Welcome to the fall newsletter of the Competitive Strategy Interest Group of the Strategic Management Society! As with last fall’s letter, this letter is focused on the upcoming SMS conference in Cologne (October 12-15). The pages that follow provide information about the CSIG preconference sessions (October 12), and the conference program – as well as other things to see and do in Cologne!

Things have been “up and happening” at the CSIG in the last year. This issue marks the first anniversary of our newsletter. Following the well-received research contributions of the last spring newsletter, preparations are already under way for spring 2009. The theme will be “research and teaching ideas that matter”, and our newsletter editor Govert Vroom (vroom@iese.edu) welcomes suggestions for contributions by March 30. Our initiative to add practice representatives-at-large is beginning to pay off, in the form of ideas for studying SMEs (see the spring 2008 newsletter) and of an “ABC” preconference session for Cologne. The CSIG’s first junior faculty and paper development workshop will be offered in Cologne too. Other initiatives in progress will be discussed at the IG’s business meeting on October 12 (see separate announcement in this issue).

Our IG is thriving. Membership has grown in number, but also and more importantly in active involvement. Here is how and why.

First and foremost, we again received a very large number of submissions in Competitive Strategy for the Cologne conference. This makes for more coherent and interesting sessions, and as both the quality of submissions and the critical mass of participants in various topic areas increase, the annual conference becomes more compelling yet. It is you, our members, who make CS a fascinating field both for its breadth of topics and as a foundation for other areas of research in strategy. As strategy scholars, we aim to inform the research, teaching and practice of the competitive (and collaborative) stance of business organizations.
and their performance consequences. The richness of this research program, and also its increasing theoretical and empirical rigor, is on display in this year’s program. If the past is any guide, we look forward to large attendance at preconference sessions as well as during the Cologne conference. For that matter, it is not too early to start thinking about your submission for the 2009 conference in Washington DC (the submission deadline is February 16)!

Second, a number of you provided exemplary service as reviewers. It is notable, if not surprising, that all reviews were returned on time. The review process too speaks to the community of dedicated, “disciplined without being discipline-bound” scholars that the Competitive Strategy IG is home to. Third, others among you have agreed to serve as session chair and as all-important common-ground session facilitators. Through you, the conversation of Competitive Strategy is enhanced. Finally, as I prepare to pass on the baton of IG chair to Laura Cardinal, I wish to acknowledge the service of the representatives-at-large who will also reach “retirement” – thanks, Ming-Jer, Michael and Nicolaj! The next generation will be introduced at the business meeting in Cologne, where you too can volunteer.

And, with all this, our community of scholars will continue to grow. Meanwhile, events around us suggest that its skills will continue to be in demand, and make a difference!

Sincerely,

Xavier Martin
CS IG Chair
Tilburg
University

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**SMS Program Co-Chair Welcome**

Thomas Mellewigt
SMS Conference Program Co-Chair
Freie Universität Berlin

Dear Colleagues:

We would like to welcome you to Cologne for the 28th Annual International Conference of the Strategic Management Society (SMS). This year, under the title “How does knowledge matter?”, we want to discuss with you the various facets of knowledge management in and between organizations. We have a total of 460 presentations distributed over 70 paper sessions and 30 common ground sessions, spread across three conference days and focusing on a great variety of interesting questions and current issues that are pertinent to the different interest groups.

As in the past, we will have the opportunity to hear leading thinkers react to our conference theme. Information about these plenaries can be found at [cologne的战略管理.net/schedule.php](http://cologne.strategicmanagement.net/schedule.php). For the first time, you are also invited to meet the editors of the Strategic Management Journal and the Strategic Entrepreneurship Journal. In addition to many research-oriented sessions, this year’s conference continues fostering excellence in the classroom. I am sure that we will largely benefit from the sessions organized by the members of the SMS Teaching Initiative.

