Welcome to the new Competitive Strategy Newsletter!

Xavier Martin

Welcome to the inaugural newsletter of the Competitive Strategy Interest Group of the Strategic Management Society! This newsletter is intended both to keep IG members abreast of the major SMS events and other events and ideas of interest to them. The newsletter was initiated in response to several recent SMS developments. The SMS is aiming to upgrade communication with and among members, as described by Mike Hitt in his note below. It is also moving to give IGs greater autonomy and responsibility. An IG-specific communication infrastructure, as discussed and agreed by the members in attendance at the last business meeting of the IG in Vienna, will support the IG’s governance and activities and extend the SMS office’s efforts.

This first newsletter is focused on the upcoming SMS annual conference. In the pages that follow you will find among other things a message from current IG chair Will Mitchell, a summary of Competitive Strategy conference and preconference sessions for the San Diego event, and preliminary information about the 2008 conference in Cologne. We are planning a second newsletter in the spring, with the theme “ideas that matter to Competitive Strategy”: What new or evolving concepts and practices will shape competition and strategy in future? The spring newsletter will also be your opportunity to share with us your announcements and ideas about this theme. Send them to our newsletter editor Govert Vroom by March 24 (vroom@purdue.edu).

As the pages that follow will show, the Competitive Strategy IG is vibrant, with active members and a subject area at the forefront of strategic management. We look forward to seeing you in San Diego, to your submissions for the Cologne conference, and to exchanging further ideas about Competitive Strategy via future newsletters.

Sincerely,

Xavier Martin

Competitive Strategy Program Chair

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Published twice a year by CS-IG
I am delighted to tell you that the Competitive Strategy interest group is thriving. We have almost 700 members. More importantly than sheer size, our membership is highly active. I want to highlight three activities through which you are helping shape and transform the Competitive Strategy Interest Group and the SMS as a whole.

First, you have been highly active in reviewing presentation proposals for the annual SMS conference. We have asked many members of the IG to take the lead in commenting on the proposals that people submit for the conference. I am deeply grateful for the thoughtful and timely comments that you have provided during the past few years. Because of your review work, we have been able to put together high quality programs of new research that offer important emerging insights about the field. I am particularly grateful for the open-mindedness with which you approach this task. Almost without exception, you have taken the view that work should be "disciplined, without being discipline-bound", with the potential to offer reliable insights about new paths of research rather than simply refine existing understandings. I appreciate the fact that you have been willing to take the "author's perspective" on proposals, with the view of identifying the key issues that authors would need to accomplish in order to achieve the potential of their research, rather than letting your own point of view dominate your assessment of the proposals. As a result, we are increasingly able to develop presentations that will help build the field of strategy scholarship and avoid becoming locked in on existing theory and methods. A core part of our task as members of the field of strategy scholarship is to help develop new understandings about the business organization, including new theories of business strategy and new approaches to teaching people how to manage strategically -- your work as members of the CS interest group is an important component of this task.

Second, you have made our Competitive Strategy pre-conference sessions outstandingly successful, both as presenters and participants. We consistently fill our rooms on Sunday, often spilling over into the halls. Moreover, the sessions have become deeply interactive, with themes and threads of ideas weaving together as much from the minds in the room as from the voices on the panels. In turn, we have become a "partner of choice" for other interest groups in forming joint sessions. Frankly, the discussions and insights from those sessions meet and sometimes even surpass the quality of the "regular" conference sessions.

Third, you have been willing to serve in the CS organization, including reps at large and interest group officers. Indeed, we have had far more volunteers than we expected to stand for election to those positions. I am excited about the potential for your energy to shape and lead the IG as we move forward.

Thank you for your enthusiasm, your work, and your intellectual commitment to the field of strategy research.

Will Mitchell
outgoing chair of the
Competitive Strategy Interest Group
A Word from the
Strategic Management Society
President
Mike Hitt

I am pleased to offer greetings from the leadership of the SMS. Indeed, we are delighted with this effort to expand our communication with members through this Interest Group’s Newsletter. I hope that it becomes the role model for other IGs. The SMS is trying to increase its communication with members in several ways, and this fits well with our strategy. You may have noticed the new Website for the SMS. We will be conducting more web-based activities in the coming months. The voting for board members and IG leaders is but one example of how we are using the Web and SMS website. We have also sent out two Newsletters this year to all SMS members. We hope to continue this practice in the coming years.

