



19th Annual International Conference

Winning Strategies in a Deconstructing World

CONFERENCE PROGRAM

**October 3-6, 1999
Hotel Inter-Continental
Berlin, Germany**

THE BOSTON CONSULTING GROUP



Freie Universität Berlin

Conference at a Glance

Sunday, October 3

- 09:00 - 17:00 Preconference Potsdam Tour
- 16:00 - 21:30 Conference Registration - Potsdam II
- 17:45 - 18:30 Guest Orientation - Kaminbar
- 18:30 - 21:30 Opening Welcome Reception - Wintergarten

Monday, October 4

- 06:30 Breakfast Buffet available at LA Café - Cost is DM34
- 07:00 Exhibits Open Daily
- 08:00 - 08:45 Plenary Introduction: **Rudi Bresser, Freie Universität Berlin; Dieter Heuskel, The Boston Consulting Group** - Potsdam I/III
- 09:00 - 10:00 Plenary Address: **Robert Shapiro, Monsanto Company** - Potsdam I/III
- 10:00 - 10:30 Coffee Break - Potsdam Foyer/Potsdam II
- 10:00 - 12:00 Poster Session - Potsdam II
- 10:30 - 11:45 Paper/Panel Sessions
- 12:00 - 13:15 Luncheon - Potsdam I/III
- 13:00 - 15:00 Poster Session - Potsdam II
- 13:15 - 14:30 Paper/Panel Sessions
- 14:30 - 15:00 Coffee Break - Potsdam Foyer/Potsdam II
- 15:00 - 16:15 Plenary Panel: **Mark Wössner, Peter Gomez, Bala Chakravarthy, David Pecaut** - Potsdam I/III
- 16:30 - 17:30 Plenary Address: **Cor Boonstra, Philips** - Potsdam I/III
- 18:30 Boarding of Buses for the National Concert Hall - Main Entrance
- 19:00 - 22:30 SMS Night at the National Concert Hall

Tuesday, October 5

- 06:30 Breakfast Buffet available at LA Café - Cost is DM34
- 08:00 - 09:15 Paper/Panel Sessions
- 09:30 - 10:45 Plenary Panel: **Nigel Morris, Chan Kim, Renée Mauborgne, André Lussi, George Stalk** - Potsdam I/III
- 10:45 - 11:15 Coffee Break - Potsdam Foyer/Potsdam II
- 10:45 - 12:45 Poster Session - Potsdam II
- 11:15 - 12:30 Paper/Panel Sessions
- 12:45 - 14:00 Luncheon - Potsdam I/III
- 13:45 - 15:45 Poster Session - Potsdam II
- 14:00 - 15:15 Paper/Panel Sessions
- 15:15 - 15:45 Coffee Break - Potsdam Foyer/Potsdam II
- 15:45 - 16:45 Plenary Address: **Richard Foster, McKinsey & Company** - Potsdam I/III
- 17:15 - 18:00 SMS Annual Business Meeting - Tiergarten I
- 18:00 - 19:00 Cocktail Hour - Wintergarten
- 19:00 Evening on Your Own

Wednesday, October 6

- 06:30 Breakfast Buffet available at LA Café - Cost is DM34
- 08:00 - 09:15 Paper/Panel Sessions
- 09:30 - 10:30 Plenary Address: **Carl Stern, The Boston Consulting Group** - Potsdam I/III
- 10:30 - 11:00 Coffee Break - Potsdam Foyer/Potsdam II
- 11:00 - 12:15 Paper/Panel Sessions
- 12:30 - 14:30 Luncheon - Potsdam I/III
- 14:30 - 15:45 Paper/Panel Sessions
- 15:45 - 16:45 Closing Reception - Wintergarten

Conference Events & Locations

Time: Consult conference program starting on page 7

Plenary Addresses	October 4-6	Potsdam I/III
Paper and Panel Sessions	October 4-6	Bellevue, Charlottenburg I, II & III, Köpenick I/II, Lincke I & II, Schinkel III, Schöneberg I/II, Tiergarten I, II & III, Zille
Interactive/Poster Sessions	October 4-5	Potsdam II
Exhibits	October 3-6	Potsdam Foyer
Coffee Breaks	October 4-6	Potsdam II/Potsdam Foyer
Luncheons	October 4-6	Potsdam I/III
SMS Annual Business Meeting	October 5	Tiergarten I

Conference Logistics & Services

Event Tickets Tickets for luncheons and evening events for which you have pre-registered have been placed in your name badge pouch behind your name badge. These tickets will be collected at the entrance of each luncheon and evening event. Access to these events will be limited to those holding a ticket.

Name Badges The name badge you received at registration not only identifies you and your affiliation, but is also your pass to all conference sessions and meal functions. Please wear your conference badge at all times.

Name Tents Presenters on the program received a name tent as part of their registration materials. If you are a presenter, it is your responsibility to bring this name tent with you to your session and to place it in front of you on the speaker's table before your presentation.

Paper Request Forms Copies of papers presented at the conference can be obtained by filling in a Paper Request Form available in each conference session room or at the Registration Desk. Please give the completed form directly to the presenter. The SMS Conference Staff Office will not coordinate this exchange.

SMS Book Series Every presenter should leave a copy of their paper at the SMS Conference Registration Desk so it can be considered for the conference proceedings. The proceedings will contain only selected papers from the conference and will be published by John Wiley & Sons as part of the Strategic Management Society's book series. Editorial selections will be made by Michael Hitt and this year's Program Co-Chairs, Rudi Bresser and Dieter Heuskel.

Recommended Dress Business attire is recommended for all sessions and evening events.

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

Inter-Continental Business Centre located in the Lobby area behind the Concierge Desk offers secretarial services, fax and photocopying services, use of a PC and printer, mobile phone, internet and email access. When the Business Center is closed, fax and photocopying services are available at the Concierge Desk in the Lobby. The Business Center will be open Sunday from 09:00 - 18:00 and from 08:00 - 20:00 Monday - Friday. To receive a fax, please use the fax number at the hotel: 49 30 2602 2600.

Conference Message Board will be located near the SMS Registration Desk for all correspondence between conference attendees. Outside callers should be instructed to leave messages for hotel guests on their room voice mail. If there is an *urgent* message, callers can contact the SMS Conference Staff Office at 49 30 265 0622. Fax messages can be sent to the hotel switchboard at 49 30 2602 2600.

Speaker Ready Room will be provided for speakers to prepare for their presentations and will be equipped with an overhead projector and a 35mm slide viewer. The Speaker Ready Room will be located in Glienicke on the ground floor and will be open from 18:00 - 22:00 on Sunday; 07:00 - 18:00 on Monday and Tuesday; and 07:00 - 14:30 on Wednesday.

Conference Evaluation An online evaluation form will be available at the SMS website for two weeks following this conference. Visit our website and give us your feedback.

www.smsweb.org

Social Events

Orientation Meeting for Guests Sunday, October 3 17:45 - 18:30 Kaminbar
This will be an informal reception to meet other conference guests and to receive information about sightseeing opportunities in Berlin.

Opening Reception Sunday, October 3 18:30 - 21:30 Wintergarten
The SMS Board of Directors and the Conference Program Co-Chairs are pleased to invite you to attend the official opening welcome reception of the SMS 19th Annual International Conference.

SMS Night at the National Concert Hall .. Monday, October 4 18:30 - 22:30
The Berlin Symphony Orchestra will play Beethoven's 5th Symphony - exclusively for the SMS conference attendees and guests. **Buses** will begin boarding outside the Main Entrance at 18:30. Buses will provide continuous shuttle service back to the Inter • Continental during the evening.

Cocktail Hour Tuesday, October 5 18:00 - 19:00 Wintergarten
Cocktails will launch an evening for you to dine with friends and colleagues while experiencing the renown culinary delights of this amazing international city.

Closing Reception Wednesday, October 6 15:45 - 16:45 Wintergarten
Please join us in toasting the upcoming new millenium as well as the SMS 20th Annual International Conference to be held in Vancouver, British Columbia.

Conference Tracks

The design of the three-day conference is focused on the "tracks" or themes, which are presented concurrently on all three days of the conference as panel, paper or poster (interactive presentation) sessions. The 9 tracks incorporate seven core tracks which are printed in navy below as well as two tracks chosen especially for this conference. The core tracks represent durable and continuing areas of study and practice and are repeated from year to year.

- A - Industry Structure: Analysis and Evolution**
In Search of a New Unit of Strategic Analysis
- B - Business Strategy and Competitive Rivalry**
Adopting New Business Models in a Challenging Competitive Space
- C - Corporate Strategy: Choices and Governance**
Towards a New Concept of the Portfolio
- D - Organization: Structure, Leadership and Change**
The Deconstruction of the Organization
- E - Managing Global Organizations**
Global Replication of Layer-Based Business Models
- F - Managing Knowledge: Learning, Technology, and Innovation**
The Strategic Importance of Knowledge Management
- G - Strategic Thinking: Decision Making and Strategy Process**
Navigating Under Uncertainty
- H - Managing for Value: Defining a Company's Performance Objectives**
- I - Implications of Deconstruction for the Working Environment**

SMS Best Conference Paper Prize

The Strategic Management Society is pleased to announce this prize to honor the best paper presented at the SMS Conference. The final round of judging is based on the actual presentation of the paper during the authors' assigned paper session. The following ten papers have been nominated for this award. You will find these ten papers along with their authors listed in teal throughout the program. The winners will be announced at the Wednesday Luncheon.

MONDAY
Charlottenburg I
10:30 - 11:45

New CEOs and Strategic Change Across Industries: An Interdisciplinary Study of How Successful Strategic Change Varies According to Unique Characteristics of CEOs, Executive Teams, Organization Profiles, and Industry Characteristics *Winner*

Arvind Bhambri, *University of Southern California*
Larry Greiner, *University of Southern California*

MONDAY
Linke II
10:30 - 11:45

Shareholder Value and Corporate Governance

Brian Boyd, *Arizona State University*
Melinda Muth, *University of New South Wales*

MONDAY
Schinkel III
10:30 - 11:45

Strategies to Raise A Firm's Capacity to Absorb New Knowledge: The Case of Network Forms of Organizing *Honorable Mention*

Raymond van Wijk, *Erasmus University Rotterdam*
Frans A J van den Bosch, *Erasmus University Rotterdam*
Henk Volberda, *Erasmus University Rotterdam*

MONDAY
Zille
10:30 - 11:45

Managing the Unmanageable: Strategic Balancing in the Industries Characterized by Encompassing Technological Change

Maria Bengtsson, *Umeå University*
Carin Holmquist, *Umeå University*

MONDAY
Charlottenburg II
13:15 - 14:30

Diversification and Performance: Which Causes Which? *Honorable Mention*

Belén Villalonga, *University of California-Los Angeles*

MONDAY
Zille
13:15 - 14:30

Deconstructing a Knowledge-Based Advantage: Rent Generation, Rent Appropriation, and "Performance" *Honorable Mention*

Aya Chacar, *London Business School*
Russell Coff, *Washington University-St Louis*

TUESDAY
Lincke II
08:00 - 09:15

Asymmetry of Ownership and Control, Monitoring Mechanisms, and the Performance of IJVs in China

Ming Je Tang, *National Taiwan University*
Wei-Ru Chen, *Purdue University*
Charng Kao, *Chung-Hua Institution for Economic Research*

TUESDAY
Tiergarten I
08:00 - 09:15

Knowledge Characteristics and Competitive Advantage: An Empirical Investigation *Honorable Mention*

Susan McEvily, *University of Pittsburgh*
Bala Chakravarthy, *University of Minnesota*

TUESDAY
Charlottenburg I
14:00 - 15:15

The Compensation of Top Management Teams in Multinational Firms

Mason Carpenter, *University of Wisconsin*
William Gerard Sanders, *Brigham Young University*

TUESDAY
Tiergarten III
14:00 - 15:15

Win or Lose...How You Play the Games Does Matter: An Action-Sequencing View of Competitive Interaction

Walter Ferrier, *University of Kentucky*

BREAKFAST ON YOUR OWN**AVAILABLE AT LA CAFÉ (COST IS DM34)****OPENS DAILY AT 06:30****PLENARY INTRODUCTION****POTSDAM I/III****08:00 - 08:45**

Rudi Bresser, Freie Universität Berlin
Dieter Heuskel, The Boston Consulting Group