Beside many exciting sessions, we offer an interesting social program to you. We are looking forward to taking you to a dinner cruise on the River Rhine and an organ concert in the Cologne Cathedral.

Have fun, enjoy, and learn!

Thomas Mellewigt
Conference Program Co-Chair
Freie Universität Berlin
I am pleased to preview the program for the Competitive Strategy Interest Group. Our interest group program is made up of Common Ground Sessions, Panel Sessions, and Paper Sessions. Sessions were determined by themes. All three formats are important venues for our program. Since Common Ground Sessions are the most interactive, we asked senior and dynamic scholars to facilitate these. We hope you will try these out this year.

Putting the program together is clearly a team effort made up of volunteers and our members who submitted papers, served as reviewers, and offered to chair or facilitate a session. Without each of you, the program would not be possible. I especially would like to thank Michelle Falgoust, my assistant (Tulane University) for her tireless work and cheerful smile. She has the ability to stay calm and pleasant no matter what winds are swirling around me (figuratively and literally given this hurricane season). And a very special thank you goes to Francisco Rocha Gonçalves (Aveiro University) for stepping up to the plate as an extraordinary volunteer. He contacted me to see if he could help and he was sincere in that offer and follow through. I not only took him up on this, but he was timely with everything I asked of him. His help was invaluable to me and to the Interest Group.

And like they say in the preface of the novel, all errors are mine and mine alone.

I will see you soon in Cologne!

Warm Wishes,

Laura B. Cardinal
Program Chair
Tulane University

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### Conference Sessions for Track E – Competitive Strategy

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<th>Mon.</th>
<th>Session</th>
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<tr>
<td>11:15</td>
<td>The Upside of Financial Investments</td>
<td>Pacheco de Almeida, Hawk, Yeund; Prato, Ferraro; Alessandri, Maritan; Hughes, Ferrier; Chacar (chair)</td>
<td>paper</td>
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<tr>
<td>11:15</td>
<td>Lessons from Industry Cases</td>
<td>Proff; Ghosal, Fiss; Koch; Zimmerman (chair)</td>
<td>paper</td>
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<tr>
<td>3:30</td>
<td>The Knowledge-Based View in New Arenas</td>
<td>Sheehan, Ganesh; Poenaru; Stoelhorst, Bridoux; Toh, Polidoro; Pitelis, Georgiadis; Aafjes, Karjalainen; Schoonhoven (facilitator)</td>
<td>common ground</td>
</tr>
<tr>
<td>3:30</td>
<td>Learning and Competitive Dynamics</td>
<td>Ndofor, Fabian, Michel; Uzuegbunam; Ferlic, Von Krogh; Dothan; Wadhwa (chair)</td>
<td>paper</td>
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<tr>
<td>3:30</td>
<td>Configurations and Performance</td>
<td>Kraaj; Lanza, Giuseppina, Pellegrino; Pereira-Molina, Molina-Azorin; Hadida; Moliterno (chair)</td>
<td>paper</td>
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## Conference Sessions Track E – Competitive Strategy (continued)

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<th>Mon.</th>
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<tr>
<td>5:00</td>
<td>Value Creation and Appropriation: Perspectives from the RBV, Property Rights and Incomplete Contracting</td>
<td>Arikan, Barney, Foss, Mahoney</td>
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<td>5:00</td>
<td>Mastering Alliance Capability</td>
<td>Caner, Park; Wassner, Dussauge; Kupke, Lattenmann; Pranboech, Schlegelmilch; Yang, Demirkan, Lin; Wu; Leiblein (facilitator)</td>
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<tr>
<td>5:00</td>
<td>Leveraging and Repositioning Resources</td>
<td>Kunisch; Sikavica, Pozner; Stadler; Lim, Celly, Morse; Stadler (chair)</td>
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### Tuesday

