, knowledge diversity and network size but is often overlooked, thereby offering an extension to the open innovation literature.

The Influence of Entrepreneurial Firm Networks on Analogical Reasoning and Heuristics in Strategic Decisions
Bing Su, University of Utah
William Hesterly, University of Utah

Recent research argues for the importance of heuristics and analogical reasoning in entrepreneurial and strategic decisions, particularly in dynamic and/or novel environments. Much of the research on analogical reasoning and heuristics, however, is based either on simulations, experiments, or a small set of entrepreneurial firms. Thus, while analogical reasoning and heuristics show great promise, the empirical basis for what we know about analogical reasoning and the use of heuristics is quite limited. A deeper understanding of the origins of analogies that firms employ and their influence on firm decisions is needed. We examine what influences the analogies that firms select, especially the role of a firm’s networks and communities, and the impact of chosen analogies on the heuristics that firms use.

Crowdfunding is growing at a rapid pace and is having a significant impact on new ventures growth. Little empirical evidence exists on the role of informal institutions in influencing the development of the phenomenon. Looking at the impact of national culture and language on crowdfunding, we found that individualistic-oriented and risk-adverse societies are less supportive of crowdfunding projects, while future-oriented societies are more risk-taking and supportive of early-stage companies and innovation. Crowdfunding enables collaborations with experts in building knowledge and solving problems, broadening therefore entrepreneurs understanding of customers needs, gaining insights into novel approaches to innovation. Removing obstacles that prevent the proliferation of crowdfunding is a fundamental starting point to promote collaborations between entrepreneurs, investors, and stakeholders to foster new ventures growth and innovation.

Value Capture, Modularity and Supply Chain Integration: The Case of Automotive Industry Suppliers
Jose Geleilate, Florida International University
Ronaldo Parente, Florida International University

Recent research has shown that automotive suppliers found an opportunity to increase value capture through modular products. By noticing the importance of developing new and more complex products I investigate how automotive first tier suppliers increase value capture in its industry segment by investing in modular production and innovation and by integrating their supply chain activities both upstream and downstream. Results indicate that although increased investments in modular products’ portfolio does not directly affect value capture, firms can overcome technical issues, reduce costs and leverage their knowledge via increased investments in alliances with downstream buyers and vertically integrating upstream operations. Moreover, firms leading the development of modular technologies were also found to sustain an increased value capture in their industry segment.
Building Relational Capital: An Insurance Perspective on Firm Innovation in China
Luqun Xie, Hong Kong University of Science and Technology
Guoguang Wan, Hong Kong University of Science and Technology

Although innovation could potentially contribute to competitive advantage, a firm may hesitate to innovate because its value is under the risk of misappropriation, especially in the emerging markets where formal institutions provide weak protections on the intellectual property rights. We argue that a firm’s investments on business entertainment activities, such as eating, drinking and karaokeing with stakeholders, could reduce the misappropriation risk and thus act as an insurance policy for its innovation, thereby increasing its incentives to innovate. Such investment builds relational capital with the stakeholders who could protect the firm’s intellectual property rights. The insurance effect will be strengthened for firms more visible to imitations and infringements, located in regions with strong misappropriation climate and less developed legal systems, and in R&D intensive industry.

Innovation Measurement and Supply Chain Strategy
Daniel Snow, Brigham Young University
Jennifer Kuan, Jenny Kuan
Susan Helper, Case Western Reserve University

Over the last few decades, innovation has doubled automobile performance while outsourcing has increased. But outsourcing is subject to well-known contracting hazards that would also affect outsourcing for innovation. In this paper, we examine how supplier firms generate innovation in the presence of such hazards in automotive supply chains. We use new measures of innovative activity. Taking the supplier perspective on the traditionally buyer-framed make-or-buy problem pays surprising dividends. First, we identify three supplier innovation strategies—distinct combinations of various innovative activities. Next, we find evidence that each strategy represents a response to the transactional hazards associated with innovating in this environment. Finally, the coexistence of heterogeneous supplier strategies enhances our understanding of the buyer’s make-or-buy problem, providing a more complex picture of approaches to transactional hazards.