PLENARY ADDRESS**POTSDAM I/III****09:00 - 10:00****Building a Life Science Company in a Deconstructing World**Robert Shapiro, *Monsanto Company***COFFEE BREAK****POTSDAM FOYER/POTSDAM II****10:00 - 10:30****POSTER SESSION 1****POTSDAM II****10:00 - 12:00**

- TRACK H **Toward A Theory of Agency and Altruism in Family Firms**
 William Schulze, *University of Connecticut*
 Michael Lubatkin, *University of Connecticut*
 Richard Dino, *University of Connecticut*
- TRACK C **Perceptions of Rationales of Corporate Strategy: Does Managerial Reality Match the Conceptual Perspectives?**
 Cliff Bowman, *Cranfield University*
 Véronique Ambrosini, *Cranfield University*
- TRACK G **The State of the Art of Strategic Management in the African Context**
 Hein Oosthuizen, *University of Stellenbosch*
- TRACK D **Cautionary Tales of Leadership Failure in Deconstructed Organizations**
 Richard Priem, *University of Texas-Arlington*
- TRACK F **World Class Manufacturing in a Deconstructing World: The Nexus of Technology, People, and Geography**
 Mark Hansen, *Brigham Young University*
 W Burke Jackson, *Brigham Young University*
- TRACK D **Managing Tensions Between Style and Commerce: Evidence from the Italian Fashion Industry**
 Paola Varacca Capello, *Università Commerciale Luigi Bocconi*
 Davide Ravasi, *Università Commerciale Luigi Bocconi*
- TRACK F **Organizational Learning in Horizontal Organizational Structures: The Case of New Product Development Projects' Structure**
 Laurent Bourgeon, *ESSEC*
 Jean-Claude Tarondeau, *ESSEC*
- New Strategic Group Concepts in the Transition to a Changing Global Environment: A Dynamic Analysis of Global Winners', Their Emergence, Conduct, Performance, and Impact in the World-Wide Spirits Industry**
 Benedikt Schwittay, *Manchester Business School*
 Christopher Carr, *University of Manchester*
- TRACK F **The Wheat and the Chaff: Separating Equilibrium and the Resource-Based View of the Firm**
 Jay Janney, *University of Kentucky*
 Timothy Folta, *Purdue University*
 Terry Amburgey, *University of Kentucky*
- TRACK D **Deconstructing Industrial Relations: A Requirement for a Successful Strategy**
 Nicolás Majluf, *Pontificia Universidad Católica de Chile*
 Nureya Abarca, *Pontificia Universidad Católica de Chile*
 Darío Rodríguez, *Pontificia Universidad Católica de Chile*

PAPER/PANEL SESSIONS**10:30 - 11:45**

Bellvue

STRATEGIC ADAPTATIONS AND WEALTH CREATION IN TIMES OF INCREASING DISORDER**PANEL**Arie Lewin, *Duke University*

FEATURED

Gurdon Wattles, *Deutsche Bank AG*Michael Schullermann, *IBM Unternehmensberatung GmbH*

Charlottenburg III

EASTERN PROMISE: GLOBAL STRATEGY IN CENTRAL AND EASTERN EUROPE**PANEL**George Yip, *University of Cambridge*

TRACK E

Adrian Szumski, *Leon Kozminski Academy of Entrepreneurship and Management*Cristian Baleanu, *International Management Foundation*

Köpenick I/II

PANEL
TRACK H

HOW INTEGRATED VALUE MANAGEMENT SYSTEMS CAN REALLY SUPPORT SUSTAINABLE VALUE CREATION

Daniel Stelter, *The Boston Consulting Group*
Gottfried Plumpe, *Bayer AG*
Udo Jung, *The Boston Consulting Group*

Charlottenburg I

PAPER
TRACK D

Winner

TOP MANAGEMENT ROLE IN STRATEGIC CHANGE

Session Chair: V K Narayanan, *University of Kansas*

New CEOs and Strategic Change Across Industries: An Interdisciplinary Study of How Successful Strategic Change Varies According to Unique Characteristics of CEOs, Executive Teams, Organization Profiles, and Industry Characteristics

Arvind Bhambri, *University of Southern California*
Larry Greiner, *University of Southern California*

How Top Management Team Heterogeneity Affects Performance: The Mediating Effects of Intragroup Conflict

Bongsoon Cho, *State University of New York-Buffalo*
Wonseok Woo, *State University of New York-Buffalo*
Tony L. Simons, *Cornell University*

Dismissals' Consequences on Executive Remuneration: Is There Punishment for Bad Performance?

Albert Cannella Jr, *Texas A&M University*
Pedro Ortín Ángel, *Universidad Autónoma de Barcelona*

Time-Span and Complexity: A Key Competency in the Early Identification of Senior Managerial Potential

George Dreher, *Indiana University*
V K Narayanan, *University of Kansas*
Sucheta Nadkarni, *University of Kansas*

Charlottenburg II

PAPER
TRACK E

FUNCTIONAL RESOURCES IN THE GLOBALIZATION PROCESS

Session Chair: Roger Dunbar, *New York University*

Challenges for R&D During Conditions of Deconstruction and Reconstruction

David Hawk, *New Jersey Institute of Technology/Helsinki University of Technology*
Satu Teerikangas, *Helsinki University of Technology*

A Quest for Global Culture: DaimlerChrysler and its German-Japanese-U.S. (and - Soon to Come - Austrian) M-Class Production

Gerhard Apfelthaler, *FHS Kufstein Tirol*
Helen Muller, *University of New Mexico*
Robert Rehder, *University of New Mexico*

Strategic Management of MNC's Entry into Foreign Markets: The Experience of Israel During the Mid-1990's

Avi Fiengenbaum, *Technion*
Dovev Lavie, *Technion*

Redefining Theory and Strategy in International Human Resource Management

Uta Wilkens, *Chemnitz University of Technology*

Lincke I

PAPER
TRACK D

MANAGING STRATEGIC CHANGE

Session Chair: Nicolaj Siggelkow, *University of Pennsylvania*

Change in the Presence of Fit: The Rise, the Fall, and the Resurrection of Liz Claiborne

Nicolaj Siggelkow, *University of Pennsylvania*

Managing Change to Manage Growth

Denise Fleck, *McGill University*

Strategy Innovation Routines and Organizational Change Processes

Robert Chapman Wood, *Boston University*
Kenneth Hatten, *Boston University*
Peter Williamson, *First Europe Ltd*

Organizational Fit: An Empirical Examination of the Process Variables That Influence Fit in the Context of a Maturing Industry

Richard McCline, *San Francisco State University*
Armand Gilinsky, *Sonoma State University*
Robert Eyer, *Sonoma State University*

Lincke II
PAPER
TRACK C

CORPORATE GOVERNANCE AND PERFORMANCE

Session Chair: James Davis, University of Notre Dame

Shareholder Value and Corporate Governance

Brian Boyd, *Arizona State University*
Melinda Muth, *University of New South Wales*

Personal Capitalism and the Allocation of Financial Resources: Evidence from Hong Kong

Michael Carney, *Concordia University*
Eric Gedajlovic, *Erasmus University Rotterdam*

Whose Sovereignty?: Corporate Governance and State Compliance

James Davis, *University of Notre Dame*
David Reyes, *Tufts University*
Ithai Stern

Ownership Structure and the Boundaries of the Firm: How Large-Block Family Owners Lead to Increased Vertical Integration, Diversification, and Superior Firm Performance

David Kang, *Harvard University*

Schinkel III
PAPER
TRACK F

KNOWLEDGE ISSUES IN STRATEGIC ALLIANCES

Session Chair: Henk Volberda, Erasmus University Rotterdam

Acquisition of External Knowledge: Effects of Firm Size, Entrepreneurial Orientation, Strategic Alliances, and Internationalization

R Duane Ireland, *Baylor University*
Kendall Artz, *Baylor University*
Michael Hitt, *Texas A&M University*
Patricia Norman, *Baylor University*

Honorable Mention

Strategies to Raise A Firm's Capacity to Absorb New Knowledge: The Case of Network Forms of Organizing

Raymond van Wijk, *Erasmus University Rotterdam*
Frans A J van den Bosch, *Erasmus University Rotterdam*
Henk Volberda, *Erasmus University Rotterdam*

Focusing on the Pathological: The Limitations of the Learning Race View of Alliances

Ming Zeng, *INSEAD*
Jean-Francois Hennart, *Tilburg University*

Social Identification in International Strategic Alliances' Top Management Teams

Philippe Monin, *Lyon School of Management*

Schöneberg I/II
PAPER
TRACK F

KNOWLEDGE AND INNOVATION: THE ROLE OF LEADERSHIP, CULTURE, AND INDIVIDUAL CHARACTERISTICS

Session Chair: Devi Gnyawali, Virginia Polytechnic Institute & State University

Leveraging Knowledge Through Leadership of Organizational Learning

Mary Crossan, *University of Western Ontario*

Innovative Capabilities: The Role of Manager's Knowledge, Learning and Perception of New Product Performance

Beverly Tyler, *North Carolina State University*
Devi Gnyawali, *Virginia Polytechnic Institute & State University*

Acquiring Knowledge in Alliances: The Impact of Individual Characteristics

Randi Lunnan, *Norwegian School of Management*
Ragnhild Kvalshaugen, *Norwegian School of Management*

Unraveling the Determinants and Consequences of an Innovation-Supportive Organization Culture

Gaylen Chandler, *Utah State University*
Douglas Lyon, *Utah State University*
Chalon Keller, *Utah State University*

Tiergarten I
PAPER
TRACK C

BUSINESS GROUPS IN EMERGING MARKETS

Session Chair: Jan Rivkin, Harvard University

How Much Does the Corporation Matter in Developing Countries?: The Case of the Korean Business Group

Sea-Jin Chang, *Korea University*
Jae-Bum Hong, *Korea Investor's Services*

Understanding Business Groups in Emerging Markets

Tarun Khanna, *Harvard University*
Jan Rivkin, *Harvard University*

Institutional Contexts and Value-Creation of Diversification: Evidence from Korean Business Groups

Hicheon Kim, *Hanyang University*
Jae-Bum Hong, *Korea Investor's Services*
Yong Gun Shin, *Hanyang University*

Coordination Mechanisms and Effectiveness within Diversified Business Groups: Evidence from Taiwan

Wenyi Chu, *National Taiwan University*
Cheng-Min Chuang, *National Taiwan University*

Tiergarten II
PAPER
TRACK G

MAPPING UNCERTAIN ENVIRONMENTS: COGNITIVE APPROACHES TO WINNING THROUGH STRATEGIC THINKING

Session Chair: Stephanie Newell, Eastern Michigan University

Cognitive Frames, Contextualized Information Processing and Uncertainty-Related Performance

Thorbjørn Knudsen, *Odense University*

Strategy Making in Uncertain Environments: The Need for Disciplined Imagination

Gabriel Szulanski, *University of Pennsylvania*
Kruti Amin, *University of Pennsylvania*

Developing a Self-Theory Based Model of Strategic Decision Making

Stephanie Newell, *Eastern Michigan University*
Robert Goodman, *Northeastern Illinois University*

Mapping the Maps: A Cognitive Approach to the Study of Rivalry within Industrial Clusters

Cristina Boari, *Università di Bologna*
Vincenza Odorici, *Università di Bologna*
Marco Zamarian, *Università di Bologna*

Tiergarten III
PAPER
TRACK D

STRATEGIC CHANGE: THE IMPORTANCE OF SKILLS AND CONTEXT

Session Chair: Julia Balogun, Cranfield University

Reorientation in a Competitive Environment: A Typology of Strategic Change

Jens Leker, *Christian-Albrechts-Universität zu Kiel*

Successful Change Requires Context Sensitivity: The Danger of Abstracting Prescription from Description

Julia Balogun, *Cranfield University*
Veronica Hope Hailey, *Cranfield University*

Managerial Discretion and Organizational Change

MinKoo Hur, *Seoul National University*

Zille
PAPER
TRACK A

MANAGING THE TECHNOLOGICAL BREAKTHROUGH, STRATEGIC INNOVATION, AND VALUE CHAIN DECONSTRUCTION

Session Chair: Margarethe Wiersema, University of California-Irvine

Complementary Innovation and the Deconstruction of Value Chains: The Case of the Biopharmaceutical Industry

Frank Rothaermel, *University of Washington*

Strategy for Unstructured Competitive Environments: Using Scarce Resources to Create New Markets