The competitive strategy interest group is one of the largest and most active in the SMS. As explained in this Newsletter by others, we have an exciting and interesting program of papers and plenary sessions planned for San Diego. I want to emphasize one of those activities because it is new and cuts across all Interest Groups in the SMS. The SMS has a new Teaching Initiative led by Idie Kesner (Indiana U) with several sessions planned for the program in San Diego. She has sessions planned on case teaching, teaching international strategy and the use of simulations in teaching. In another, a panel of Deans will examine the role of strategic management in the B-School curriculum in a plenary session. Most of us are teachers regardless of our special research and other interests and expertise in the field of strategic management.

Although communicated in other venues, I would like to highlight another new SMS initiative designed to provide more value to its members. The new Strategic Entrepreneurship Journal will be publishing its first issue in the next few months. All members will receive copies of the SEJ along with the SMJ. I encourage members to examine the vision statement for the journal. It has established a specific but broad domain and some of your research may fit well this domain. Regardless, we think that you will find interesting, valuable and provocative research published in this journal.

I encourage you to visit the SMS website for new activities and news. As you probably know from the SMS Newsletter, we recently held special conferences in Italy and China. We also are working on a special conference in India tentatively planned for the end of 2008. Watch the SMS website for news about this conference.

I look forward to seeing each of you in San Diego!

Mike Hitt
President
Strategic Management Society
As the San Diego meeting is upon us, it is my pleasure to report some of the main element of our IG’s 2007 program. We received over 130 proposals for papers and panels this year. The enthusiasm of Competitive Strategy authors sent the number of submissions up nearly 30% from last year’s conference, and also up as a proportion of total submissions to the conference.

Based on these submissions, and on some submissions to other tracks identified as relevant by IG Chair Will Mitchell, we put together a program of 18 paper sessions and 6 common ground sessions. Traditional paper sessions consist of presentations of up to 4 papers each. Common ground sessions, a format introduced successfully at last year’s conference in Vienna, use a roundtable setup to encourage interactive and developmental feedback on sets of 6 papers. A summary of the CS sessions follows; the room and time for each session are available in the conference program and at: http://sandiego.strategicmanagement.net.

I also want to bring to your attention a special panel session, Building Alliance Capabilities: Theory versus Practice (# 1238) that will take place on Monday. While this session has been moved to the “all-SMS” track, its genesis owes to our IG members’ input and to the responsiveness of John Bell (of Royal Philips and Nijmegen University). The session will feature a dialogue between accomplished practitioners (Steve Steinhilber of CISCO and John Bell) and scholars (Marjorie Lyles, Harbir Singh and Prashant Kale). Members expressed an interest in this type of “combined A-B-C” sessions at the IG’s business meeting in Vienna. I hope that this example encourages similar sessions for Cologne and future conferences – start planning if you have such a session in mind!

All in all, our IG is in a position to offer an exciting program in San Diego. If you will be in San Diego, I look forward to seeing you at the sessions. Look elsewhere in this newsletter for information about this year’s preconference and next year’s event in Cologne. Join us too for the IG business meeting that will be held on Sunday, October 14 from 17:30 to 18:30 in the Seabreeze room of the Sheraton San Diego Hotel & Marina.

With best wishes,

Xavier Martin
Program Chair

Program details: see next page
### Competitive Strategy
### Interest Group Program Details

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<td>Technological Scope, Search and Performance</td>
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<td>Don’t Do to Me What I May Do to You: Imitation and Deterrence</td>
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The Competitive Strategy Interest Group (IG) has a wonderful set of preconference sessions this year. As you will see we have a wide ranging set of topics. The first session is a co-sponsored session with the Process Strategy Interest Group. This permitted us to reach out to other SMS IG members and be more creative in our offerings.

I encourage you to take the time to look over the preconference sessions for all of the interest groups. You will find many opportunities to enhance your skills and grow your network with folks that share your interests. Come support the folks that put the IG preconference sessions together and support Competitive Strategy.