On Matchmakers and Mixers: Finding New Opportunities through Relational Sensing
Alessandro Giudici, City University London
Yiannis Kourmpalatis, Cardiff University
Patrick Reinmoeller, Cranfield University

This paper develops and tests theory on effective opportunity sensing in the context of industry events. Sensing capabilities of entrepreneurial firms happen in context. Besides much interest in formalized networks including strategic alliances and R&D consortia, about cooperative informal networks that deliver a host of supporting services (Ebbers, 2011; Lee, Lee, & Pennings, 2001) much less is known (e.g., Howells, 2006). We address the need for empirical evidence on what sensing benefits firms can gain from a facilitating organizations hosting industry events by conceptualizing relational sensing, the role of partner-specific absorptive capacity and organizational self-awareness. We test our model with data on 438 firms obtained in context of a structured networking activity organized by a leading matchmaker.

SESSION 9
COPEXITON AND INNOVATION

<table>
<thead>
<tr>
<th>TRACK</th>
<th>Date</th>
<th>Time</th>
<th>Paper</th>
<th>Room</th>
<th>Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Tuesday, Jun 7</td>
<td>14:15 – 15:30</td>
<td>11A</td>
<td>Frédéric Le Roy, University of Montpellier</td>
<td></td>
</tr>
</tbody>
</table>

Types Of Coopetition Strategy and Market Performance of Product Innovation
Rhizlane Hamouti, University of Quebec in Rimouski
Frédéric Le Roy, University of Montpellier

The aim of this research is to study the impact of coopetition strategy on market performance of product innovation. We distinguish three kinds of coopetition: 1) the vertical coopetition, 2) the horizontal coopetition and 3) the simultaneously horizontal and vertical coopetition. We study innovation at the product level and analyze the market performance of innovation. We suppose that the more efficient strategy is, in order, the simultaneously horizontal and vertical coopetition, the horizontal coopetition, and the vertical coopetition. We perform quantitative analysis based on a sample of 763 video gamesunched between 2006 and 2011. Results show that the strongest impact on performance derives from the horizontal coopetition, the simultaneously vertical and horizontal coopetition, and the vertical coopetition, respectively.

The Evolutionary Purpose of Coopetition for Innovation Adoption in Crowded Markets.
Beatrice Orlando, University of Perugia
Antonio Renzi, “La Sapienza" - University Of Rome
Gianluca Vagnani, Sapienza University of Rome

Adopting the standpoint of the evolutionary theory, current conceptual paper focuses on coopetition as a strategy for surviving in crowded markets, characterized by technological innovations. In crowded markets, where an incumbent holds a first mover advantage, competitors mostly act as followers, with poor beneficial effects in terms of performance. Conversely, coopeting might create the adoption of an innovation more effective and timely. In this sense, coopetition implies a collective effort to compete with the incumbent. Therefore, we examine the role of coopetition strategy as a way to create a collective narrative useful to foster innovation adoption; and we further group that narrative into its two different functions: as a way to create a common knowledge for collaboration; as a knowledge usable for competition.

Conflict, Cooperation and Consensus in Multipartner Alliances: An Empirical Study in a Standards-Setting Organization
Ram Ranganathan, University of Texas at Austin
Anindya Ghosh, Indian School of Business
Lori Rosenkopf, University of Pennsylvania

We study the simultaneous tensions of competition and cooperation in one type of multipartner alliance, a technology standards-setting organization (SSO). We examine how technical and commercial competition generate conflict among member firms during the standards creation process, and how firm heterogeneity within SSO subcommittees influences the level of consensus they achieve, by analyzing the interaction and voting behavior of 115 firms across the 11 SSO committees in a leading computing industry SSO from 1994 to 2008. We find that while firms positioned in more crowded upstream technology spaces are less conflicted when they compete in more crowded downstream product-markets, broader technology scope aggravates such conflicts. At the committee level, consensus increases with differentiation in firms’ alliance network positions and heterogeneity in external multi-party alliance experience.