James Robins, *University of California-Irvine*
Margarethe Wiersema, *University of California-Irvine*

Barriers to Strategic Innovation in Industries: A Cognitive Perspective on Strategy in the Dutch Electrotechnical Industry

Koen Vandembemt, *UFSIA-University of Antwerp*
Paul Matthyssens, *UFSIA-University of Antwerp*

Managing the Unmanageable: Strategic Balancing in the Industries Characterized by Encompassing Technological Change

Maria Bengtsson, *Umeå University*
Carin Holmquist, *Umeå University*

POSTER SESSION 2

POTSDAM II

13:00 - 15:00

TRACK F	A Cognitive Science Approach to Understanding Firms as Knowledge Systems Ángel Cabrera, <i>Instituto de Empresa</i> David Allen, <i>Instituto de Empresa</i>
TRACK D	Integration of Knowledge and (Conflicting) Goals in Firms, Markets, and Inter-Firm Cooperations Arno Antlitz, <i>Otto Beisheim Graduate School of Management</i>
TRACK G	Coherent Strategic Thinking and Resource Allocation Under Ambiguity Simon Grand, <i>University of St Gallen</i> Malte Pietzsch, <i>Infineon Technologies AG</i>
TRACK B	Organizational "Being" and Strategic Dialectics: Thriving on Discrepancies Between Potential Knowledge and Contexts Patrick Reinmoeller, <i>JAIST</i>
TRACK F	Business Concept Replication and Growth Sidney Winter, <i>University of Pennsylvania</i> Gabriel Szulanski, <i>University of Pennsylvania</i>
TRACK H	Technology Rating: Examining the Combination of Environment, Company Characteristics, and Strategy Choice Mika Naumanen, <i>Helsinki University of Technology</i>
GENERAL	Leadership, Management, and Management Control: A System Dynamics Approach Stefan Gueldenberg, <i>Harvard University</i> Werner Hoffmann, <i>Oesterreichisches Controller-Institut</i>
TRACK F	Influence of Media Choice on Organizational Learning: A Conceptual Framework Bettina Büchel, <i>Asian Institute of Technology</i> Steffen Raub, <i>Asian Institute of Technology</i>
TRACK D	New Forms of Organising in Germany Winfried Ruigrok, <i>University of St. Gallen</i> Leona Achtenhagen, <i>University of Warwick</i>
TRACK D	The Organisational Deconstruction when an Engineer Takes Over a Firm Bérangère Deschamps, <i>Group ESC Chambéry</i>

PAPER/PANEL SESSION

13:15 - 14:30

Bellevue PANEL FEATURED	CREATING GLOBAL STRATEGY IN A MOBILE WORLD: FINDING REPLICABLE AND SUSTAINABLE ADVANTAGE AT THE FRONTIER OF GEOGRAPHIC CHANGE Alison Sander, <i>The Boston Consulting Group</i> Thomas Sattelberger, <i>Lufthansa Airlines</i> George Yip, <i>University of Cambridge</i>
Charlottenburg III PANEL TRACK B	THE IMPACT OF NETWORK EFFECTS ON STRATEGIES OF INNOVATION William Guth, <i>New York University</i> Willow Sheremata, <i>Tulane University</i> Garth Saloner, <i>Stanford University</i> Michael Katz, <i>University of California</i> Arun Kumaraswamy, <i>Rutgers University</i>
Charlottenburg I PAPER TRACK D	UNDERSTANDING STRATEGIC PROCESS <i>Session Chair: Matthew Kraatz, University of Illinois-Urbana</i> Paradigm - Paralysis?: Implications of Deconstruction on the Interplay Between Strategizing and Organizing Anne Marie Jess Hansen, <i>Copenhagen Business School</i> Mixing Oil and Water: Sequencing Control System Adaptation to Create Effective Control Laura Cardinal, <i>University of North Carolina</i> Sim Sitkin, <i>Duke University</i> Chris Long, <i>Duke University</i> Complex Organizational Behavior: A Simulation-Based Exploration Janice Black, <i>New Mexico State University</i> J Philip King, <i>New Mexico State University</i>
Charlottenburg II PAPER TRACK C	DIVERSIFICATION AND PERFORMANCE <i>Session Chair: Kazuhiro Asakawa, Keio University</i> The Administrative and Performance Implications of Hybrid Diversification Michael Raynor, <i>Harvard University</i>

Honorable Mention**Diversification and Performance: Which Causes Which?**Belén Villalonga, *University of California-Los Angeles***Corporate Strategy in Small Industrialised Country MNC's: Reducing Product Diversification While Increasing International Diversification**Lars Bengtsson, *Lund University*
Thomas Kalling, *Lund University***Strategic Integration, Corporate Involvement, and Performance: Empirical Investigation of Japanese Electronics Firms**Kazuhiro Asakawa, *Keio University*
Noriaki Sumikura, *Keio University*

Köpenick I/II

PAPER
TRACK H**CREATING VALUE: CONTEXT MATTERS****Session Chair: Marjorie Lyles, Indiana University****Performance Measurement in the Deconstructed Global Firm**Marshall Meyer, *University of Pennsylvania***The Emergence of the Private Sector in a Transition Economy: SMEs and their Survival in Hungary**Marjorie Lyles, *Indiana University*
Todd Saxton, *Indiana University*
Kathleen Watson, *California State University-San Marcos***The Progressive Implementation of Value-Based Metrics: Evidence from Six Different Paths of Leading Italian Groups**Andrea Amaduzzi, *Università Commerciale Luigi Bocconi***Private Equity Managers and Family-Owned Firms in Italy: Introducing New Corporate Performance Objectives and Techniques of Value Management**Camela Elita Schillaci, *Università di Catania*
Rosario Faraci, *University of Florida*

Lincke I

PAPER
GENERAL**ALLIANCES, TRUST, AND COMPETITION****Session Chair: T K Das, City University of New York****Partner Analysis in Strategic Alliances: An Integrated Framework**T K Das, *City University of New York*
Bing-Sheng Teng, *George Washington University***Pre-Programmed to Fail?: The Termination of Strategic Technological Alliances**Geert Duysters, *Universiteit Maastricht*
Bert Sadowski, *Delft University of Technology***Exploring the Role of Cognitive and Affective Trust Among Members of a Strategic Alliance**J L Morrow Jr, *Mississippi State University*
Mark Hansen, *Brigham Young University*
Juan Batista, *Mississippi State University***Cooperation, Competition, and the Duration of Joint Ventures: A Value Creation Approach**Esteban García-Canal, *Universidad de Oviedo*
Africa Arino, *IESE/University of Navarra*
Ana Valdés-Llaneza, *Universidad de Oviedo*

Lincke II

PAPER
TRACK E**SUBSIDIARY STRATEGIES AND THE GLOBAL FIRM****Session Chair: Alan Rugman, Oxford University****Subsidiary Specific Advantages in Multinational Enterprises**Alan Rugman, *Oxford University*
Alain Verbeke, *Free University Brussels (VUB)***A Comparative Empirical Study on Strategy Formulation Logic**Hidetaka Kaiho, *Seijo University*
Naoto Iwasaki, *Seijo University***The Impact of Foreign Operations on Organizational Performance**Tomas Parks, *Pennsylvania State University*
Frank Loth, *University of Münster***The Managerial Network and Subsidiary Strategies: The Case of a Multinational Enterprise**Ivan Manev, *University of Maine*

Schinkel III
PAPER
TRACK F

INTER-KNOWLEDGE AND BEST PRACTICE TRANSFER ENTITY

Session Chair: Brian Golden, University of Western Ontario

Competitive Advantage from Knowledge Spillovers: Implications of the Network Economy

Brian McGrath
Rita McGrath, *Columbia University*

Applying Innovation Skills of Knowledge-Intensive Firms to Manage Strategic Renewal of Corporate Dinosaurs

Hubert Staudt, *Dr Materna GmbH*
Fred Stroenen, *Norwegian School of Management*

Knowledge Exchange in the Context of Distributed R&D: Understanding Inter-Unit Knowledge Flows in a Multi-Product, Multi-National Firm

Brian Golden, *University of Western Ontario*
Prescott Ensign, *University of Western Ontario*
Tony Frost, *University Western Ontario*

Building Up the Knowledge-Based Resources: Creating Technological Competence Through International R&D Strategy

Ryoko Toyama, *JAIST*
David Methé, *Kobe University*

Schöneberg I/II
PAPER
TRACK F

KNOWLEDGE SHARING AND TRANSFERRING

Session Chair: Moacir de Miranda Oliveira Jr, Pontifical Catholic University of Sao Paulo/ESPM

Beyond Barriers: Research on the Firm-Level Processes that Facilitate Internal Team-Embodied Knowledge Transfers

Linda Edelman, *Boston University*
Candida Brush, *Boston University*

Cooperation and Control: Contracting for Knowledge

Terence Rodgers, *University of Massachusetts*
Andrew Watson, *Northeastern University*

The Development and Exploitation of Knowledge in Complex Projects

Alison Dean, *City University Business School*
Charles Baden-Fuller, *City University Business School*
Peter McNamara, *City University Business School*
Ysanne Carlisle, *Open University*
Elizabeth Daniel, *City University Business School*
Martin Kretschmer, *City University Business School*
Neil Tomkin, *City University Business School*
John Howell, *University of Bath*
Martin Fransman, *University of Edinburgh*

Knowledge Sharing in Multinational Advertising Companies: Empirical Findings from a Case Study in Three Countries

Moacir de Miranda Oliveira Jr, *Pontifical Catholic University of Sao Paulo/ESPM*
John Child, *University of Cambridge/University of Hong Kong*

Tiergarten I
PAPER
TRACK C

CORPORATE GOVERNANCE AND MANAGEMENT INCENTIVES

Session Chair: Raphael Amit, University of British Columbia/University of Pennsylvania

Pay for Performance and Board Effectiveness in Britain and Germany

Martin Conyon, *University of Warwick*
Joachim Schwalbach, *Humboldt University-Berlin*

Do Independent Board of Directors Protect Shareholders' Interests?

Yuval Deutsch, *University of British Columbia*
Raphael Amit, *University of British Columbia/University of Pennsylvania*

Analysis of Outside Director Control System: Case Study of Korean Public Company

Jootae Kim, *Seoul National University*

Tiergarten II
PAPER
TRACK G

TIMING MATTERS

Session Chair: Catherine Maritan, State University of New York-Buffalo

Investment, Capabilities, and Strategy: A Resource-Based Perspective of Capital Investment

Catherine Maritan, *State University of New York-Buffalo*

Investing in a Deconstructing Industry: A Case Study of Enron in the U.S. Electric Market

Karen Belanger, *Columbia University*

Imitation, Adaptation, and Differential Firm Performance

Christoph Zott, *INSEAD*

Corporate Governance in U.S., UK, Japan, and Germany and its Effect on Capacity Expansion Timing: An Empirical Study of Global Petrochemical Industry, 1975-1995

James Henderson, *Babson College*
Karel Cool, *INSEAD*

Tiergarten III
PAPER
TRACK D

MANAGING THE SUPPLY CHAIN FOR COMPETITIVE ADVANTAGE

Session Chair: Michael Leiblein, Ohio State University

Determinants of Competitive Advantage in the Network Organization Form: A Study of the Korean Furniture Industry

Eonsoo Kim, *Korea University*
John McIntosh, *Bentley College*
Sunah Yang, *Jiwon Media Publishing & Design House*

An Empirical Examination of the Effect of Uncertainty and Firm Strategy on the Vertical Boundaries of the Firm

Michael Leiblein, *Ohio State University*
Douglas Miller, *Ohio State University*

The Supply Chain Deconstruction Hypothesis: Competence Choices and Intercorporate Governance

Pursey P M A R Heugens, *Erasmus University Rotterdam*
Arthur Wassenberg, *Erasmus University Rotterdam*

Leading Change Through Capability Development

Klaus Baumann, *Gemini Consulting*
Brigitte Lippmann, *Gemini Consulting*
Sabrina Salam, *Gemini Consulting*

Zille
PAPER
TRACK A

DYNAMICS AND KNOWLEDGE ISSUES IN INDUSTRY AND PROCESS MODELS

Session Chair: Aya Chacar, London Business School

Dynamic Industry Model

Moshe Levin, *Hexagon Systems Engineering*
Eli Segev, *Tel-Aviv University*

Honorable Mention

Deconstructing a Knowledge-Based Advantage: Rent Generation, Rent Appropriation, and "Performance"

