Annual International Conference

October 23-26, 2005

Hilton in the Walt Disney World® Resort

Orlando, Florida, USA

Featuring thought provoking perspectives from prominent speakers including...

Philip Evans
The Boston Consulting Group

J. Bruce Harreld
IBM

Austin Ligon
CarMax, Inc.

Sheila Penrose
Northern Trust Company

James Whitehurst
Delta Air Lines

...and many more prominent academics, business strategists, and consultants.

Visit the SMS Web site for an updated list of speakers and events.

www.smsweb.org
This year's conference celebrates the 25th anniversary of the Strategic Management Society's founding. It hardly seems possible! From its first meeting in London in 1981, we have grown to over 2000 members from 55 countries. We look forward to seeing many of those members in Orlando, as well as the many newcomers we welcome to the Strategic Management Society at every meeting.

In this 25th anniversary year, it is fitting that the Strategic Management Society Conference focuses on “Achievements and Opportunities.” Not only will we look back on those 25 years of accomplishment, but we will look ahead at opportunities before us.

The conference features a number of interesting sessions that critically examine progress achieved in the field of strategic management: not only theoretical breakthroughs, but also new directions suggested by practice, or offered for practice. You will enjoy the opportunity for dialogue that draws these international worlds—academic, consulting and practice—together, one of the distinguishing features of the Strategic Management Society.

The conference program brings together business leaders, consultants, and academics to share their insights on past achievements and potential opportunities in strategic management. Among the speakers conference attendees will hear from are:

- Philip Evans, Senior Vice President, The Boston Consulting Group
- J. Bruce Harrel, Senior Vice President for Strategy at IBM
- Austin Ligon, President and Chief Executive Officer, CarMax, Inc.
- Sheila Penrose, Executive Vice President, Northern Trust Company, Retired
- James Whitehurst, Chief Operating Officer, Delta Air Lines

Organization around 12 track themes allows our members to focus their attention on major issues of particular interest to them, and to interact with practitioners and academics who share those interests in sessions organized by SMS’s seven Interest Groups. Each Interest Group will also hold a business meeting at the SMS meeting, which will allow interested members help shape future directions of the Interest Group's activities.

This year we are pleased that SMS inaugurated a conference program associate co-chair, the person who will be an academic program co-chair in 2006. Javier Gimeno of INSEAD has filled the post this year and we are very pleased to work with him.

As Co-Chairs, we know that SMS offers many opportunities for personal and professional development—it is our pleasure to invite you to join us in Orlando for the Strategic Management Society 25th Annual International Conference!
State of the Field

A panel of major contributors to the development of the SMS field over the past thirty years will each offer their views on the theme of the conference, “Achievements & Opportunities.”

Panelists will make a short statement on views of the major achievements over the past 25 and more years, as well as share their opinions of the major opportunities and challenges facing the field today.

After their views are presented, the panelists will take questions from the audience, in what will be a lively interchange of views on the full range of the strategic management field, past, present, and future.

This session should be knowledgeable and just plain fun.

Included in the panelists are:

Joseph L. Bower
Harvard University

Richard P. Rumelt
University of California-Los Angeles

Dan Schendel
Purdue University

PRE-CONFERENCE HIGHLIGHTS

SUNDAY, October 23

Visit the SMS Web site to see what interesting and thought-provoking sessions the seven (7) Interest Groups have planned for the Pre-Conference sessions. E-mail the contact person listed on the Web site for the Interest Group session(s) for which you would like to register on Sunday.

Among the sessions planned are:

- Research On Strategy Processes: The Cutting Edge
- Dialogues On Learning From Practice Cases: Building Concepts, Tools, And Knowledge From Practical Engagements
- Linking Knowledge Across Boundaries And Silos: Developing Different Types Of Research Partnerships
- Strategic Alliances And Organizational Governance
- Hardball: Strategies For Winners
- Global Strategy: Achievements And Opportunities
- Entrepreneurship Junior Faculty Research Workshop 1 & 2

FEATURED PANELS

Thought leaders from around the world will converge in Orlando. These are a few of the topics and panels you won’t want to miss:

- Firm Performance And Strategic Transformation
- Beyond Deal Making: Alliance Management As A Dynamic Capability
- Strategy Workshops: Research Findings From The United Kingdom
- The Process Of Building Organizational Capabilities: A Practitioner-Academic Dialogue
- Dynamic Capabilities And Resource-based Change
- Strategies For Acquiring And Combining Resources In Entrepreneurial Ventures
- Strategy Research: Retrospective And Forward Views
- Developing New Businesses When The Core Matures
- Women in Strategic Management: Progress and Prospects for the 21st Century
- Strategic Agility: Oxymoron Or Opportunity?