| 11:15 | Networks and Social Capital                                             | Kang; Lechner, Rothearmel, Agung; Tempelaar, Jansen, Van Den Bosch; Uzuegbunam, Nambisan; Stych; Moore, Autry, Griffis, Payne; Durand (facilitator) |
| 11:15 | Performance and the Competitive Arena                                  | Goldszmidt, Brito, Vasconcelos; Tegarden, Hatfield; Powell, Reinhardt; Dedehayir, Makinen; Kreutzer (chair) |
| 2:30  | Topics on Competitive Dynamics                                          | Shamsie, Mannor, Korn, Eisner; Iglesias, Bogner, Grace; Kang, Lee; Pehrsson, Gnyawali (chair) |
| 2:30  | Managing and Environmental Stewardship                                 | Diestre, Rajagopalan; Dangelico, Pujari; Pogutz, Russo; Cortes, Lopez-Gamero, Zaragoza Saez; Berchicci (chair) |
| 2:30  | Strategic Decision Making                                              | Leiblein, Macher; Van der Weerdt, Verwaal, Volberda; Boccardelli, Lechner, Magnusson; Klingebiel; Garbuio, Lovallo; Kellermans, Walter, Kemmerer, Narayanan; Plowman (facilitator) |

### Wednesday

| 10:00 | Managing Stakeholders, Networks, and External Communication             | Hinterhuber; Burkay; Cuypers, Martin; Chung, Christmann; Lopez-Gamero, Molina-Azorin; Ziggers, Henseler; Dussauge (facilitator) |
| 10:00 | Technology, Innovation, and Competitive Advantage                      | Alessandri, Pattitt; Kang, Rhee; Fortune, Shelton; Rikkiev, Makinen; Gruber (chair) |
| 11:30 | Exploring Dynamic Capabilities                                        | Maritan, Leiblein; Guettel, Konlechner; Yami, Lehmann-Ortega, Nar; Frank, Guettel, Kessler; Jekel, Chong; Liu, Stoelhorst; Jacobides (facilitator) |
Dear Members,

It is my pleasure to draw your attention to the pre-conference program of the Interest Group on Competitive Strategy. This year we have three key themes. Scholars and practitioners will increase their understanding of: (a) the ability in searching for new knowledge in increasingly complex and dynamic markets; (b) the relationship between their capabilities and their competitiveness; and (c) the growing need to create strong ties between sound research and effective practice.

The three panels will all be characterized by a strong interaction with the audience in order to discuss the ideas presented by outstanding speakers. In this respect, I want to thank all the panelists and the three co-organizers, Hugh Courtney, Christian Stadler, and Maurizio Zollo, who helped crafting this terrific program. I am sure that attending the Competitive Strategy pre-conference will provide major benefits in terms of networking with other scholars and practitioners and in capturing the evolution of the three themes. For this reason, I kindly ask you to take a few moments to go through the sessions and the list of presenters.

I look forward to meeting you in Cologne.

With best regards,

Gianmario Verona
Associate Program Chair
Bocconi University

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Exploration Strategies: Current Research, Future Content, and Methodological Challenges
Competitive Strategy Interest Group Pre-Conference Session
October 12, 2008, 10:00 am - 11:30 am

Ever since March’s seminal 1991 paper on exploration/exploitation, strategy scholars have taken great interest in how firms can generate new knowledge and also efficiently exploit existing resources and capabilities. Despite all this attention, new questions continue to arise. Particularly the challenges faced in exploration, innovation, and R&D provide fertile ground for new research. In this session, we will highlight some of the alternative dimensions in exploration strategies. First of all, we will discuss demand and markets in general as an object of exploration in addition to R&D and technology. We will also highlight the role of managers who interpret the demand and supply side arguments and take decisions influencing the exploration behavior of a firm. Bringing proponents with different perspectives on exploration together in one session creates a diversity of theoretical lenses, methodologies, and data sources that allows us to flesh out some of the issues that lie at the very heart of competitive strategy research. This session is about understanding (1) in which way the different dimensions connect, (2) whether an integrated view is promising, (3) in which way managers influence exploration, (4) which are the key questions we need to ask in future, and (5) how we can approach these questions.