Aya Chacar, *London Business School*
Russell Coff, *Washington University-St Louis*

Performance Implications of Industry and Firm Level Lock-In

Bo Eriksen, *Odense University*

A Process Model of Intellectual Capital Accumulation in an Integrated Diversified Firm

Tomo Noda, *INSEAD*

COFFEE BREAK

POTSDAM FOYER/POTSDAM II

14:30 - 15:00

PLENARY PANEL

POTSDAM I/III

15:00 - 16:15

Shaping the New Media and Communication Industries

Peter Gomez, *University of St Gallen*
Bala Chakravarthy, *University of Minnesota*
David Pecaut, *The Boston Consulting Group*
Mark Wössner, *Bertelsmann*

PLENARY ADDRESS

POTSDAM I/III

16:30 - 17:30

Strategy as Transformation

Cor Boonstra, *Philips*

SMS NIGHT AT THE NATIONAL CONCERT HALL

18:30 - 22:30

BREAKFAST ON YOUR OWN

AVAILABLE AT LA CAFÉ (COST IS DM34)

OPENS DAILY AT 06:30

PAPER/PANEL SESSIONS

08:00 - 09:15

Bellevue PANEL FEATURED	UNDERSTANDING AND MANAGING UNCERTAINTY IN THE AUTOMOTIVE INDUSTRY Hans-Michael Huber, <i>DaimlerChrysler AG</i> Stefan Knupfer, <i>McKinsey & Company</i> Andreas Zielke, <i>McKinsey & Company</i>
Charlottenburg I PANEL TRACK D	CLUSTERS: NEW ORGANIZATIONS AND NEW BOUNDARIES Michael Enright, <i>University of Hong Kong</i> Eduardo Ballarin, <i>Universidad de Navarra-Madrid</i> Emiliano Duch, <i>Cluster Competitiveness</i>
Charlottenburg II PANEL TRACK C	DEALING WITH DECONSTRUCTION Sebastian Ehrensberger, <i>The Boston Consulting Group</i> Harald Rubner, <i>The Boston Consulting Group</i> Armin Schmiedeberg, <i>The Boston Consulting Group</i>
Charlottenburg III PAPER TRACK B	GROWTH, VALUE, AND STRATEGIC PATHWAYS <i>Session Chair: Donald Hatfield, Virginia Polytechnic Institute & State University</i> Growth Strategies in the New Economy: A Structural Analysis of Strategic Configurations Stewart Thornhill, <i>York University</i> What Business Segment Effects Matter: An Empirical Study of Competitive Strategies, Organizational Learning and Human Resource Competencies and Industry Effects on Business Segment Performance Constance James, <i>Pepperdine University</i> Market Share and Profitability: The Moderating Effects of Industry and Generic Strategy Donald Hatfield, <i>Virginia Polytechnic Institute & State University</i> Kevin Laverty, <i>University of Washington</i> Strategic and Structural Pathways to New Value Creation Derek Abell, <i>IMD</i>
Köpenick I/II PAPER TRACK H	EXOGENOUS INFLUENCES ON SHAREHOLDER VALUE <i>Session Chair: Amy Hillman, University of Western Ontario</i> Do Environmental Regulations Destroy Corporate Value? Sumit Majumdar, <i>Imperial College</i> Alfred Marcus, <i>University of Minnesota</i> Can Active Institutional Owners Help Define a Company's Performance Objectives? Newell Gough, <i>Boise State University</i> Shareholder Value, Stakeholder Management, and Social Issues: Value Creation or Managerial Discretion Amy Hillman, <i>University of Western Ontario</i> Gerry Keim, <i>University of Western Ontario</i> Performance Measurement and Growth of Shareholder's Value the Italian Context: An Empirical Study Manuela De Carlo, <i>Università Commerciale Luigi Bocconi</i> Pietro Mazzola, <i>Università Commerciale Luigi Bocconi</i>
Lincke I PAPER TRACK A	INDUSTRY EVOLUTION: NEW CONCEPTS AND REFERENCE POINTS <i>Session Chair: Roger Kashlak, Loyola College</i> Evolutionary Dynamics of Organizations: Spatial Structure of Madrid Hotel Industry Ainhoa Urtasun, <i>University of Navarra</i> Isabel Gutiérrez, <i>Universidad Carlos III de Madrid</i> Dual Diversification Patterns in the Cigarette Industry (1970-1995): A Strategic Reference Point Perspective Raymond Jones, <i>Loyola College</i> Roger Kashlak, <i>Loyola College</i> Exploration and Firm Survival in the Early U.S. Bicycle Industry Glen Dowell, <i>University of Michigan</i> Anand Swaminathan, <i>University of Michigan</i>

The Usefulness of the "Industry" Concept in a Deconstructing World

Kamal Munir, *McGill University*
Humeira Iqtidar, *Deloitte Consulting*

Lincke II
PAPER
TRACK E

COOPERATIVE STRATEGIES IN A DECONSTRUCTED WORLD

Session Chair: Joerg Sydow, Freie Universität Berlin

National Cultural Values and the Evolution of Process and Outcome Discrepancies in International Strategic Alliances

Rajesh Kumar, *Aarhus School of Business*
Kofi Nti, *Pennsylvania State University*

Expanding the International Scope of the Firm Through Alliances: A Typology of Cooperative Strategies

Esteban García-Canal, *Universidad de Oviedo*
Cristina López-Duarte, *Universidad de Oviedo*
Josep Rialp-Criado, *Universidad Autónoma de Barcelona*
Ana Valdés-Llaneza, *Universidad de Oviedo*

Multicultural Leadership Teams in International Joint Ventures: Implications for Alliance Performance in China

Jiatao Li, *Hong Kong University of Science & Technology*
Anne Tsui, *Hong Kong University of Science & Technology*

Asymmetry of Ownership and Control, Monitoring Mechanisms, and the Performance of IJVs in China

Ming Je Tang, *National Taiwan University*
Wei-Ru Chen, *Purdue University*
Charng Kao, *Chung-Hua Institution for Economic Research*

Schinkel III
PAPER
TRACK F

ALTERNATIVE MODES OF ACQUIRING KNOWLEDGE

Session Chair: Michael Lord, Wake Forest University

All for One? One for All? Determining the Balance Between a Company-Specific and a Collective Focus in an R&D Consortium

Paul Olk, *University of California-Irvine*

Innovation Through Acquisition: Acquiring New Technologies and Capabilities

Michael Lord, *Wake Forest University*
Annette Ranft, *West Virginia University*

Strategic Implications of Mergers and Acquisitions in Knowledge-Based Environment: An Analysis of Technology-Intensive Industries

Wonseok Woo, *State University of New York-Buffalo*
John Stephan, *State University of New York-Buffalo*

Organizational Search: Explaining the Factors Affecting Search and Improving the Search Capabilities of Organizations

Lawrence Hrebiniak, *University of Pennsylvania*
William Joyce, *Dartmouth College*

Schöneberg I/II
PAPER
TRACK F

KNOWLEDGE CREATION AND MANAGEMENT AS A BASIS FOR COMPETITIVE ADVANTAGE

Session Chair: Philippe Byosiére, JAIST

Information and Entrepreneurship: Insights from Wielkopolska, Poland; Zacatecas, Mexico; and Houston, Texas

Lynn Godkin, *Lamar University*
Edward Cyron, *Wydział Prawa i Administracji*

Scenario Management: An Integrated Approach for Corporate Foresight

Alexander Fink, *Scenario Management International AG i G*
Andreas Siebe, *Scenario Management International AG i G*
Oliver Schlake, *Scenario Management International AG i G*

Strategic Assets, Dynamic Capabilities, and Technological Change in the Pharmaceutical Industry: An Empirical Investigation

Walter Kuemmerle, *Harvard University*
Stefan Thomke, *Harvard University*

Decomposition of Competitive Advantage Through Tacit Knowledge Creation in a European MNC

Philippe Byosiére, *JAIST*
Ikujiro Nonaka, *JAIST*

Tiergarten I
PAPER
TRACK F

KNOWLEDGE RESOURCES AND STRATEGY AS DRIVERS OF COMPETITIVE ADVANTAGE

Session Chair: Magdolna Csath, University of Gödöllő

Environmental Strategies and Firm Competitiveness: The Role of Complementary Assets

Petra Christmann, *University of Virginia*

Honorable Mention

Knowledge Characteristics and Competitive Advantage: An Empirical Investigation

Susan McEvily, *University of Pittsburgh*
Bala Chakravarthy, *University of Minnesota*

Capability Development and Firm Profitability

Peter Roberts, *Carnegie Mellon University*
Raphael Amit, *University of British Columbia/University of Pennsylvania*

Intellectual Capital Profiles: An Examination of Investments and Returns

Mark Youndt, *University of Connecticut*
Scott Snell, *Pennsylvania State University*
Mohan Subramaniam, *University of Connecticut*
Timothy Golden, *University of Connecticut*

Tiergarten II
PAPER
TRACK G

WINNING STRATEGIES FOR COPING WITH UNCERTAINTY

Session Chair: Georg Von Krogh, University of St Gallen

Navigating Under Uncertainty: The Role of Two Newly Discovered Hybrid Decision-Making Modes

Tudor Rickards, *Manchester Business School*
Frederick Hsu, *Chang Gung University*

Framing the Environment: Key Strategic Decision Leader and Firm-Level Attributes Shaping Uncertainty Perceptions

Pat Dickson, *University of Louisville*
Mark Weaver, *University of Alabama*
Frank Hoy, *University of Texas-El Paso*

The Unexplored Link Between Dominant Logic and Company Performance: A Comparative Longitudinal Study of Two Companies in the Consumer Electronics Industry

Georg Von Krogh, *University of St Gallen*
Pablo Erat, *University of St Gallen*
Mark Macus, *University of St Gallen*

Tiergarten III
PAPER
TRACK G

BRING THE FUTURE TO THE PRESENT

Session Chair: Gerald D'Amboise, Universite Laval

Strategizing Routines Analysis: The Emergence of Strategic Initiatives

Jonathan Menuhin, *University of Warwick*
John McGee, *University of Warwick*

Vision and Objectives: A Must for SMEs in the New Economy

Gerald D'Amboise, *Universite Laval*

Forward into the Future with Individual Resources and Firm Capabilities

Elaine Mosakowski, *Purdue University*

Zille
PAPER
TRACK D

NEW APPROACHES TO ORGANIZATION FORMS

Session Chair: Wilfried Krueger, Justus-Liebig Universität Gießen

Toward a Configurational View of Organizational Boundaries

Quy (Francis) Huy, *INSEAD*
Nelson Phillips, *McGill University*

Local Government Reforms: Virtual Unreality

Robert Neufeld, *Manukau Institute of Technology*
Tony Spelman, *Manukau City Council*
Chris Oaks, *Manukau City Council*

Minimal Networks: A Contribution to the Deconstruction of Organizations

João Vieira da Cunha, *Universidade Nova de Lisboa*
Miguel Cunha, *Universidade Nova de Lisboa*
Ken Kamoche, *City University of Hong Kong*

Management of Paradoxes: Constructing a Hybrid Company in a Deconstructing World

Wilfried Krueger, *Justus-Liebig Universität Gießen*

Creating New Market Space in a Deconstructing World

Chan Kim, *INSEAD*
 Renée Mauborgne, *INSEAD*
 Nigel Morris, *Capital One*
 André Lussi, *Cedel International*
 George Stalk, *The Boston Consulting Group*

TRACK D	<p>Strategic Leadership in Diversified Companies: A European Approach Hans Hinterhuber, <i>University of Innsbruck</i> Kurt Matzler, <i>University of Innsbruck</i> Stephan Friedrich, <i>University of Innsbruck</i> Harald Pechlaner, <i>University of Innsbruck</i></p>
TRACK F	<p>A Typology of Knowledge Types and Locations James Bloodgood, <i>Mississippi State University</i> Alan Bauerschmidt, <i>University of South Carolina</i></p>
TRACK F	<p>Knowledge and Time: Leveraging Knowledge Over Qualitative Multiplicity of Temporal Realities Patrick Reinmoeller, <i>JAIST</i></p>
TRACK C	<p>Organizational Decay: How Innovativeness Stresses Organizations Michael Lawless, <i>Duke University</i> Nancy Staudenmayer, <i>Duke University</i></p>
TRACK D	<p>Learning About Managers' Abilities: Implications for Compensation Policies Pedro Ortín Ángel, <i>Universidad Autónoma de Barcelona</i> Vincente Salas Fumas, <i>University of Zaragoza</i></p>
TRACK B	<p>Altering the Competitive Landscape: Legislation and Regulation that Targets the Firm's Value Chain John Mahon, <i>Boston University</i> Richard McGowan, <i>Boston College</i></p>
TRACK F	<p>Mining the Organizational Subconscious: Innovation, Sense Making, and Knowledge Conversion in the Context of the Strategic Management Atelier® Ger Jonkergouw, <i>Jonkergouw Creating Solutions</i></p>
TRACK G	<p>Managerial Risk Attitudes in Strategic Decisions Michael Nippa, <i>Technische Universität Bergakademie Freiberg</i> Kerstin Petzold, <i>Technische Universität Bergakademie Freiberg</i></p>
TRACK F	<p>Knowledge and Organization Robert Grant, <i>Georgetown University</i></p>