Managing Innovation through Dual Distribution Arrangements: A Multi-National Investigation of Germany, Australia and South Korea
Brinja Meiseberg, University of Münster

Dual distribution (the coexistence of franchised and company-owned outlets in franchise chains) is an essential strategic response to cope with the franchising “imperatives” of managing system growth, concept control, and innovation in terms of local responsiveness and system-wide adaption. However, much of the literature is based on theoretical perspectives and evidence derived from single-country, mostly North-American, investigations. Consequently, we explore country-specific idiosyncrasies of the dual distribution phenomenon across three continents based on recent data from 3,078 German, Australian, and South Korean franchise chains. We integrate empirical findings on observed similarities and differences across countries concerning how chains use dual distribution to organize balancing control while profiting from entrepreneurial innovation. Thereby, the paper enhances our understanding of plural structures through the lens of data-driven multi-national investigations.
SESSION 42
COOPERATION STRATEGIES 1

TRACK E  
Date      Tuesday, Jun 7  
Time      14:15 – 15:30  
Common Ground  
Facilitator  Devi Gnyawali, Virginia Tech

Cooperation Strategies in Mobile Industry Based on Patent Network Analysis and Strategic Group Map
Yongae Cho, STEPI (Science and Technology Policy Institute)  
Youngwoo Lee, Daegu University  
Wonjoon Kim, KAIST
Recent fierce competition among the global mobile companies in the world has also brought forth more patent disputes. However, behind the fierce IP (intellectual property) war, they are cooperating with each other according to strategic purposes and exchanging technological knowledge to supplement their lacking technological capacity. This study conducts an evidence-based analysis to present the direction of the corporations' strategic technology management from the perspective of cooperation. To this end, this study analyzes the flow of patent disputes and patent citations among smart phone related firms by applying network analysis methodology and strategic group mapping. Through this, we diagnose the current technological strategy of corporations in mobile industry. Also, this study draws suggestions in patent and technology management, and presents efficient strategic direction of corporations.

Cooperation, Agglomeration Economies and Business Innovation
Enrique Claver Cortés, University of Alicante  
Bartolome Marco-Lajara, University of Alicante  
Encarnacion Manresa-Marthuenda, University of Alicante
A review of the literature does not provide conclusive results about the effect of the agglomeration of firms on the innovation. In order to provide light in this sense, this paper distinguishes three different kinds of economies of agglomeration and tests empirically the effect of each one on business innovation. On the other hand, the advantage for each company of the external knowledge -generated with the concentration - depends on its capability of absorption. For that reason, it is stated that this dynamic capability acts as a mediator in the relationship between agglomeration and innovation. The analysis of these ideas is done with a sample of 2906 high and medium-high technology companies.

Cooperation In Tourist Districts. The Role Of External Knowledge in Hotel Performance.
Bartolome Marco-Lajara, University of Alicante  
Patrocino Zaragoza-Saez, University of Alicante  
Enrique Claver Cortés, University of Alicante  
Mercedes Ubeda, University of Alicante
This study is built on the theories of industrial districts and knowledge, and its goal is to analyze the extent to which internal and external knowledge influence the performance of Spanish hotels situated in the Mediterranean coastline’s tourist districts. Results from quantitative analysis show that knowledge coming from the firm’s workers and the knowledge of registered trademarks prevailing over the investments in R&D are highly significant. Regarding external knowledge, the hypotheses referred to knowledge externalities from being located in some destinations as well as knowledge from university centers and technological research institutions, are confirmed.

Competition and Cooperation in Innovation Contests – Micro-level Determinants of Innovativeness in Participatory Innovation Contexts
Christian Landau, EBS University
Firms increasingly try to generate innovation in participatory innovation contexts. For example, in innovation contests firms make use of crowdsourcing and call for individuals to volunteer and participate in solving a given innovation problem. Participants generally compete amongst each other to create the most innovative solutions and win the contest. At the same time, innovation contests allow for and to a certain extent even encourage cooperation amongst participants. Participants are allowed to collaborate and give feedback on each other’s ideas, allowing improvement of suggested solutions. In this paper, we empirically analyze the individual-level determinants of the innovativeness of competing ideas, differentiated by incremental and radical innovation, based on data of two innovation contests and explore factors that distinguish cooperative participants from solely competing participants.