Organizers:
♦ Christian Stadler, Assistant Professor of Strategic Management, Innsbruck University School of Management and Visiting Scholar, Tuck School of Business at Dartmouth
♦ Gianmario Verona, Associate Professor of Management, Department of Management, Bocconi University

Panelists:
♦ Alfonso Gambardella, Professor of Management and Ph.D. Director, Department of Management, Bocconi University
Organizational Capabilities and Competitive Advantage: Where Do We Go from Here?

Jointly Sponsored by the Competitive Strategy and the Knowledge and Innovation Interest Group
October 12, 2008, 1:00 pm - 2:30 pm

The link between organizational capabilities and competitive advantage has been theorized (primarily) and (increasingly) empirically studied for almost two decades. Despite the significant progress in the debate, the questions spurring the current research efforts have not evolved a lot since the pioneering years. Notably, we are still missing a solid empirical base that supports some of the key theoretical tenets and identifies the boundary conditions for learning processes to create and sustain competitive advantage. This workshop will offer the opportunity to some of the leading thinkers in the strategy and evolutionary economics fields to share their current thoughts on where the research agenda on organizational capabilities and competitive advantage is going, and (more importantly) where it ought to go. The objective is to engage participants in a discussion on the directions and modes of development for research in an area central to both the Competitive Strategy and the Knowledge and Innovation Interest Groups.

Organizers:
- Gianmario Verona, Associate Professor of Management, Department of Management, Bocconi University
- Maurizio Zollo, Chaired Professor Strategy and Corporate Responsibility, Department of Management, Bocconi University

Panelists:
- Jay Barney, Chase Chair for Excellence in Corporate Strategy, Professor of Management & Human Resources, Fisher College of Business, The Ohio State University
- Margie Peteraf, Dartmouth University Professor of Strategic Management and Organization, Tuck School of Business at Dartmouth
- Christos N. Pitelis, Judge Business School, University of Cambridge and Director of the Center in International Business and Competitiveness
- David J. Teece, Thomas W. Tusher Chair in Global Business, Director, Institute of Management, Innovation, and Organization, Haas Business and Public Policy Group, Economic Analysis and Policy Group (TBC)
- Gianmario Verona (session chair), Associate Professor of Management, Department of Management, Bocconi University
- Maurizio Zollo, Chaired Professor Strategy and Corporate Responsibility, Department of Management, Bocconi University

Using Research Centers to Foster ABC Collaboration
Competitive Strategy Interest Group
Pre-Conference Session
October 12, 2008, 3:00 pm - 4:30 pm

A primary goal of the Strategic Management Society in general, and the Competitive Strategy Interest Group in particular, is to foster greater and more meaningful collaboration between academics, business practitioners, and consultants (“ABCs”) as a means to improve the rigor, relevance, and quality of business research and practice. Research centers, whether they are sponsored primarily by universities, consulting firms or companies, often seek to
create such collaborations. But how effective are these centers and how might they become more effective in the future? In particular, how can research centers be used to formulate more meaningful research programs with results that are disseminated more widely through academic and practitioner channels and that ultimately have more positive impact on business and society? In this session, a group of senior leaders representing the best of strategic management research, consulting, and practice will help us consider this crucial question and others through a moderated panel discussion and open question-and-answer session that promises to be highly interactive, insightful, and provocative.

Organizer:
♦ Hugh Courtney, Associate Dean of Executive Programs, Professor of the Practice of Strategy, Robert H. Smith School of Business, University of Maryland

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**Interview with Olivier Chatain**

**Winner of the 2008 Blackwell Outstanding BPS Dissertation Award**

At the AOM meeting in Anaheim this summer, Olivier Chatain received the Blackwell Outstanding Dissertation Award from the Business Policy and Strategy division of the Academy of Management for his dissertation, titled: *Capturing Value from Client Relationships: Theory and Evidence*. Olivier finished his PhD from INSEAD in 2006 and currently works as Assistant Professor at the Wharton Business School.