Session 1: 10:00 a.m. – 11:30 a.m. (Joint Session with Process Strategy IG)
Title: Strategy Process Meets Competitive Strategy

This session explores the potential that the interplay of strategy process and competitive strategy research can offer for the explanation of above-average performance. Although both research streams share the same objective, they have taken different paths for its understanding. On the one side, process research has concentrated on all factors that significantly impact the actual formation of strategies in organizational units, such as agenda-building, decision-making, strategic change, consensus or conflict. On the other side, competitive strategy has addressed the interaction of a firm and its environment by examining sources of advantages, issues of competitive dynamics, strategic positioning, etc. In order to capture the potential of an exchange, this session a. focuses on constructs that are critical for both research streams (e.g. decision-making, routines, capabilities), b. shows how insights of one research stream can help in explaining phenomena of the other stream, and c. debates which research projects at the crossroads of both streams are worthwhile to be explored.

Session Chair:
Lechner, Christoph (U. of St. Gallen)

Participants:
Bromiley, Philip (UC-Irvine)
Floyd, Steven (U. of St. Gallen)
Lechner, Christoph (U. of St. Gallen)
Maritan, Cathy (Syracuse U.)
Zajac, Ed (Northwestern U.)

Session 2: 1:00 p.m. – 2:30 p.m.
Title: Strategy and Corporate Responsibility

This panel will debate questions related to the interdependence between business and society and its implications for business strategy leveraging on recent theoretical insights and empirical evidence emerging from the RESPONSE project, the largest empirical effort to date on these issues. Maurizio Zollo will present the wide range of findings from the project and the

(Continued on page 7)
panelists will provide their reaction based on their own work and ideas, before engaging the participants in a broader debate about what these results mean for the strategy field. The challenge of developing a comprehensive model of strategic interaction that includes the responsibilities of the firm towards its environment will then be put forth for small group discussion and reporting to the plenary. A final discussion among panelists will try to distill the insights emerged during the day and converge on the content of a possible “call for papers” that will be presented to SMJ for consideration.

Session Chair:
Zollo, Maurizio (Bocconi U.)

Participants:
Barney, Jay (Ohio State U.)
Harris, Jared (U. of Virginia)
Mahoney, Joe (U. of Illinois)
Zollo, Maurizio (Bocconi U.)

Session 3: 3:00 p.m.—4:30 p.m.
Title: Technological Innovations and Competitive Strategy: Does Timing Matter?

In this session we take a dynamic perspective on competitive strategy, and explore issues that lie at the intersection of timing and innovation research. Strategy researchers have examined ‘time’ from multiple perspectives, from early research on first and second movers to later perspectives on exploration v. exploitation, and, rhythm and sequencing in technology development. The key questions in this area center around understanding how timing of technology and innovation activities, in particular relative to competitors, influences firm performance. This session (1) identifies the key research streams in this area, (2) suggests useful connections and bridges for a more integrated view, (3) highlights latest research, and (4) suggests interesting topics for future work.

Session Co-Chairs:
Katila, Riitta (Stanford)
Sarkar, MB (U. of Central Florida)

Participants:
Agarwal, Rajshree (UIUC) Discussant
Ahuja, Gautam (Michigan) Discussant
Katila, Riitta (Stanford)
Lieberman, Marvin (UCLA)
Sarkar, MB (U. of Central Florida)
Turner, Scott (U. of South Carolina)
A number of people were instrumental in putting together the Competitive Strategy portion of the San Diego program. As the program closes, it is time to acknowledge all those who contributed.

Thank you, first, to the authors who submitted papers and panel proposals – nothing would have happened without you!

Thank you, also, to the reviewers who delivered their evaluations and their recommendations for awards under time pressure. It was a pleasure working with such thoughtful reviewers.

The members of the IG’s review committee, with their affiliation at the time of reviewing, were:

Todd Alessandri (Syracuse U)
Richard Arend (U of Nevada-Las Vegas)
Kendall Artz (Baylor U)
Bruno Cassiman (IESE)
Joseph Clougherty (WZB Berlin)
Ilya Cuypers (Tilburg U)
Julio de Castro (Instituto de Empresa)
Glen Dowell (Notre Dame U)
Rodolphe Durand (HEC Paris)
Walter Ferrier (U of Kentucky)
Karin Fladmoe-Lindquist (U of Utah)
Anthony Goerzen (U of Victoria)
Niron Hashai (Hebrew U)
Irene Henriques (York U)
Andrew King (Dartmouth College)
Kevin Laverty (U of Washington-Bothell)
Dov V Lavie (U of Texas-Austin and Technion)
Sergio Lazzarini (IBMEC Sao Paulo)

Finally, thank you to the Ph.D. students at Tilburg University who helped organize the program: Ilya Cuypers, Youtha Cuypers and Jean-Malik Dumas. In particular, the program owes a lot to Ilya’s creative and disciplined shepherding of the papers and sessions – say thanks to him when you see him in San Diego!