The Development of Platform Strategies for Coopetition in Home Automation
Hans Berends, VU University Amsterdam  
Fleur Deken, VU University Amsterdam  
Jochem T. Hummel, VU University Amsterdam
This study sets out to extend theory on the development of platform strategies in coopetitive ecosystems using a comparative, inductive study on a large set of competing and collaborating platforms. While the importance of platform strategies is well understood, systematic research that compares platform strategies and their evolution is lacking. We study the home automation industry and have so far identified 72 platforms that enable users to connect multiple smart home devices. Our comparative analysis revealed four types of platforms strategies – closed, mixed, connector, and orchestrator strategies – and shows how dynamics within and between these types result in more open and similar platform strategies, but also in increased competition between these platforms and the standards they support.

Reload and Relaunch: Platform Governance Through Selective Promotion of Complements
Joost Rietveld, Erasmus University Rotterdam  
Melissa Schilling, New York University  
Cristiano Bellavitis, National Research University
Value creation and capture are complex in platform markets. The quality of the platform, and the depth, breadth, and quality of available complements collectively determine the overall value created by the ecosystem, but how and by whom value is captured is shaped by the competitive dynamics between complementors and the platform. We develop a theory of value creation and capture in platform markets and tease out its implications for the platform’s selective promotion of individual complements. We test our arguments on data from seventh generation video game sales. We find that platforms do not simply promote “best in class” complements; they strategically invest in underappreciated games where there is greater marginal value to be unlocked, and with whom the platform may have greater bargaining power.

SESSION 53
TEACHING COMMUNITY: HERDING CATS AND TEACHING EXECUTIVES

TRACK Q  
Date      Tuesday, Jun 7  
Time      14:15 – 15:30  
Special Panel  
Room      Aula Magna Mario Anceli

Teaching Community: Herding Cats and Teaching Executives
Chair  Patricia Gorman, Stevens Institute of Technology  
Panelists  Allegre Hadida, University of Cambridge  
Quy Huy, INSEAD  
Ithai Stern, INSEAD  
Paulo Prochno, University of Maryland  
Patricia Gorman, Stevens Institute of Technology
Insights from highly successful Executive Educators. This panel is focused on client relationship management, program design and delivery, and participant engagement in strategy programs in Executive Education. When done well, executive education is a lively and content rich learning dialogue about priorities and critical decisions. Done poorly, executive education is a lecture and laundry list exercise creating little real world value.
Using data from Start-Up Chile, we propose to compare the traditional business-plan-competition method against a high-potential startups. Using a machine learning methodology, we allocate public resources to startups that offer an unguaranteed promise of job- and wealth-creation. Recent theoretical and empirical work using resource-intensive and boundedly rational process for identifying the opportunity creation theory, present experiential learning efforts are more likely to harm, rather than improve, organizations' subsequent exploratory efforts. However, the paper also finds that, consistent with the boundary spanning abilities of the target CEO as boundary-spanner in acquisitions of small high-tech firms, cultural distance between the countries of the acquirer and the target poses severe challenges to successful implementation of the acquisition. In this context, target CEO performs a crucial boundary-spanning function through a combination of moderating and mobilizing actions. As the value of this function for the acquirer increases with cultural distance, we expect target CEO's retention to be more likely when cultural distance is higher. Furthermore, we argue that the boundary spanning abilities of the target CEO depend on her firm-specific and international experience, which thus positively moderate the relation between the likelihood of retention and cultural distance. Results of econometric estimates on a sample of 163 cross-border acquisitions of small high-tech firms partially confirm our hypotheses.

Using Value Creation to Connect Coopetition and Strategic Entrepreneurship: A Capabilities Perspective
Tadhg Ryan Charleton, Maynooth University
Robert Galavan, National University of Ireland

Coopetition has significant potential to inform and extend many areas of strategic management. Some overlaps have received considerable attention, yet there remains a dearth of literature exploring linkages with strategic entrepreneurship. Drawing from two seminal strategic management theories, the resource-based view and the dynamic capabilities perspective, we close this gap by considering the value creating significance of coopetition in an entrepreneurship context. Our analysis suggests that coopetition can improve firms’ value creation potential by sharing and reconfiguring strategically relevant and complementary resources, while partners can simultaneously achieve net reductions in repetitive tasks. We propose that collaborating with a specific set of partners helps a focal entrepreneur explore and experiment with different facets of his or her creativity, achieving a variety of outcomes. We propose to test the lasting impact of collaboration using the commercial performance of early software applications ('apps') developed for use in the Facebook social network medium.