**Question:** Olivier, first congratulations with your award. This is a great recognition for the doctoral work you have done. Could you tell us in a few words what your dissertation is about?

My dissertation looks at how a firm’s added value affects its performance. The first part of my dissertation is a formal model that examines the impact of scope decisions (i.e., the choice between being a specialist or a generalist) on added value and industry structure when client relationships matter for value creation. If your clients have diverse needs, you may want to be a generalist to provide a one-stop-shop. But what your competitors choose to do also influences this decision, so different scope strategies could be optimal.

The second part of my dissertation is an empirical study of the UK legal market in which I relate firm performance to measures of added value (i.e., the ability of a firm to create more value for its clients than its next best competitors). Added value is driven by relative expertise and cross-selling (a measure of client-specific value creation). Moreover, it is possible to identify who is competing with whom by looking at the clients that law firms have in common.

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**Panelists:**
♦ Jay Barney, Chase Chair for Excellence in Corporate Strategy, Professor of Management & Human Resources, Fisher College of Business, The Ohio State University
♦ Hugh Courtney (session chair), Associate Dean of Executive Programs, Professor of the Practice of Strategy, Robert H. Smith School of Business, University of Maryland
♦ Bolko von Oetinger, Senior Advisor, The Boston Consulting Group, and founder and former leader of its Strategy Institute
♦ Paul Schoemaker, Research Director, Mack Center for Technological Innovation, The Wharton School, University of Pennsylvania, and Executive Chairman, Decision Strategies International.
Question: What do you think can managers learn from your research?

The main message is that developing superior capabilities is of course paramount, but choosing the competitors against which you deploy your capabilities may be just as important for achieving profitability. The reason is that what ultimately matters is your relative level of capability compared to that of your direct competitors. So if you are a relatively small fish, it makes a lot of sense to seek a small pond. But even if you are a rather big fish, your advantage could be nullified if your clients put you against the other big fishes. In sum, you not only have to care about being good at what you do, but also you have to figure out who your direct competitors are and what their strengths and weaknesses are.

Olivier Chatain
Winner of the BPS Outstanding Dissertation Award

Question: In your opinion, why did you win the Best Dissertation Award? Any advice for current students?

I really do not know! In final analysis, given how tight the competition was, I guess I was just lucky... More seriously, I really benefited from the help of my adviser, Peter Zemsky, and from the rest of my committee. It is very helpful to have a group of people who have the time to mentor you and who complement each other in terms of skills and viewpoints. Managing the process of the dissertation is maybe the most important skill one has to acquire in graduate school. For this, it helps to have role models (e.g., more advanced students) you can emulate so you can learn the rules of the academic game as well as how to work smartly and efficiently. It is also essential to collaborate on papers with faculty as early as possible. I was lucky in that regard and that made a difference. In retrospect, I feel that the hardest transformation in graduate school is to change one’s attitude from being a consumer of knowledge to being a producer of knowledge. This requires a very different set of skills that takes a lot of time to acquire. That’s the difference between reading a paper to understand the general argument and reading the same paper and being able to understand the practical reasons that led the author to design the study and write the paper in this particular way.

Question: You just mentioned role models in graduate school. Do you also have role models now as a junior faculty member? More generally, what do you think would be important to be successful as a Competitive Strategy scholar?

In any case, it is important to be a good scholar in the field of organizational studies at large. And for this, a lot of the relevant know-how is out there – there are even remarkable blogs (see orgtheory.net and their “grad school rulz” series) – and readily applies to doing research in competitive strategy. To me, it seems a good idea to ask colleagues and people you can relate to how they specifically organize their work, how they approach practical problems. So, although my research is on the content of strategy, I am firm believer in paying attention to the process of doing research...