Bellevue PANEL FEATURED	<p>ACHIEVING FAST GROWTH BY CREATING NEW MARKETS Juan Roure, <i>IESE/University of Navarra</i> Leopoldo F Pujals, <i>Telepizza/GrowthPlus</i> Enricho Marchett, <i>Affiliation Information Unavailable</i></p>
Charlottenburg I PANEL TRACK D	<p>STRATEGIC RENEWAL IN AND ACROSS NATIONS: REPORT ON MULTICULTURAL AND MULTINATIONAL STUDY OF EUROPEAN VALUE ADDED FINANCIAL SERVICES Henk Volberda, <i>Erasmus University Rotterdam</i> Charles Baden-Fuller, <i>City University Business School</i> Mark Kriger, <i>Norwegian School of Management</i> Leif Melin, <i>Jonkoping University</i> Bertrand Quelin, <i>Groupe HEC</i> Frans A J van den Bosch, <i>Erasmus University Rotterdam</i> Carlo Carnevale Maffè, <i>Università Commerciale Luigi Bocconi</i></p>

Charlottenburg II
PAPER
TRACK A

INDUSTRY DECONSTRUCTION AND VALUE CHAIN RECONFIGURATION

Session Chair: Robert Mockler, St John's University

Winning in Dislocated Markets

Robert Mockler, *St John's University*

Connectivity & Unbundling: Interpreting Industry Deconstruction in Financial Services

Cinzia Parolini, *Università Commerciale Luigi Bocconi*

Deconstructing Organisational Commitments

Jyoti Bachani Rahi, *London Business School*

Donald Sull, *London Business School*

Integration of Technology in Strategy Development: Applied to Increased Creation of Value from Norwegian Natural Stone Resources

Harald Gether, *Norwegian University of Science & Technology*

Charlottenburg III
PAPER
TRACK B

DECONSTRUCTING/RECONSTRUCTING THE VALUE CHAIN

Session Chair: Kazuo Ichijo, Hitotsubashi University

A New Value Chain in the Digital Era: Sony's Strategic Effort for Creating a New Information-Based Value Chain

Kazuo Ichijo, *Hitotsubashi University*

The Virtual Reconstruction of Value Chains: The Case of the Biopharmaceutical Industry

Frank Rothaermel, *University of Washington*

Virtual Value Chains in the Global Agchem-Biotech Industry

Andreas Hinterhuber, *AgrEvo Japan Ltd*

The Beauty of Decay: Electronic Sourcing Strategies for Reconstructing the Value Chain

Otto Koppius, *Erasmus University Rotterdam*

Michael Mol, *Erasmus University Rotterdam*

Köpenick I/II
PAPER
TRACK F

TENSIONS BETWEEN INTERNAL AND EXTERNAL TECHNOLOGY ACQUISITION

Session Chair: Christopher Tucci, New York University

Mechanisms of Knowledge Management in Virtual Organizations: A Resource-Based Approach

Harald von Kortzfleisch, *University of Kassel*

Andreas Al-Laham, *Universität Dortmund*

Knowledge Development and Diffusion as a Basis for High Performance

William Bogner, *Georgia State University*

Pratima Bansal, *University of Western Ontario*

Development Webs: A New Paradigm for Product Development

Nancy Staudenmayer, *Duke University*

Mary Tripsas, *University of Pennsylvania*

Christopher Tucci, *New York University*

The Influence of Knowledge Assets on the External Technology Licensing Decision

Arvids Ziedonis, *University of California*

Lincke I
PAPER
TRACK B

RESOURCES, REPUTATION, AND COMPETITIVE ADVANTAGE

Session Chair: Susan Segal-Horn, University of Kent

Reputation as Competitive Advantage in a Deconstructing World

Vivek Suneja, *Open University*

Susan Segal-Horn, *University of Kent*

David Asch, *Open University*

Reputation, Tangible Assets, and Governance in Problem-Solving Firms: Differential Strategic Positioning Options for Search, Diagnosis, and Design Shops

Charles Stabell, *Norwegian School of Management*

Øystein Fjeldstad, *Norwegian School of Management*

Norman Sheehan, *Norwegian School of Management*

The Dynamics of Resource-Based Competition: Modeling the Effects of Strategic Intent and Competitive Interaction

Douglas Johnson, *University of Illinois*

Ronald Rivas, *Long Island University*

Deconstruction and the Language of the Resource-Based View on Strategy

Thomas Kalling, *Lund University*
Alexander Styhre, *Lund University*

Lincke II
PAPER
GENERAL

COMPLEMENTARY LENSES ON STRATEGY

Session Chair: Paul Bierly, James Madison University

Finding Strategic Value in Institutional Pressures

Mark Milstein, *University of North Carolina*
Stuart Hart, *University of North Carolina*
Anne Ilinitch, *University of North Carolina*

Privileged Relationships: Under-Leveraged Strategic Assets

Patricia Clifford, *McKinsey & Company*
Kevin Coyne, *McKinsey & Company*

Marketing Philosophies of Chinese Small Firms in Hong Kong: A Tentative Model

Wai-Sum Siu, *Hong Kong Baptist University*

The Bibliographic Structure of Strategic Management: A French View

Jean Pierre Boissin, *Université Pierre Mendès*
Jean Claude Castagnos, *Université Pierre Mendès*
Gilles Guieu, *Université Pierre Mendès*

Schinkel III
PAPER
TRACK F

PROTECTING AND MANAGING KNOWLEDGE

Session Chair: Bo Hedberg, Stockholm University

Developing Partnerships and Managing Knowledge for Effective Inter-Organizational Innovation

Richard Hall, *Durham University*
Pierpaolo Andriani, *Durham University*

Strategic Comparison: A Question of Timing and Distance

M Tina Dacin, *Texas A&M University*
Matthew Semadeni, *Texas A&M University*
Hayagreeva Rao, *Emory University*

Vertical Alliance Strategies in the Semiconductor Industry: Restructuring and its Effect on Technological Capabilities

Michael Leiblein, *Ohio State University*
Jeffrey Reuer, *INSEAD*

Virtually Knowledgeable: How Imaginary Organizations Create and Manage Knowledge

Bo Hedberg, *Stockholm University*
Mikael Holmqvist, *Stockholm University*

Schöneberg I/II
PAPER
TRACK E

KNOWLEDGE MANAGEMENT IN AN INCREASINGLY BORDERLESS WORLD

Session Chair: Tammy Madsen, Santa Clara University

Deconstructing Knowledge Transfer and Resource Sharing in Global Acquisitions

Richard Schoenberg, *University of London*

Knowledge Transfer and Firm Variation

Tammy Madsen, *Santa Clara University*
Elaine Mosakowski, *Purdue University*
Srilata Zaheer, *University of Minnesota*

The Challenge of New Management Knowledge: Beyond Conventional Management Consulting

Matthias Kipping, *University of Reading*
Thomas Armbruester, *University of Reading*

Tiergarten I
PAPER
TRACK C

DECONSTRUCTING THE TELECOMMUNICATIONS INDUSTRY

Session Chair: William Mitchell, University of Michigan

Competence Leveraging in the Telecommunications Sector: Governance and Supplier Evolution

Tomi Laamanen, *Helsinki University of Technology*
Mia Puruskainen, *Helsinki University of Technology*

Technological Leadership is a Genuine Strategy: Value Chain Deconstruction in Third Generation Mobile Telephony

Antti Ainamo, *Helsinki School of Economics & Business*

Creating Dominance in Converging Industries: Case Data Networking and Telecommunications Equipment Industries

Mika Naumanen, *Helsinki University of Technology*

The Impact of the Structural Information Environment on Business Strategy: An Information-Processing Approach to the Business Evolution of U.S. Telecommunications Services Firms

Charles Williams, *University of Michigan*
William Mitchell, *University of Michigan*

Tiergarten II
PAPER
GENERAL

LEADERSHIP AND CORPORATE GOVERNANCE

Session Chair: Joan Ricart, IESE/University of Navarra

Manager Appraisal and Compensation: The Case of Spain

Joan Ricart, *IESE/University of Navarra*
José Corrales, *IAE*

Surviving the Transition from Isolation to Global Competition: The Use of Black Empowerment as a Strategic Tool by South African Firms

Todd Alessandri, *University of North Carolina*
Sylvia Black, *University of North Carolina*
William Jackson III, *University of North Carolina*

Controlling the Context: How Boards Manage Risk Seeking and Risk Averse CEOs

Sanjay Goel, *University of Minnesota*

The Determined Manager is Back: In Search of Explanations for Synergy and Organizational Problems in Corporate Acquisitions

Eero Vaara, *Helsinki School of Economics & Business*

Tiergarten III
PAPER
TRACK G

DECONSTRUCTING ENVIRONMENTS: FOUR SEPARATE JOURNEYS THROUGH SIMILAR TERRAIN

Session Chair: Pamela Barr, Georgia State University

The Strategy Journey in a "Crumbling" Arena: Evidence from Russia

Jonathan Menuhin, *University of Warwick*
Antonina Pavlovskaya, *University of Warwick*

Identity and Strategy Formulation in a Deconstructing Industry: Observations from Rural Healthcare Organizations

Pamela Barr, *Georgia State University*
Karen Minyard, *Georgia State University*

Perception of Competition and Strategic Responses: The Market of Radio Stations in Warsaw

Krzysztof Obloj, *University of Warsaw*

Zille
PAPER
TRACK A

THE IMPACT OF EXTERNAL CONTENT ON INDUSTRY STRUCTURE AND COMPETITIVE BEHAVIOR

Session Chair: Johan Wallin, SMG

Offerings: The Relations Between Action, Actor, and Interaction

Rafael Ramirez, *Groupe HEC*
Johan Wallin, *SMG*

The Impact of Strategic Groups on Inter-Organizational Responses to Environmental Change

Thomas Gruca, *University of Iowa*
Deepika Nath, *Ernst & Young*

The Impact of Industry Social Structure on Firm Competitive Behavior

Hermann Ndofo, *University of Maryland*
Curtis Grimm, *University of Maryland*
Ken Smith, *University of Maryland*
Greg Young, *North Carolina State University*

The Structure of Profitability Around the World: Evidence that Strategy Depends on Institutional Context

Tarun Khanna, *Harvard University*
Jan Rivkin, *Harvard University*

LUNCHEON	POTSDAM I/III	12:45 - 14:00
POSTER SESSION 4	POTSDAM II	13:45 - 15:45
TRACK A	Competitive Performance Leagues: An Intermediate Frame of Reference for Developing Competitive Advantage Patrick McNamee, <i>University of Ulster</i> Dolores O'Reilly, <i>University of Ulster</i> Kate Greenan, <i>University of Ulster</i> Brendan McFerran, <i>CAM Benchmarking Ltd</i>	
TRACK D	Towards a Multi-Variate View of Information Cost Jonathan Wareham, <i>Georgia State University</i>	
TRACK H	New Directions in Value Oriented Management Frank Huber, <i>Universität Mannheim</i>	
TRACK F	Trust in Networks: How Much Can We Improve Performance Brian Henshall, <i>Knowledge Capital International Ltd</i> Stuart Henshall, <i>Global Business Network</i>	
TRACK F	Technology Displacement Through a Market-Based Lens: The Influence of Demand Structure on Technology Competition Ron Adner, <i>INSEAD</i>	
TRACK D	Implementing Statoil's Supply Strategy: What Worked, What Didn't, and Why Joyce Falkenberg, <i>Norwegian School of Economics & Business Administration</i> Nickey Berg, <i>Statoil</i>	
TRACK C	Democracy, Freedom, and Performance Richard Franke, <i>Loyola College</i> Tagi Sagafi-Nejad, <i>Loyola College</i> Bernhard Wilpert, <i>Berlin University of Technology</i>	
TRACK F	Competing in Modular Markets Ron Sanchez, <i>Copenhagen Business School</i> Robert Collins, <i>GE Fanuc Automation</i>	
TRACK B	The Rule of the European Unification in the Rightsizing Strategies of International Firms Francesco Calza, <i>Istituto Universitario Navale</i>	