Changing the Game: The Evolution of the Video Game Development Ecosystem
Nachiket Bhawe, North Carolina State University
Beverly Tyler, North Carolina State University

Industries like the video game industry are driven by a fusion of high technology and creativity requiring firms to be innovative in multiple areas. Given the diverse and eclectic nature of professions and specializations that contribute to making a successful game, the locus of innovation often lies in multiple places at once and not necessarily within firm boundaries. As firms increasingly rely on innovations made by others, they build an ecosystem that presents an opportunity for entrepreneurs to build increasingly advanced new products. In a longitudinal exploration of the video game industry from its early infancy to the present, we study how this ecosystem of dependencies is created and sustained giving rise to new generation of firms that develop increasingly sophisticated new products over time.

Learning to Create Value
Ryan Angus, University of Utah
Matthew Barlow, University of Utah
Mo Chen, University of Utah

While it is clear that organizations can learn to minimize costs and capture value from the exploitation of known opportunities, it is less clear whether organizations can learn to create new value from the exploration of unknown opportunities. This paper draws on opportunity creation theory to examine the effects of past (between-opportunity) and present (within-opportunity) experiential learning on organizations' value creation activities. The paper tests a series of hypotheses in the empirical setting of the Google Play App Store and finds that, contrary to opportunity creation theory, past value creating experience may be more likely to harm, rather than improve, organizations' subsequent value creating efforts. However, the paper also finds that, consistent with opportunity creation theory, present experiential learning efforts are likely to be beneficial.

Predicting Entrepreneurial Performance: Simple Rules Versus Expert Judgment
Michael Leatherbee, Pontifical Catholic University of Chile
Patricio del Sol, Adolfo Ibáñez University

Assessing the performance potential of entrepreneurial ventures is challenging. This is true for investors, policy makers and entrepreneurs. Because of this, developing economies play a risky game when trying to allocate public resources to startups that offer an unguaranteed promise of job- and wealth-creation. Recent theoretical and empirical work using rational heuristics offers a potentially better alternative to the current, resource-intensive and boundedly rational process for identifying the high-potential startups. Using a machine learning methodology, we compare the traditional business-plan-competition method against a rational-heuristics method. Using data from Start-Up Chile, we propose a novel approach for identifying high potential startups, which could help developing economies allocate their entrepreneurship-promotion resources more effectively. Our paper has practical implications for policymakers and investors alike.
What Affects Guanxi? A New Approach on the Organization Dynamics of Cooperative
Chih-Hua Lin, National Chengchi University
Menghang Dong, National Taiwan University
Yunjia Tsui, National Taiwan University
This study focused on the impact of the relative status of interaction behavior among organizations. Our research attempted to propose the new approach, Position-Interaction-Tie (PIT) structure, to analysis the interaction and tie-choice behavior. Moreover, accompanied the newly created the mathematical analysis tool, “organization relative status”, the study further inferred the following two ideas. First, the relative status of organization will have impact on their interaction. Second, the difference of relative status among organization will affect the propensity of the choice of tie by choosing from “guanxi channel” or “institutional channel”. This study not only systematically demonstrated the linkage between the relative status between organizations and their choice of tie, but also provided inspiring methods for researchers to use in future studies.

Tertius Lวงgens Orientation and Network Dynamics: Evidences From the Movie Industry
Paolo Boccadelli, LIUSS Guido Carli University
Federica Brunetta, LIUSS Guido Carli University
Andrea Lipparini, University of Bologna
In the attempt to deepen the understanding of network evolution, we examine network dynamics in the light of the behavior of the agentic players and their brokering strategies. In fact, brokers may engage in different strategies, according to the level of separation they aim to maintain - or reduce - among third parties, thus following a Tertius L涓gens or a Tertius l涓gens orientation. We also clarify how the Tertius l涓gens operates within the network. We extend the investigation of effectiveness of different social network positions on a company’s performance, to temporary organizations, an issue that has remained largely unexplored. We test the hypotheses on 1,061 feature-length movies produced and distributed in Italy by Italian companies over the period 1996-2006.