Question: In the BPS meeting, one of the comments about your dissertation was that it combined formal modeling with an empirical study. What do you
think of the role of formal modeling in Competitive Strategy research?

Formal modeling is a tool that can be very powerful, particularly for competitive strategy research, as it is very strong for studying markets and competition. At the same time, it has its own limitations and there are other methods of theoretical investigation (e.g., simulations) that can be as insightful. It really depends on the question. Having said this, there are many classic strategy questions that are still waiting to be tackled with formal modeling. For instance, beyond market competition, think of how economic rents are shared among stakeholders, some aspects of the management of multidivisional firms, or even the impact of bounded rationality.

Question: Does the use of formal modeling have direct implications for your empirical research in terms of the methods used?

I feel there is a healthy tension between formal modeling and empirical research. Formal modeling is very stylized and typically hard to test because the real data is messier than the clean parameters of the model. At the same time, having to write down even the simplest models makes you think harder about the implicit assumptions you make when you empirically test hypotheses. One way to try to get the best of both worlds may be to have slightly less elegant models but ones that can be more directly linked to the data at hand.

Olivier, thank you for this interview. We hope to keep hearing from you and that you will stay involved in our Interest Group.

About Cologne

As you know, the 28th Annual International Conference 2008 will take place in Cologne (Germany). With around a million inhabitants, Cologne ranks among Germany’s four largest cities and having been founded by the Romans in 38 BC, it is one of those with the longest history, too. Hosting one of the largest universities in Europe and one of the oldest worldwide (44,000 students, founded in 1388), Cologne is particularly famous for a cosmopolitan and multicultural atmosphere. Visitors soon realize that life in Cologne is uncomplicated and vivacious. The city is famous among young and old for its numerous carnival processions, for its eau de cologne called 4711, and especially for its beer that bears the same name as the local dialect: “Kölsch”.

Cologne stands on ground that is steeped in history. Its location on both sides of the river Rhine placed it at the intersection of the major east-west trade routes and was the basis of Cologne’s growth. In mediaeval times, Cologne was a member of the Hanseatic League and became a Free Imperial City in 1475. 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

Farina-House, Birthplace of Eau de Cologne
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 157 meters high spires has been the city’s most famous landmark for centuries and as a World Heritage site one of the best known architectural monuments in Germany and beyond. It took 632 years until the construction of Germany’s largest cathedral was completed in 1880.

Apart from this Gothic cathedral, twelve Romanesque churches are located within the boundaries of the mediaeval city wall, churches which rank among the most important in Western Europe. With more than thirty museums and hundreds of galleries, Cologne is also well known for its vibrant arts scene. Five outstanding museums are the Roman-Germanic museum for ancient Roman and Germanic culture, the Wallraf-Richartz museum for medieval art, the Museum Ludwig for modern art, the German Sports and Olympic museum with exhibitions about sports from antiquity until now, and last but not least the Chocolate museum. Various exhibitions at the Cologne Fair (Messe Köln) on the eastern side of the Rhine attract large numbers of visitors, too.

Famous streets include the Schildergasse which extends the traffic free shopping area of Hohe Strasse to the west ending at Neumarkt, the more eccentric and stylish Ehrenstrasse close to the Rudolfsplatz (which also hosts the Hahnenburgtor, a mediaeval city gate), and the historic boulevards Hohenzollernring, Kaiser-Wilhelm-Ring, and Hansaring, which together with the Zülpicher Strasse are also famous for their nightlife.