PAPER/PANEL SESSIONS		14:00 - 15:15
Bellevue PANEL FEATURED	ADAPTING TO RADICAL TECHNOLOGICAL CHANGES IN HIGH TECH INDUSTRIES David Dean, <i>The Boston Consulting Group</i> Hartwig Ruell, <i>Siemens AG</i> Patrick Donahue, <i>Bell & Howell</i>	
Charlottenburg II PANEL TRACK C	MANAGING METAMORPHOSIS: A DYNAMIC RESOURCE SYSTEM VIEW OF BUSINESS TRANSFORMATION Ari Ginsberg, <i>New York University</i> John Morecroft, <i>London Business School</i> Maurice Glucksman, <i>McKinsey & Company</i> Nathaniel Mass, <i>GenCorp Inc</i>	
Charlottenburg I PAPER TRACK E	TIME, RISK, AND REWARDS IN GLOBAL STRATEGIES <i>Session Chair: William Gerard Sanders, Brigham Young University</i> Managing Global Organizations: Towards a Time Sensitive Perspective Clemens Koob, <i>Ludwig-Maximilians-Universität München</i> Michael Weber, <i>Ludwig-Maximilians-Universität München</i> Country Risk Measures: How Risky are They? Jennifer Oetzel, <i>University of North Carolina</i> Richard Bettis, <i>University of North Carolina</i> Marc Zenner, <i>University of North Carolina</i> The Compensation of Top Management Teams in Multinational Firms Mason Carpenter, <i>University of Wisconsin</i> William Gerard Sanders, <i>Brigham Young University</i> Thinking Global in Different Ways Davide Ravasi, <i>Università Commerciale Luigi Bocconi</i>	

Charlottenburg III
PAPER
TRACK B

EVOLUTIONAL GROWTH AND COMPETITIVE ADVANTAGE: THE INTERNET WORLD

Session Chair: Bruce Perrott, *University of Technology Sydney*

The Evolution of Competitive Capability: New Theory from a Natural Experiment in Strategic Deconstruction

Colin Campbell-Hunt, *Victoria University of Wellington*
Richard Dunford, *Macquarie University*
Lawrie Corbett, *Victoria University of Wellington*
John Brocklesby, *Victoria University of Wellington*
Deborah Jones, *Victoria University of Wellington*
Gavin Ng, *Andersen Consulting*
Pat Walsh, *Victoria University of Wellington*

Sustainable Competitive Advantage in an Internet World: Is There Such a Thing?

David Horne, *California State University-Long Beach*
Margarethe Wiersema, *University of California-Irvine*

A History of Competition in Microcomputer Software

Frédéric Dromby, *Reims-Champaign Institute of Technology/ISCID-University of Flanders*
Jean-Pierre Detrie, *Groupe HEC*

Making the Move from 'Place' to 'Space': Assessing the Capability for Migration

Bruce Perrott, *University of Technology Sydney*
Peter Moor, *University of Technology Sydney*

Köpenick I/II
PAPER
TRACK F

MANAGEMENT OF KNOWLEDGE

Session Chair: Laura Cardinal, *University of North Carolina*

Managing Knowledge and Ignorance: A Co-Evolutionary Perspective

Rafael Ramirez, *Groupe HEC*
Flavio Vasconcelos, *Center for Applied Research*

Knowledge, Control, and Technological Conversion

Laura Cardinal, *University of North Carolina*
Scott Turner, *University of North Carolina*
David Lei, *Southern Methodist University*

Management of Intellectual Capital: The Measurement Perspective of Knowledge

Rüdiger Reinhardt, *Chemnitz University of Technology*

The Effect of Organizational Controls in the Management of Knowledge and Organizational Learning

Karynne Turner, *Ohio State University*
Mona Makhija, *Ohio State University*

Lincke I
PAPER
GENERAL

PERFORMANCE ISSUES IN STRATEGY

Session Chair: Rolf Bühner, *Universität Passau*

Exploring the Variations in Stock Returns of Acquiring Firms Involved in Horizontal Acquisitions

Laurence Capron, *INSEAD*
Nathalie Pistre, *Groupe CERAM*

Intended and Realized Strategic Activities: How Deviations and Realization Speed Affect Strategy

Rolf Bühner, *Universität Passau*
Christian Brauckmann, *Universität Passau*

IT Outsourcing: The Evolution of an Administrative Innovation

Jérôme Barthelemy, *Groupe ESC-Nantes Atlantique*

Insider Trading Activity: An Indicator of Firm Performance?

Ashok Abbott, *West Virginia University*
Kunal Banerji, *Fairleigh Dickinson University*

Lincke II
PAPER
TRACK B

ORDER OF ENTRY EFFECTS AND COMPETITIVE ADVANTAGE

Session Chair: Jamal Shamsie, *University of California-Los Angeles*

Lock-In, Efficiency Gains, and Performance

Bo Eriksen, *Odense University*
Thorbjørn Knudsen, *Odense University*

First-Mover Startups in Emerging Industries

G Dale Meyer, *University of Colorado*
Boyd Cohen, *University of Colorado*

Latecomer's Catch-Up Strategies in High Tech Industries: Case Studies of Semiconductor and Flat Panel Display Industries

Yun-Cheol Lee, *Hankuk Aviation University*
Dong-Hyun Lee, *Catholic University of Korea*

Can Successful First Movers Sustain Their Market Leadership? A Resource Based View of First Movement Advantages

Jamal Shamsie, *University of California-Los Angeles*
Stephen Mezas, *New York University*

Schinkel III
PAPER
TRACK F

ORGANIZATIONAL TRAJECTORIES AND TECHNOLOGICAL COMPETENCE

Session Chair: Thomas Durand, École Centrale Paris

Rediscovering Stickiness: A Third Path for Transferring Knowledge Practices

Ruey-Lin Hsiao, *National University of Singapore*

Alliance Experience Trajectories and the Performance of High-Tech Collaborative Agreements

Maurizio Zollo, *INSEAD*
Jeffrey Reuer, *INSEAD*
Harbir Singh, *University of Pennsylvania*

Strategic Options When Facing Change: Trigger or Shape, Stretch or Re-Deploy

Thomas Durand, *École Centrale Paris*

The Development of Technological Competence: An Evolutionary Perspective

Atul Nerkar, *Columbia University*

Schöneberg I/II
PAPER
TRACK F

COOPERATIVE R&D AND ALLIANCES FOR INNOVATIONS

Session Chair: Birgit Jevnaker, Norwegian School of Management

Entrepreneurial Firms and Alliances: To Ally or not to Ally

Sharon Alvarez, *Ohio State University*
Anne Huff, *University of Colorado*

Network of Alliances for Innovation: The Case of Biotechnology

Vittorio Chiesa, *Libero Istituto Universitario C. Cattaneo*
Giovanni Toletti, *Politecnico di Milano*

Cooperative R&D: The Relationship Between the Complementary Resources and the Character of the Investigation

Cristina Bayona Sáez, *Universidad Pública de Navarra*

Tiergarten I
PAPER
TRACK C

COORDINATION AND INTEGRATION IN STRATEGY

Session Chair: J L Stimpert, Colorado College

Successful Diversification in a Deconstructing World: New Directions for Practice and Research

Irene Duhaime, *Georgia State University*
J L Stimpert, *Colorado College*

Science Platforms and Science Strategies: Managing Portfolios of Technology Platforms and Product Market Positions Over Time

Peter Lane, *Arizona State University*

Value and Risk Deconstruction: Empirical Findings

Harald Rubner, *The Boston Consulting Group*
Frank Opelt, *The Boston Consulting Group*

Strategizing and Economizing in 'Related' and 'Unrelated' Management Buyout Divestments

Tony Jacobs, *University of the West of England*
Julian Lowe, *University of the West of England*
Judith Jordan, *University of the West of England*

Tiergarten II
PAPER
TRACK D

MARKET TRANSFORMATION AND PRIVATIZATION

Session Chair: Lowell Busenitz, University of Oklahoma

Organizational Restructuring of Privatized Firms: Foreign Direct Investment and Performance Implications

Nikolaus Uhlenbruck, *Texas A&M University*
John Montanari, *California State University-San Marcos*
Kathleen Watson, *California State University-San Marcos*

Rapid Market Transformation and the Adoption of Modular Organizational Forms

Melissa Schilling, *Boston University*
Cassandra Vasco, *Boston University*

Entrepreneurial Growth Through Privatization: The Upside of Management**Buyouts**

Mike Wright, *University of Nottingham*
 Lowell Busenitz, *University of Oklahoma*
 Robert Hoskisson, *University of Oklahoma*
 Jay Dial, *Case Western Reserve University*

Resilience: Managing Organizational Response to Environmental Shocks

Charles Dhanaraj, *University of Western Ontario*
 John Bayliss, *University of Western Ontario*

Tiergarten III
 PAPER
 TRACK G

GAMES FIRMS PLAY: PRESERVING STRATEGIC FLEXIBILITY THROUGH OPTIONS

Session Chair: Andrew Crouch, Bond University

The Alexander Metaphor: Significance for Strategic Thinking

Andrew Crouch, *Bond University*

Transaction Cost vs. Resource-Based View and Real Options Theory: A Test of Export Governance Choice

Heli Wang, *Ohio State University*

Win or Lose...How You Play the Games Does Matter: An Action-Sequencing View of Competitive Interaction

Walter Ferrier, *University of Kentucky*

Zille
 PAPER
 TRACK I

BALANCING POWER, KNOWLEDGE, AND SKILLS IN A DECONSTRUCTING WORLD

Session Chair: Ashish Nanda, Harvard University

The Labor Pains: Union Organizing Impacts of Industry Restructuring

Donald Hatfield, *Virginia Polytechnic Institute & State University*
 Kent Murrmann, *Virginia Polytechnic Institute & State University*

When Superstars Switch Allegiance: Ranked Analyst Turnover in Investment Banks

Boris Groysberg, *Harvard University*
 Ashish Nanda, *Harvard University*

Manufacturing Workers' Skills in a Deconstructing World: Strategic Issues and Implications

Michele Gee, *University of Wisconsin-Parkside*

Beyond Employment: From Labor Supply to Knowledge Supply

Alan Burton-Jones, *Burton-Jones & Associates*

COFFEE BREAK	POTSDAM FOYER/POTSDAM II	15:15 - 15:45
PLENARY ADDRESS	POTSDAM I/III	15:45 - 16:45
Continuity, Change, and Performance in American Business Richard Foster, <i>McKinsey & Company</i>		
SMS ANNUAL BUSINESS MEETING	TIERGARTEN I	17:15 - 18:00
COCKTAIL HOUR	WINTERGARTEN	18:00 - 19:00
EVENING ON YOUR OWN		19:00

PAPER/PANEL SESSIONS

08:00 - 09:15

Bellevue

PANEL
FEATURED

FROM PRODUCTS TO PRODUCTIVITY: RECONSTRUCTING VALUE ADDED SERVICES AROUND CUSTOMER NEEDS

Francois Peter, *Affiliation Information Unavailable*
Thomas Ludwig, *ThyssenKrupp Industrieservice GmbH*
Armin Schmiedeberg, *The Boston Consulting Group*

Charlottenburg I

PAPER
TRACK D

INERTIA AND STRATEGIC CHANGE

Session Chair: Jennifer Oetzel, University of North Carolina

Structural Inertia Within Supply Chains

Warren Ritchie, *University of North Carolina*
Richard Bettis, *University of North Carolina*
Jennifer Oetzel, *University of North Carolina*

Inertial Forces and Strategic Change: The Physics of Management

Paul Friga, *University of North Carolina*
Hugh O'Neill, *University of North Carolina*

Attacking Bureaucracy Through Creativity and Controlled Chaos in the Deconstructed Age

G Dale Meyer, *University of Colorado*
Andrew Corbett, *University of Colorado*

The Structuring of Organizational Deconstruction: The Case of a Large Finnish Bank