VISIT www.smsweb.org FOR UPDATES
Philip Evans • Senior Vice President • The Boston Consulting Group

In this session Dr. Evans will examine two very different business environments that are successful in meeting the challenge of growth, innovation and complexity – the Linux community and the Toyota supply chain. Dr. Evans will identify some interesting commonalities which suggest that increasing network density and falling transaction costs can be mutually reinforcing, implying the possibility of a competitively advantaged ‘virtuous circle’ in a range of organizational and strategic contexts.

J. Bruce Harreld • Senior Vice President for Strategy • IBM

Bruce Harreld is responsible for the formulation and execution of IBM’s overall strategy. He leads IBM’s Strategy team and heads IBM’s Emerging Business Opportunity (EBO) program, a unique management system that has produced more than 20 new businesses for IBM over the past four years, including multi-billion-dollar businesses in Life Sciences, Linux, Pervasive Computing, and Digital Media. Mr. Harreld will address the evolution of IBM’s strategy and how they made it actually happen, with particular emphasis on the EBO program.

Austin Ligon • President and Chief Executive Officer • CarMax, Inc.

With sales of $5.3 billion in its latest fiscal year, CarMax, Inc. is a Fortune 500 company and is the United States’ largest used-car retailer. Austin Ligon will provide insight into the story of how Circuit City decided to enter the used car business. His address will show how the company took that idea from concept to reality and how they beat back the challenge from Wayne Huizenga’s AutoNation.

Sheila Penrose
Executive Vice President • Northern Trust Company, Retired

Sheila will discuss both the development and implementation of a highly unusual strategy for the Northern Trust Company.

James Whitehurst
Chief Operating Officer • Delta Air Lines

Jim will discuss both the competitive situation in the airline industry and the strategy options open to the traditional competitor in general and Delta in particular.
25th Anniversary Celebration

The Strategic Management Society (SMS) has reached an important milestone — 25 years of service to its members. This conference will be a time to reminisce and remember the journey SMS has taken since its inception and to celebrate the people who have molded and built the Society, and, of course, to celebrate the professional society’s contributions over those 25 years.

It will also be a time to look forward to the future and learn about new initiatives that are already under way at the SMS and others which are still on the drawing board.

Monday evening will be your “evening on your own” with many choices in either Pleasure Island or other surrounding establishments for an evening of fun.

Tuesday evening, friends and members of the Society are invited to attend a gala celebration of both the Society’s past accomplishments and its future opportunities. The program for this gala event will include dinner, entertainment, recognition of those who have contributed to the SMS, and the announcement of several new society initiatives. Join us as we celebrate our achievements and ponder our opportunities.

Register today to attend the 25th Annual International Conference and help celebrate the past and look forward to the future.

WHY YOU SHOULD ATTEND THE SMS CONFERENCE

- A unique blend of Academics, Business practitioners and Consultants
- Participation of CEOs of global organizations
- Discussion on the major trends in corporate strategy and management
- Great networking opportunity in a pleasant environment
- To celebrate the accomplishments of your Society and the opportunities it is exploring.

Cutting Edge Research

No other conference presents more relevant, state-of-the-art research on strategy topics than the SMS, and nowhere else will there be so many opportunities to interact directly with the authors.

This list highlights just a few of the many exciting research topics on the conference program:

- Fostering Product Innovation
- Context Matters For Alliances
- A Framework for a Strategic Repositioning Strategy
- Firm Performance & Strategic Transformation
- Building Value Through Effective Coordination of Innovation
- Dynamic Capabilities & Resource-based Change
- Top Management Teams, Leadership, and Power

Practitioners who rely on cutting-edge knowledge to stay ahead of the competition will find a wealth of highly relevant information and ideas on the program. Consider the payoffs from learning new insights on these topics, presented by the most respected minds in the field.

Educators find today’s environment challenging, and teaching the concepts and skills of strategic management has never been more important. Look for presentations created especially for teachers of strategic management.
Keep visiting
www.smsweb.org
For the latest program information

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