Cologne’s international airport is Cologne Bonn Airport which it shares with former West German capital, Bonn. Most destinations are within Europe, with the notable exception of daily flights to/from Newark Liberty Airport.
Going from Cologne Airport to the conference hotel by Taxi which is the MARITIM Hotel Cologne, Heumarkt 20, 50667 Cologne, takes not more than 15 minutes and costs around 25 Euro. You can save time by walking upstairs to the departure level where taxis are usually waiting. An alternative for booking your flights is the Düsseldorf Airport which is just 60 kms away. Trains stop either at the Cologne Central Station (Köln Hauptbahnhof) or Cologne Bonn Airport and link the city via affordable high speed trains such as Thalys with Brussels and Paris and via ICE to Frankfurt/Main Airport and Berlin. The public transportation service operates in Cologne an extensive bus and light rail system (Strassenbahn, U-Bahn, S-Bahn), which includes neighboring towns such as Aachen or Bonn. Bonn may also be reached via occasional recreational boats on the Rhine. Being designed to be bicycle-friendly, Cologne has an extensive network of cycle lanes linked by priority crossings. While there is some possibility of rain, most days in October are mild and nice with an average of seven degrees centigrade (45 °F) and tourist crowds are somewhat smaller than in May or September.
Over the past decades, the “routines” and “capabilities” of organizations have been key concepts of academic inquiries in strategy inspired by Nelson and Winter’s (1982) pioneering work. In spite of growing interest in the origins of such evolutionary routines and capabilities (e.g. Winter, 2003), a clear definition still hasn’t emerged. It is therefore important to better understand the elements that make up ‘recurrent interaction patterns’ and the origins of factors lying at the basis of competitive heterogeneity.

Academic key note speakers will include Nicolai Foss (Copenhagen), Sid Winter (Wharton), and Maurizio Zollo (Bocconi).

This conference seeks contributions to generate fresh interest in the topic of micro-foundations by soliciting papers from various disciplines such as sociology, economics, management sciences, psychology, neuroscience, philosophy and linguistics. For more information, see www.erim.nl/capabilityconference.

The second Israel Strategy Conference (ISC 2008) offers a unique opportunity to explore recent developments and emergent issues in Strategic Management, as well as receive feedback on your work-in-progress and network with your colleagues from the field. Keynote speakers will include Joel Baum (Toronto), Joseph Lampel (Cass), Daniel Levinthal (Wharton) and Michael Tushman (Harvard).

At this years’ meetings, ISC 2008 will also be holding its first doctoral consortium focused on strategy and related areas. Coordinated by Robert Salomon (NYU), faculty members will address key issue of academic life such as publishing in top journals, managing time for research, teaching and institutional demands, funding research and collaborating in research.

Additional faculty facilitators include among others J. Baum, D. Levinthal, Avi Fiegenbaum (Technion), Niron Hashai (Hebrew University), Frank Rothaermel (Georgia Tech). The application deadline for the doctoral consortium is October 3, 2008. Information for both events can be accessed at www.isc.org.il.
Special Event at the 9th Annual EURAM Conference – Innovative Scholarship Laboratory 11th & 12th May, 2009

Scholarship involves crossing theory boundaries, interacting between theory and practice, and communicating thoughts to different audiences. Innovative scholarship must exploit existing thinking and/or practice in new ways, explore new possibilities in thinking and/or practice, and challenge and/or improve current thinking and/or practice.

The goal of this event is to help scholars, especially the more junior generations, develop skills in generating innovative ideas around how to frame and conduct their research, teaching, and interactions with managerial practice. We aim to achieve this objective through three means: 1) employing a unique format of experimental sessions to let selected participants experiment with their ideas/approaches and get feedback for refinement; 2) sharing experiences by 2007-2009 winners of the Imagination Lab Award for Innovative Scholarship; and 3) forming a pre- and post-event virtual forum to discuss issues related to innovative scholarship. In addition, we will invite editors of academic journals, like European Management Review and Academy of Management Learning & Education, to join the event and act as both “customers” and “mentors” to give advice to participants on how to articulate these new ideas/approaches in the form of text to be disseminated through academic journals for consumption by other scholars or practitioners.

You are invited to submit a proposal telling us about a domain in which you would like to innovate and experiment. Through a blind review process based on a set of selection criteria, we will select some proposal teams to participate in this event. Please see the EURAM 09 Website (www.euram2009.org), and note that the submission deadline is January 12, 2009 and that the maximum length of the entire proposal is 10 pages.