Sincerely,
Xavier Martin
Competitive Strategy Program Chair
San Diego 2007
We are proud to announce that the 28th Annual International Conference 2008 will take place in Cologne (Germany). With more than a million inhabitants Cologne is one of Germany’s four largest cities. It is known for its cosmopolitan and multicultural atmosphere. Life in Cologne is uncomplicated and vivacious.

Cologne stands on ground that is steeped in history. Numerous cultural monuments from the past 2000 years, such as the famous Roman Dionysus mosaic, the mediaeval Overstolzenhaus and the Gürzenich Hall, or modern structures such as the opera house (1957) and the Media Park (from 1989 onwards) are to be found at the foot of the cathedral. The Cologne cathedral with its two spires 157 meters in height has been the city's most famous landmark for centuries and the most well-known architectural monument in Germany. It took 632 years until the construction of the largest German cathedral was completed. Cologne is a city of churches. As in no other German city, twelve large Roman collegiate and monastery and convent churches are located in the confined area within the boundaries of the mediaeval city wall, churches which rank among the most important in Western Europe.

In this inspiring atmosphere, scholars and practitioners from every corner of the globe will focus on a very topical theme:

“When Does Knowledge Matter?”

This topic is worth discussing since knowledge is widely recognized as a resource that is critical for explaining performance differences, innovation, market dynamics, and governance issues. In today’s “Post-Industrial Era”, economic growth is mainly driven by the accumulation and application of knowledge. As economies have become more knowledge-intensive, interest in knowledge management has significantly increased. The abilities to create, acquire, disseminate, and apply knowledge within the firm and across firms are increasingly recognized as essential for gaining and sustaining a competitive advantage.
Organizational structures and coordination mechanisms influence the processes by which knowledge is developed, shared, transferred and applied. The relationship between specific organizational structures and coordination mechanisms and knowledge-related processes, however, remains an under-researched topic. In addition, the choices of structure and coordination mechanisms are associated with significant costs that must be weighed by managers, but research on the costs and benefits of knowledge management remains scarce.

Both of these issues are further impacted by the difficulties of measuring organizational knowledge due to its tacit and intangible nature. Without progress on this issue, however, research on knowledge management within and between organizations will remain limited.

The program will contain both common ground and paper sessions that will be spread across the three days of the conference. Academics and practitioners will have the opportunity to share their research and experience with other participants interested in the numerous aspects of the conference theme. Various panel sessions will provide additional insights. We will complement the conference program with a range of plenary sessions in which senior level executives and internationally renowned scholars will discuss facets of the conference theme.

The officers of the various Interest Groups will be pleased to develop many exciting pre-conference activities. We expect that those planning to attend the Cologne conference in 2008 will find much to their liking and enjoy their stay in one of Germany’s most fascinating cities.

We are looking forward to meeting you in Cologne!

The 28th Strategic Management Society Annual International Conference
Cologne, Germany, Oct 12-15, 2008
Getting to Know our Newsletter Editor

Govert Vroom, as our Competitive Strategy newsletter editor, is in charge of assembling and formatting the newsletter. This brief interview was conducted by Competitive Strategy IG Program Chair Xavier Martin.

Xavier: You are an Assistant Professor of Management at Purdue University. How did you come to this career?

Govert: Before my academic career, I worked as a financial controller in the Netherlands, my home country. When I was doing an MBA and Masters in Economics at Boston University, I became enthusiastic to become an academic. The support of the BU faculty resulted in my subsequent pursuit of a PhD at INSEAD. The transition to Purdue could be considered “natural” after having Purdue alumni as teachers and mentors, both at BU and at INSEAD. I am very excited to be able to spend all my time on what I like most: studying Strategy and interacting with students.

Xavier: Your dissertation earned the Blackwell Outstanding Dissertation award from the Business Policy and Strategy division of the Academy of Management (2006). What makes this research important for Competitive Strategy researchers and practitioners?