Network Embeddedness as a Determinant of Subsidiary Organizational Structure and Culture – An Empirical Study
Natalie Djodat, Technical University Berlin
This work investigates the relational environment of MNC subsidiaries as a determinant of their organizational structure and culture. I develop a set of hypotheses employing MNC subsidiary networks to explain MNC resource configuration, HQ power and subsidiary entrepreneurial orientation (EO). The hypotheses are tested based on data collected by means of a questionnaire survey of 201 subsidiary managers and leading employees of a large German MNC using the structural equation modeling approach of partial least squares. The results of the analyses provide support for positive effects of internal network embeddedness on subsidiary resource specialization and EO. It thereby emphasizes the power of firm-internal networks on innovation yielding important implications for researchers and MNC managers.

Who Benefits from Industry Convergence? How Technology Pace Affects Competition in a New Industry
Fredrik Hacklin, ETH Zurich
Richard Tee, LIUSS Guido Carli University
The phenomenon of industry convergence (IC) is gaining increasing attention in the scholarly literature. Yet, while extant work has mostly focused on the antecedents and the implications of IC, our understanding of the key mechanisms underlying IC remains underdeveloped. We propose a conceptual framework to unpack the phenomenon of IC, focusing on when and how firms stand to benefit (or not) from convergence. Specifically, the theorized mechanism focuses on a catalyst that drives decoupling of products and their underlying technologies; we subsequently focus on fast-paced and slow-paced technologies, analyze how these recombine, and subsequently influence changes in competition. We contribute to a theoretical understanding of IC that is agnostic to any particular industry context, attempting to understand IC beyond the prevailing focus on digital technologies.

Transforming Their Macro-environment: How Can Firms Advance Macro-systemic Innovation?
Fiona Schweitzer, University of ASUA
Jonas Kahlert, University of Karlsruhe
Maximilian Palme, University of St. Gallen
Some of the most promising innovations, such as autonomous driving or e-mobility, depend not only on advanced technology and superior product performance but on transformations in the broader external environment. Shaping the environment in a favorable way is a core entrepreneurial activity that has not received sufficient attention in the entrepreneurship literature. Our paper adopts a stakeholder management perspective and employs a multi-case study approach to study how firms can work towards the required transformation of the environment. Building on
interviews with managers and stakeholders in the European automotive industry we derive a framework that distinguishes three dimensions along which companies can act (orientation, directness, migration approach). We derive and discuss implications for the academic literature and management practice.

Information Privacy: A Risk Management Perspective on Innovation, Entrepreneurship and Coopetition
Gwendolyn Lee, University of Florida
Ye Xia, University of Florida
We study firms’ decision-making about how to balance between information privacy and data-intensive innovation. Firms compete on collecting personal data in increasingly larger quantity and mining the data more deeply. Yet, as the competition on data collection and data mining intensifies, the risks of a privacy catastrophe increase. To manage such risks, firms cooperate and invest in privacy-enhancing innovation. We examine the conditions under which privacy-enhancing innovation affects cooperation. Based on our preliminary results, we suggest that the distribution of privacy risks affects firms’ choice to invest in developing privacy-enhancing innovation. Yet, one firm chooses to take risks that carry the possibility of inflicting extreme privacy harm, when all the other firms choose to invest in developing privacy-enhancing innovation.

SESSION 45
INNOVATION, ENTREPRENEURSHIP AND COOPETITION

TRACK E
Date Tuesday, Jun 7
Time 15:45 - 17:00
Paper Room 11A
Chair Frank Nagle, University of Southern California

Entrepreneurship, Innovation, and Coopetition in the Internet Era: The Evolutionary Perspective of Value Creation
Jan Polowczyk, Poznan University of Economics
The basic purpose of the article is to present the new evolutionary trends regarding entrepreneurship, innovation, and coopetition in the Internet age. Evolution is a general-purpose algorithm for finding innovative solutions to complex problems. It is a learning algorithm that adapts to changing environments and accumulates knowledge over time. New companies, like Facebook, Uber, or Airbnb, are good examples of evolutionary paradigm in business of the Internet age. The article consists of four sections. In the first principles of evolutionary paradigm have been presented. The second section describes new trends and business models possible in Internet environment. In the third section coopetition based on sharing with competitors is presented. The fourth section discusses how contemporary companies use Internet for value creation.