Barbara Spencer, *Mississippi State University*
Timo Santalainen, *Stratnet & Helsinki School of Economics*

Charlottenburg II

PAPER
GENERAL

INTERCONTINENTAL STRATEGIES: INTERNAL PERSPECTIVES

Session Chair: Peter Dowling, University of Tasmania

Strategic Human Resource Management in a Global Context: Tensions in a Deconstructing World

Helen De Cieri, *Monash University*
Peter Dowling, *University of Tasmania*

The Unit of Strategic Analysis: New Skin for the Old Ceremony

Javier Molina Morales, *Universitat Jaume I*
Cesar Camison Zornoza, *Universitat Jaume I*

Organizational Structures for Co-Evolution

Marc Danner, *Justus-Liebig Universität Greßen*
Carsten Brehm, *Universität Giessen*

Charlottenburg III

PAPER
TRACK B

VALUE CHAIN ANALYSIS

Session Chair: Walter Schertler, Universität Trier

Analyzing an Industry's Appropriability System: How Firms Can Look Beyond the Value Chain

Bastiaan de Leeuw, *Erasmus University Rotterdam*
Nachoem Wijnberg, *Erasmus University Rotterdam*

Playing Downstream to Enable Growth in Basic Materials and Component Industries

Carl Will, *McKinsey & Company*
B J Lehmann, *McKinsey & Company*
Terry Berland, *McKinsey & Company*
John Cochran, *McKinsey & Company*

Deconstructing the Value Chain and Reconstructing the Strategy: The Case of Swiss Post

Marc Defalque, *Swiss Post*
Daniel Krähenbühl, *Swiss Post*
Matthias Finger, *Graduate Institute of Public Administration*

Deconstructing the Value Chain in Insurance Business

Roland Schaer, *Basler Versicherung*
Walter Schertler, *Universität Trier*
Thomas Luippold, *The Boston Consulting Groupe AG Zurich*

Köpenick I/II
PAPER
TRACK H

MANAGEMENT MOTIVATION: BEYOND STOCK OPTIONS

Session Chair: Toshio Ariu, CRIEPI

Stock Options for Management: Design Issues and Opportunities in a Deconstructing World

Sabine Langner, *Price Waterhouse Coopers*

Stock-Based Incentive Schemes and the Managerial Labor Market in a Deconstructing World

Anja Tuschke, *Universität Passau*

Three-Phase Evaluation of Company Performance: Management Resources, Activities, and Results

Toshio Ariu, *CRIEPI*

Can CEOs Be Motivated by the Evaluation System? The Strategy Evaluation as Corporate Governance

Hyung Gi Cho, *Seoul National University*
Cheol-Ho Shin, *Sung Shim Women's University*

Lincke I
PAPER
TRACK D

ORGANIZATIONAL ARRANGEMENTS: SOME ISSUES

Session Chair: David Norburn, University of London

Boardroom Diversity in Britain's Most Admired Companies

Elisabeth Marx, *Norman Broadbent International*
David Norburn, *University of London*

Interorganizational Strategies, Cultural Heterogeneity, and Globalization

Kurt Heppard, *US Air Force Academy*
Timothy Reed, *University of Colorado*
Keith Brigham, *University of Colorado*

Trust Across the Dyad: Sources of Asymmetry in Interorganizational Exchange

Bill McEvily, *Carnegie Mellon University*
Akbar Zaheer, *University of Minnesota*
Vincenzo Perrone, *Università Commerciale Luigi Bocconi*

The Configuration of Strategic Alliances: A Contingency Approach to the Analysis and Configuration of Inter-Company Collaborative Relationships

Werner Hoffmann, *Oesterreichisches Controller-Institut*
Maximilian Scherr, *Oesterreichisches Controller-Institut*

Lincke II
PAPER
TRACK D

DYNAMICS OF STRATEGIC ALLIANCES AND INTERFIRM RELATIONSHIPS

Session Chair: Sebastian Eschenbach, Vienna University for Economics & Business Administration

Changing Configurations of Strategic Interfirm Relationships

Thomas Keil, *Helsinki University of Technology*

The 'Hausbank' Strategy: Why Rough Times Call for Secure Partners

Sebastian Eschenbach, *Vienna University for Economics & Business Administration*

Political and Institutional Embeddedness: Alliance Dynamics in the Global Exchange Services Industry

Dara Szyliowicz, *Texas Tech University*
M Tina Dacin, *Texas A&M University*
Marc Ventresca, *Northwestern University*

Dynamics of Cooperation

Anja Schwerk, *Humboldt University-Berlin*
Daniel Smuda, *GCN General Consulting Network*

Schinkel III
PAPER
TRACK F

KNOWLEDGE MANAGEMENT

Session Chair: Nile Hatch, University of Illinois

Building a Dynamic Network of Latent Experts: Computer Conferencing in a Global Technology Firm

William Pope, *IBM*
Sara Keck, *Pace University*

New Product Development as Knowledge Management: A Look at the Italian Automobile Industry

Nicoletta Buratti, *Università di Genova*

Mitigating the Time-to-Market and Performance Tradeoff: Innovation and Knowledge Management in New Technology Introductions

Nile Hatch, *University of Illinois*
Jeffrey Macher, *University of California*

Knowledge Management: Learning from an "Exemplary Case" and its Deconstruction

Yasmin Merali, *University of Warwick*
Shan-Ling Pan, *University of Warwick*
Harry Scarbrough, *University of Leicester*

Schöneberg I/II
PAPER
TRACK D

MANAGING KNOWLEDGE FOR COMPETITIVE ADVANTAGE

Session Chair: Michael Muller, University of Innsbruck

Aligning HRM Practices and Knowledge Strategies for Superior Performance

Paul Bierly, *James Madison University*
Paula Daly, *James Madison University*

The Role of Knowledge Intermediaries in Interorganizational Relationships

Harold Bherer, *Université Laval*
Luc Desaulniers, *Université du Québec à Rimouski*

The Strategic Integration of Human Resource Management Issues in Large German Firms

Michael Muller, *University of Innsbruck*
Hartmut Wächter, *Universität Trier*

Outsourcing of Critical Knowledge Functions and the Risk of (not) Sharing Knowledge: The Case of the Airline Industry

Volker Mahnke, *Copenhagen Business School*

Tiergarten I
PAPER
TRACK C

OWNERSHIP, GOVERNANCE, AND INCENTIVES

Session Chair: Peter Lane, Arizona State University

The Influence of Board Structure and Characteristics on Industry Convergence: A Focus on Infocom

Roger Kashlak, *Loyola College*
Mashesh Joshi, *St Joseph's University*
Hugh Sherman, *Ohio University*

How Governance Structure Affects the Probability, Magnitude, and Direction of Strategic Change: Theory and Evidence in Franchising Arrangements

Xiaoli Yin, *Northwestern University*
Edward Zajac, *Northwestern University*

Science, Innovation, and CEO Pay in High Technology Firms

Marianna Makri, *Arizona State University*
Peter Lane, *Arizona State University*
Luis Gomez-Mejia, *Arizona State University*

Ownership Structure, International Business Activity, and Economic Performance

Steen Thomsen, *Institute of International Business*

Tiergarten II
PAPER
GENERAL

PROSPECTIVES ON ORGANIZATIONS

Session Chair: Alison Rieple, University of Westminster

Towards an Integrated Theory of Corporate Image

Nicola Marziliano, *Nokia*

Using a Critical Realist Framework to Understand Structural Resistance to Imposed Organisational Change

Alison Rieple, *University of Westminster*
Adrian Haberberg, *University of Westminster*

Competitive Deconstruction

Shann Turnbull, *Macquarie University*

On Explaining Performance Differentials: A Re-Evaluation and Integration of the Positioning and Competence-Based Views of Competitive Advantage

Jan-Willem Stoelhorst, *Universiteit Twente*

Tiergarten III
PAPER
TRACK G

STRATEGY PROCESSES: NAVIGATING IN COMPLEX ENVIRONMENTS

Session Chair: Christoph Lechner, University of St Gallen

How do Firms Adopt, Apply, and 'Root' Strategic Concepts?

Christoph Lechner, *University of St Gallen*
Günter Müller-Stewens, *University of St Gallen*
Kai-Christian Muchow, *University of St Gallen*

A Management Board Perspective on Strategic Renewal Processes within Large European Financial Services Firms: Evidence from The Netherlands and the UK

Bert Flier, *Erasmus University Rotterdam*

Improving Strategic Performance on Multiple Dimensions: An Analysis via Complexity Theory

Usha Satish, *Pennsylvania State University*
Siegfried Streufert, *Pennsylvania State University*

Zille

PAPER
GENERAL

INTERCONTINENTAL STRATEGIES: EXTERNAL PERSPECTIVES

Session Chair: Winfried Ruigrok, University of St Gallen

Business Strategies for Coping with Competitive Liberalization in Emerging Countries: The Case of Chile

Patricio Del Sol, *Pontificia University Católica de Chile*

The Joint Venture as a Mode of International Expansion: A Real Options Approach

Anju Seth, *University of Illinois*

The International Composition of Top Management Teams and Supervisory Boards: A Six-Country Comparison

Winfried Ruigrok, *University of St Gallen*
Claas van der Linde, *University of St Gallen*

PLENARY ADDRESS

POTSDAM I/III

09:30 - 10:30

How Incumbents Can Be Successful in Deconstructing Environments

Carl Stern, *The Boston Consulting Group*

COFFEE BREAK

POTSDAM FOYER/POTSDAM II

10:30 - 11:00

PAPER/PANEL SESSIONS

11:00 - 12:15

Bellevue

PANEL
FEATURED

STRIKING A BALANCE AT LEGO MINDSTORMS

Johan Roos, *IMD*
David Oliver, *IMD*
Torben Sørensen, *LEGO*

Charlottenburg I

PANEL
GENERAL

OPPORTUNITIES CAPTURED, TRADITIONS LOST: EXPERIENCES WITH SCHUMPETERIAN DECONSTRUCTION

Rita McGrath, *Columbia University*
Max Boisot, *ESADE*
Paola Dubini, *Università Commerciale Luigi Bocconi*
Bernard Gunther, *Mitchell-Madison Group*

Charlottenburg II

PANEL
TRACK C

DECONSTRUCTING HEADQUARTERS: AN INTERNATIONAL SURVEY OF WHAT DETERMINES THE SIZE AND ROLE OF CORPORATE HEADQUARTERS

Michael Goold, *Ashridge Strategic Management Centre*
David Collis, *Yale University*
David Young, *Ashridge Strategic Management Centre*

Köpenick I/II

PAPER
TRACK F

INNOVATION, ENTREPRENEURSHIP, AND SELF-RENEWAL

Session Chair: Jon Erik Svendsen, Norwegian School of Management

The Phoenix of Manufacturing Employment in the Midwest: Organizational Learning Under Duress

Anne Miner, *University of Wisconsin*
Andreas Schwab, *University of Wisconsin*
Craig Olson, *University of Wisconsin*
Susan Moeser, *University of Wisconsin*
David Robinson, *University of Wisconsin*

Nurturing Innovation as an Organizational Competence: A Study of the Managerial Practices of German and Swiss Companies

Heike Bruch, *University of St Gallen/London Business School*
Shaker Zahra, *Georgia State University*
Stefan Gaertner, *Georgia State University*

From Deconstruction to Reconstruction: Winning Evaluation Strategies to Identify Future Potential in Intrapreneurial Initiatives

Jon Erik Svendsen, *Norwegian School of Management*
Niels-Jørgen Andersen, *Norwegian School of Management*

Organizational Slack and Innovation: An Empirical Research in the Hospital Sector

Laurent Bourgeon, *ESSEC*
Benoit Demil, *Université de Lille*

Lincke I
PAPER
TRACK E

GLOBALIZATION AND PERFORMANCE

Session Chair: Carlos Garcia Pont, IESE/University of Navarra

Privatization Policies in Eastern Europe: Implications for Global Firms and Performance

Nikolaus Uhlenbruck, *Texas A&M University*
Julio DeCastro, *University of Colorado*

The Dynamics of Institutions, Resources, and Capabilities, and Firm Strategies in an Emerging Economy

Choelsoon Park, *Seoul National University*

Managerial Activities in a Global Era: The Influence of Structure

Beulah D'Souza, *IESE/University of Navarra*
Carlos Garcia Pont, *IESE/University of Navarra*

Case Study Research for Navigating Under Uncertainty: Putco - A South African Example

Viola Makin, *UNISA*
P K Miller, *Miller, Servas & Associates*

Lincke II
PAPER
TRACK A

THE IMPLICATIONS OF INSTITUTIONAL CHANGE FOR COMPETITION AND COOPERATION WITH SPECIAL REFERENCE TO THE AIRLINE INDUSTRY

Session Chair: Javier Gimeno, Texas A&M University

Predatory Behavior in the U.S. Airline Industry: A Dog Eat Dog World?