Govert: My dissertation explores whether and how internal firm characteristics—such as compensation schemes, organizational structure, and ownership form—affect whether firms compete more or less aggressively, for example through their price setting. I believe that relating the inside of the firm—its organization design—with how it operates vis-à-vis its competitors is important because it allows managers to take the effect on competitive interaction into account when they develop their organizational design.

Xavier: What other questions do you like to address in the classroom?

Govert: I like to challenge my students and relentlessly ask why. For example, students often seem to think that firms should seek out competition even when that would lead to intense rivalry, while I am convinced that firms are typically better off avoiding competition.

Xavier: What are your other passions in life?

Govert: I love doing outdoor activities with my wife and three children. As an example, yesterday we spent a fabulous day at the beach of Lake Michigan.

Xavier: One last question… Any connection with Victor Vroom? At home, which decision style dominates?*

Govert: Uncle Victor…? Just kidding. When I started my PhD, I contacted Professor Victor Vroom at Yale, in the hope of having a famous ancestor. He replied that we might be related but his family already moved from the Netherlands to the U.S. in the early 1600's... I guess that my wife and I are high on the so-called participative decision-making style: no decision without consensus!!

Incorporated in 1850, San Diego is the second largest city in California (behind Los Angeles) and the seventh largest in the United States. The city was named in honor of the Spanish Catholic saint, St. Didacus, who was commonly known as San Diego. The city is home to nearly 1.3 million residents, and the county of San Diego enjoys a population of nearly 3 million.

San Diego is perhaps best known for its pleasant climate and idyllic location. The average high and low temperatures during this time of the year are 74°F/23.5°C and 63°F/15.5°C. Sunny skies shine nearly 70 percent of the time.

San Diego Attractions
In addition to its 70 miles of coastline, San Diego features a number of top-notch attractions. The city is home to the world-famous San Diego Zoo, which houses over 4,000 animals including four giant pandas. The zoo is located within Balboa Park, the nation’s largest urban cultural park covering approximately 1,200 acres (about five square kilometers) and providing a home to 15 major museums. Sea World San Diego covers 22 acres in the Mission Bay area of San Diego and houses the famous killer whale, Shamu. Finally, the Legoland amusement park, located in Carlsbad (just north of San Diego), offers 120 acres of rides and fun with a Lego theme.

San Diego also features a number of unique areas throughout the city including a beautiful harbor area, Historic Old Town with over 150 restaurants, shops, and historical sites, and the Gaslamp Quarter, a downtown district covering sixteen blocks, featuring restaurants, shopping, art galleries, and restored Victorian-era buildings.

Transportation
The Sheraton conference hotel is located very close to the airport (1-2 miles). If you need a taxi, simply follow the signs leading to the Transportation Plazas. A Transportation Coordinator will place you with the first available taxi.
San Diego Web Links
The links below should open by clicking on them in Adobe Reader.

Practical information
Map – hotel area
Map – San Diego
Conference hotel: Sheraton SD Hotel & Marina

Attractions
SeaWorld San Diego
Belmont Amusement Park
San Diego Zoo
San Diego Wild Animal Park
Gaslamp quarter

Museums
San Diego Museum of Man
San Diego Natural History Museum
San Diego Museum of Art
Museum of Photographic Arts
Museum of Contemporary Art San Diego
San Diego Aircraft Carrier Museum
Mission Basilica San Diego de Alcala
Maritime Museum of San Diego

Competitive Strategy
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(Until October 2007)

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  Gianmario Verona 2006-2007
  Ming-Jer Chen 2007-2008
  Michael Leiblein 2007-2008
  Nicolaj Siggelkow 2007-2008
• Newsletter Editor: Govert Vroom
  vroom@purdue.edu

Colophon
The next issue of the Competitive Strategy newsletter will be distributed in April 2008. Please send all your contributions, suggestions, feedback, or comments to Govert Vroom (vroom@purdue.edu). The deadline for contributions for the next issue is March 24, 2008.

We thank the Technology and Innovation Management division of the Academy of Management, and specifically its former newsletter editor Don Hatfield, for sharing the template on which this newsletter is presented.

The CS-IG business meeting will be held on Sunday, October 14 from 17:30 to 18:30 in the Seabreeze room of the Sheraton.

Check the new SMS website:
http://www.strategicmanagement.net/