Learning By Contributing: Gaining Competitive Advantage Through Contributing to Public Goods
Frank Nagle, University of Southern California
As the economy increasingly becomes more information-based, firms must enhance their capability to productively use public information goods. Counter-intuitively, some firms pay their employees to contribute to the creation of these goods, which can be used freely by their competitors. One possible explanation for this behavior is that contributing to public goods allows the firm to learn how to better capture value from them. This study explores this mechanism using data on firm contributions to open source software (OSS), an important public information good. Using matching and dynamic panel analysis, this study shows that contributing firms capture more productive value from OSS than their free-riding peers. Further, the learning has a spillover effect that allows contributors to capture more productive value from related internal assets.

The Influence of the Domestic Policy-network Style on the Patented Environmental Innovations
Dante Ignacio Leyva de la Hiz, Montpellier Business School
J. Alberto Aragon-Correa, University of Surrey
Jorge Rivera, George Washington University
Increasing awareness over sustainability issues in industrialized countries have resulted in a worldwide rise of the number of environmental innovations to unprecedented levels. However, the relevance and value of environmental innovations are far from being homogeneous, hence being affected by the policy network style of these countries. Then we propose that companies from pluralistic countries (i.e. those with numerous competing interest groups) will generate a lower proportion of environmental patents, and less valuable environmental patents than those generated in neo-corporatist countries, which are characterized by fewer interest groups that act cooperatively. Our analysis of 1,972,400 patents from the US, Japan, Germany and the UK during the period 1976-2003 confirms our predictions over the value of environmental innovations, but rejects the hypothesis on the different proportion.