Career Announcements

Peter Lewa, Associate Professor at the United States International University in Nairobi (Kenya) is looking for a place for his sabbatical leave from September 2009 to August 2010. Having gained a PhD from Birmingham University, he has taught in the US and the UK before. For more information, he can be contacted at lewapm@usi.ac.ke.

Benas Adomavicius from ISM / University of Management and Economics in Vilnius (Lithuania) has the opportunity to collect quantitative data from companies in his country and is looking for other researchers interested in a cross-national comparison of competitive strategy or strategic thinking. He can be reached at benado@ism.lt.
**Publications**

**Koen Heimeriks** from RSM / Erasmus University has published a new book on the development of alliance capabilities. This book describes how firms have succeeded in learning how to manage their alliance portfolios. Opening the ‘black box’ of alliance learning curves, it pays attention to crucial questions such as: How do leading firms shape learning processes by deliberately transferring prior alliance experiences? What learning mechanisms inhibit or nurture the development of alliance capabilities? Extensive fieldwork and a survey among 192 firms are used to answer these questions and assess how firms can develop alliance capabilities, an ever more important strategic weapon to succeed in many industries.


**Pia Hurmelinna-Laukkanen** has published a book on the building of an appropriability regime for firms. Based on her doctoral thesis and consisting of six individual chapters and an introduction, this study aims to increase our understanding of how firms can balance knowledge protection and sharing so as to benefit most from their knowledge assets. Thus, knowledge protection is approached through an examination of the appropriability regime, that is, the combination of available and effective means of protecting intangibles and innovations, their profitability, and the increased rents due to R&D.


**Lester Digman** from University of Nebraska-Lincoln has just published the ninth edition of a book on competition in the global information age. Including the latest material on Strategic Management, as well as tried-and-true best-practice in the field, it is aimed at practitioners, MBA students and advanced undergraduate programs. Also available is a bundle that additionally includes access to twenty-five current on-line cases.


**Richard Lynch** from Middlesex University in London has just completed the fifth edition of his major strategy text. Free inspection copies will be available from Pearson Education in December 2008.

With the new title Strategic Management (formerly Corporate Strategy), the fifth edition has major changes such as five new chapters, eighteen new cases and a new section at the very end with integrative strategy cases. Each of them is accompanied by a downloadable 5-7 minute video-introduction to be used prior to seminar discussion. Also, all twenty chapters now have complete ready-to-use PowerPoint presentations which can be downloaded from the Pearson website in December 2008. Richard will be attending SMS Koeln and will be delighted to respond to any queries at that time.

Join us for the Competitive Strategy Interest Group’s annual business meeting at the SMS conference! The meeting will be held on Sunday October 12 from 4:30 to 5:30 pm in Salon 15 of the Maritim Hotel. The meeting will provide the opportunity to take stock of the IG’s activities during the year; to introduce the newly elected leaders of the IG; and, especially, to discuss new IG initiatives (website, practice-related activities etc.). The business meeting is a unique opportunity to meet IG members and leaders, to inform yourself about the IG, and to get your opinions heard. We look forward to meeting you there, and to continue the conversation at the evening reception and during the rest of the conference.

Xavier Martin  
CSIG Chair

Govert Vroom  
CSIG Secretary

Colophon

The next issue of the Competitive Strategy newsletter will be distributed in April 2009. Please send all your contributions, suggestions, feedback, or comments to Govert Vroom (vroom@iese.edu). The deadline for contributions for the next issue is March 30, 2009.

Photos courtesy of: www.wikipedia.org and www.freeimages.co.uk. We would like to thank Kai P. Kaufmann for his contributions to the newsletter.

Voting for the SMS Board and the Interest Groups’ leadership is possible on the SMS website until September 30:
www.strategicmanagement.net.