Implications of Dynamic Capabilities and Market Dynamism for High-tech Start-up Competitive Performance
George Tovstiga, EDHEC Business School
Henning Grossmann, Henley Business School, University of Reading
This paper contributes a conceptual and empirical study that explores the implications of dynamic capabilities for the firm's competitive performance in the context of the prevailing market dynamism. The study focuses on entrepreneurial high-technology start-ups. Specifically, this paper proposes a conceptual framework that links the enterprise's dynamic capabilities (in their expression as shaping factors –sensing, seizing and reconfiguring; Teece (2007, 2009, 2010) to enterprise performance (in terms of functional and evolutionary fitness; Helfat et al. (2007), and the moderating effects of market dynamism (Eisenhardt and Martin, 2000). Preliminary findings derived from empirical studies (quantitative analyses) indicate a significant contribution of reconfiguring to the enterprise's functional fitness, while market dynamism is shown to play a significant moderating role on both functional and evolutionary fitness.
Levine, Sheen S – 32
Leyva de la Hiz, Dante Ignacio – 41
Li, Boran – 30
Li, Jiatao – 21, 37
Lin, Chih-Hua – 40
Linder, Christian – 21
Lipparini, Andrea – 8, 40
Lo, Yi-Ju – 33
Lombardi, Sara – 9, 20
Lorenzoni, Gianni – 17
Lucio Scandizzo, Pasquale – 27
Lungeanu, Razvan – 9, 29
Lyles, Marjorie – 4, 29
Magnusson, Mats – 8, 21
Manigart, Sophie – 16
Marietto, Marcio – 28
Marino, Alba – 28
Martin, Xavier – 33
Marval, Moyra – 13
Masucci, Monica – 40
Meikle, Nathan – 26
Meiseberg, Brinja – 37
Meseghem, Karim – 23
Meuleman, Miguel – 16
Miceli, Kevin – 18
Mindruta, Denisa Constanta – 8, 15, 31
Minà, Anna – 8, 17, 22
Mudambü, Ram – 28
Nagle, Frank – 41
Namkung, Sung – 9, 25
Nasta, Luigi – 9, 33
Neckebrouck, Jeroen – 16
Nemeh, Andre – 8, 16
Nenonen, Suvi – 25
Neumann, Konstanze – 20
Ng, Ka Wan – 18
Nickerson, Jackson – 32
Oehler, Patrick – 14
Okumus, Fevzi – 18
Operti, Elisa – 36
Oriani, Raffaele – 8, 15
Orlando, Beatrice – 37
Ozcan, Pınar – 9, 14
Page, William – 28
Palmiè, Maximilian – 40
Parente, Ronaldo – 21, 36
Park, H. Dennis – 22
Pehrsron, Anders – 29
Perunovic, Zoran – 15
Picone, Pasquale Massimo – 8, 31
Piezunka, Henning – 20, 21, 33
Pinelli, Michele – 15
Pirolo, Luca – 8, 9, 33
Piscitello, Lucia – 39
Pitelis, Christos – 16
Polowczyk, Jan – 41
Poppo, Laura – 8, 16, 22
Prencipe, Andrea – 12, 36
Ramezan Zadeh, Mohammad Taghi – 32
Ranganathan, Ram – 37
Rao, Harish – 14
Ratten, Vanessa – 30
Read, Stuart – 28
Reinmoeller, Patrick – 25, 36, 37
Renzi, Antonio – 37
Richter, Nancy – 20
Rietveld, Joost – 31, 38
Rivera, Jorge – 41
Rosenkopf, Lori – 37
Rossi Lamastra, Cristina – 8, 39
Roy Chowdhury, Shounak – 14
Ryan Charleton, Tadhg – 39
Sachsenhofer, Wolfgang – 27, 40
Sarkar, MB – 9, 25
Schildhauer, Thomas – 20
Schilling, Melissa – 38
Schloemer, Hilary – 22
Schmidhuber, Lisa – 34
Schweitzer, Fiona – 40
Scott, Stephanie – 20, 36
Serra, Fernando – 28
Shafi, Kouresh – 8, 31
Siren, Charlotta – 28
Slawinski, Natalie – 29
Snow, Daniel – 37
Soh, Pek-Hooi – 22
Somaya, Deepak – 16, 31, 40
Stern, Ithai – 9, 28, 29, 38
Storbacka, Kaj – 25
Strehl, Franz – 20
Streibl, Ulrich – 27
Su, Bing – 36
Subramanyam, Ramanath – 16
Tan, Danchi – 25
Tang, Ming-Je – 33
Tee, Richard – 9, 14, 40
Teng, Jiulian – 22
Theodoraki, Christina – 23
Tovstiga, George – 41
Townsend, David – 14, 27
Trigeorgis, Lenos – 21, 27
Tsui, Yung-Hsu – 40
Tucci, Christopher – 17, 27
Tundis, Enrico – 29
Tyler, Beverly – 39
Vagnani, Gianluca – 37
van den Born, Arjen – 26
Van der Byl, Connie – 29
van Witteloostuijn, Arjen – 26
Veiga Bueno, Eduardo – 15
Villani, Elisa – 21
Vitale, Mario – 29
Volberda, Henk – 21, 28, 32
Volquartz, Lucie – 20
Vuori, Natalia – 26, 34
Vuori, Timo – 26, 32
Walker, Gordon – 31
Wallace, Linda – 14, 27
Wallin, Johan – 34
Wan, Feng – 21
Wang, Guoguang – 37
Wang, Tao – 22
Weber, Libby – 17
Welpe, Isabell – 14
Wiener, Melanie – 20, 34
Wiksroot, Patrik – 8, 9, 33
Winterhalter, Stephan – 26
Wollersheim, Jutta – 14
Wu, Jie – 21
Wuebker, Robert – 32
Yami, Saïd – 8, 16
Yang, Delin – 28
Yildiz, Mehmet – 18
Yli-Renko, Helena – 8, 16
Younkine, Peter – 31
Zhao, Yue – 40
Zhao, Shuaihe – 21
Zimmermann, Carsten – 15
Zulu-Chisanga, Stella – 13
A SPECIAL THANK YOU TO THE FOLLOWING CONFERENCE SPONSORS:
TRANSFORMING ENTREPRENEURIAL THINKING INTO DYNAMIC CAPABILITIES

PROGRAM CHAIRS
DAVID TEECE
UNIVERSITY OF CALIFORNIA-BERKLEY
OLGA PETRICEVIC
UNIVERSITY OF CALGARY
ALAIN VERBEKE
UNIVERSITY OF CALGARY

milan.strategicmanagement.net
banff.strategicmanagement.net
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 over 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 new quarterly publications to soon also 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.