Dawna Rhoades, *Embry-Riddle Aeronautical University*

How Does Institutional Change Affect Heterogeneity in Performance Among Firms?

Gordon Walker, *Southern Methodist University*
Tammy Madsen, *Santa Clara University*
Gary Carini, *Baylor University*

Splitting the Pie: Rent Distribution in Alliances and Networks

Jeffrey Dyer, *Brigham Young University*
Harbir Singh, *University of Pennsylvania*
Prashant Kale, *University of Pennsylvania*

The Diplomacy of Cooperation: The Effect of Prior Cooperative and Competitive Relationships on the Formation of Strategic Alliances in the Global Airline Industry

Javier Gimeno, *Texas A&M University*
Eui Jeong, *Texas A&M University*

Schinkel III
PAPER
TRACK H

MANAGING INTANGIBLES: THE SOFT SIDE OF VALUE CREATION

Session Chair: Patrice Luoma, Quinnipiac College

Stakeholder Representation on Corporate Boards: Instrumental or Symbolic Legitimacy?

Jerry Goodstein, *Washington State University-Vancouver*
Patrice Luoma, *Quinnipiac College*

Managing Knowledge Acquisitions for Shareholder Value: A Resource-Based Approach

Todd Alessandri, *University of North Carolina*
Anne Ilinitch, *University of North Carolina*
Linda McDaniel, *University of North Carolina*

Reputation and Value Creation: A Circular Relation

Juan Manuel de la Fuente Sabate, *Universidad de Burgos*
Esther de Quenedo Puente, *Universidad de Burgos*
José Manuel Frias Diaz, *Universidad de Burgos*
Lourdes Saíz Bárcena, *Universidad de Burgos*

Non-Financial Investment Benefits: Deconstructing the Link with Financial PerformanceKay Dirk Ullmann, *London Business School*Schöneberg I/II
PAPER
TRACK F**MANAGING KNOWLEDGE GENERATION AND ORGANIZATIONAL LEARNING****Session Chair: John Steen, University of Tasmania****'Actor-Networks' as a Theoretical Lens for the Strategic Management of Knowledge in Organizations**John Steen, *University of Tasmania*
Dallas Hanson, *University of Tasmania***Strategic Resource Allocation for Innovation: Justification and the Management of Organizational Knowledge**Georg Von Krogh, *University of St Gallen*
Simon Grand, *University of St Gallen***In Search of Intention: Organizational Learning as Autopoietic System**Masaaki Hirano, *Waseda University*
Emi Osono, *Waseda University*
Shigeru Ishida, *Dentsu Corporation*
Shuji Aoyama, *Heartware 21 Inc***Principles of Management in a Knowledge-Based Economy**Peter Pawlowsky, *Chemnitz University of Technology*Tiergarten I
PAPER
TRACK C**TRUST AND GOVERNANCE****Session Chair: Odd Jarl Borch, Nordland Research Institute****Corporate Reputation and Financial Performance**Lutz Hildebrandt, *Humboldt University-Berlin*
Joachim Schwabach, *Humboldt University-Berlin***Learning to Trust: Trusting to Learn**Peter Ring, *Loyola Marymount University***Internal Corporate Governance as a Source of Firm Value: The Impact of Internal Governance on the Incidence of White Collar Crime**Karen Schnatterly, *University of Minnesota***Effective Governance within Inter-Firm Relationships: The Role of Individual Social Norms**Øystein Jensen, *Høgskolen i Bodø*
Odd Jarl Borch, *Nordland Research Institute*Tiergarten II
PAPER
TRACK B**STRATEGIC PARTNERING AND STRATEGIC ALLIANCES****Session Chair: Thomas Lawton, University of London****Measuring the Market Assessment of Positive and Normative Based Risk Effects in Strategic Alliances**Richard Arend, *New York University***Understanding the Rationale of Non-Substitutable Supplier Relationships: Switching Costs and Performance**Rodolphe Durand, *Emory University*
Bertrand Quelin, *Groupe HEC***The Impact of Buyer Status and Supplier Autonomy on Supplier Survival in Stable and Dynamic Networks**Glenn Hoetker, *University of Michigan*
William Mitchell, *University of Michigan*
Anand Swaminathan, *University of Michigan***Leveraging Core Competencies Through Outsourcing: The Shift from Tactical Subcontracting to Strategic Partnering**Thomas Lawton, *University of London*Tiergarten III
PAPER
TRACK G**STRATEGIC BETS: FOUR APPROACHES TO RISKY BUSINESS IN UNCERTAIN ENVIRONMENTS****Session Chair: Jorg Andriof, University of Warwick****Managing Uncertainty Through Stakeholder Partnership Building**Jorg Andriof, *University of Warwick*
John McGee, *University of Warwick*

The Influence of Variable Compensation Systems on Firm Risk Taking: An Empirical Examination of a Reference Dependent Model of Executive Compensation

Robert Wiseman, *Michigan State University*
 Gerry McNamara, *Michigan State University*
 Lawrence Bellinger, *Michigan State University*

The Determinants and Consequences of Entrepreneurial Risk Taking: An Empirical Examination Based on New Ventures in Italy

Maria Ferrara, *Istituto Universitario Navale*
 Brian Boyd, *Arizona State University*
 Robert Wiseman, *Michigan State University*
 Luis Gomez-Mejia, *Arizona State University*

Bringing Guarantees in an Uncertain World: Worst-Case Analysis of Strategic Investments

Laurent El Ghaoui, *University of California-Berkeley*
 Antoine Rostand, *AT Kearney*

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PAPER
 TRACK I

MANAGING HUMAN RESOURCES STRATEGICALLY IN A DECONSTRUCTING WORLD

Session Chair: Nagaraj Sivasubramaniam, Binghamton University

Employment Contracts, New Organizational Forms, and Competitive Advantage for Continuous Innovation

Joan Ricart, *IESE/University of Navarra*
 Carlos Portales, *IESE/University of Navarra*

Human Resource Flexibility: Supporting Creativity and Performance in a Deconstructed World

Jason Senjem, *University of Colorado*

Facilitating Strategic Change Through Stories: The 'PEST' Approach to Deconstructing and Reconstructing: A Shifting World

Kenneth Hatten, *Boston University*
 Mary Louise Hatten, *Simmons College*

Impact of Strategic Human Resource Management on Firm Performance: Evidence from India and South Africa

Nagaraj Sivasubramaniam, *Binghamton University*
 C S Venkata Ratnma, *International Management Institute*
 Amos Engelbrecht, *University of Stellenbosch*

LUNCHEON

POTSDAM I/III

12:30 - 14:30

PAPER/PANEL SESSIONS

14:30 - 15:45

Bellevue

PANEL
 FEATURED

MANAGING THE MULTI-BUSINESS CORPORATION

Michael Gool, *Ashridge Strategic Management Centre*
 Egil Myklebust, *NorskHydro*
 R Gopalakrishnan, *Tata Group*
 Dieter Heuskel, *The Boston Consulting Group*
 Marc Sirower, *The Boston Consulting Group*

Köpenick I/II

PANEL
 TRACK F

EXPLORING THE LINK BETWEEN RESOURCE-BASED THEORIES OF THE FIRM AND THEORIES OF STRATEGIC ADAPTATION AND CHANGE

Edward Zajac, *Northwestern University*
 Udo Zander, *Stockholm School of Economics*
 Jay Barney, *Ohio State University*
 Johann Peter Murmann, *Northwestern University*

Charlottenburg I

PAPER
 TRACK E

HOME BASE INFLUENCES IN THE GLOBALIZATION PROCESS

Session Chair: Véronique Favre-Bonte Nicoletti, Université Pierre Mendès

International Growth Strategies in the Service of Worldwide Strategies: The Case of French MNCs

Véronique Favre-Bonte Nicoletti, *Université Pierre Mendès*

A Dynamic Analysis of Country Clusters for Creating Systematic Patterns of Underlying Country Characteristics, Competitive Structure, and Market Anomalies: Implications for Global Firms

S Prakash Sethi, *Baruch College*
 Andreas Grein, *Baruch College*

The Internationalization Wisdom: Dominating Ideas and Strategic Actions in the Swedish Pulp and Paper Industry 1945-1990

Anders Melander, *Jonkoping University*

Charlottenburg II

PAPER
TRACK C

DECONSTRUCTING AND CONSTRUCTING PORTFOLIOS

Session Chair: Hemant Merchant, *Simon Fraser University*

Elusive Boundaries: Whither the Portfolio?

Alfred Kenyon, *City University Business School*
Shiv Sahai Mathur, *City University Business School*

Where Does Industry Heterogeneity Manifest? An Empirical Analysis of U.S. Based Joint Venture Partners

Hemant Merchant, *Simon Fraser University*

Unraveling the Related Diversification Performance Paradox

Shayne Gary, *London Business School*

Charlottenburg III

PAPER
TRACK B

COMPETITIVE ISSUES IN CONSUMER PRODUCTS AND MOVIES

Session Chair: Jamal Shamsie, *University of California-Los Angeles*

Coping with a Hostile Institutional Environment: The Role of Organizational Identity

Hamid Bouchikhi, *Groupe ESSEC*
John Kimberly, *University of Pennsylvania*
Jabril Bensedrine, *Université de Marne la Vallée*

Drivers of Commercial Success: Playing Up Critical Resources or Critical Recognition in Motion Pictures

Joseph Lampel, *University of St Andrews*
Jamal Shamsie, *University of California-Los Angeles*

Combined Strategies in the Clothing Industry

Laurence Billard, *Université Pierre Mendès*
Dominique Kreziak, *Université de Savoie*

Towards a Resource-Based Model of Competitive Advantage in the Film Industry: A French-American Comparison

Allègre Hadida, *Groupe HEC*
Michel Ghertman, *Groupe HEC*

Lincke I

PAPER
GENERAL

STRATEGIC IMPLICATIONS OF OWNERSHIP STRUCTURE

Session Chair: Georg Schreyoegg, *Freie Universität Berlin*

Post-Acquisition Autonomy: A Complex Dimension

Duncan Angwin, *University of Warwick*

Enhancing the Opacity of Strategies and Profits: The Ownership Structure of Firms

Jennifer Bethel, *Babson College*

Determinants of Post-Privatization Performance: A Political Bargaining Process Framework

Zoltán Antal-Mokos, *Budapest University of Economic Sciences*
Saul Estrin, *London Business School*

Comparative Study of Family and Non-Family Businesses: Financial Policies and Personal Preferences

Miguel Gallo, *IESE/University of Navarra*
Kristin Cappuyns, *IESE/University of Navarra*
Josep Tápies Lloret, *IESE/University of Navarra*

Lincke II

PAPER
TRACK B

PRIVATE AND GOVERNMENT NETWORK ISSUES

Session Chair: Aleta Best, *University of Massachusetts-Dartmouth*

Strategy and Competition in Network Industries: An Empirical Analysis of the European Mobile Phone Industry

Manuel Becerra, *Norwegian School of Management*
Øystein Fjeldstad, *Norwegian School of Management*
Sathya Narayanan, *McKinsey & Company*

Accelerating the Rate of Creative Destruction Through "Open District" Networks

Richard Martinez, *Baylor University*
Aleta Best, *University of Massachusetts-Dartmouth*
Edward Levitas, *University of Wisconsin-Milwaukee*

Mac Clones: Why Technology Sharing Can Fail

Caroline Boivin, *Concordia University*

The Network Perspective of the Firm: External Relationships as a Basis for a Firm's Survival and for the Generation of Competitive Advantages: A Multiple Case Study Analysis

Christian Lechner, *Universität Regensburg*
Michael Dowling, *Universität Regensburg*

Schinkel III
PAPER
TRACK F

NEW LIGHT ON GEOGRAPHIC CLUSTERS

Session Chair: Stephen Tallman, University of Utah/Cranfield School of Management

Knowledge Clusters and Competitive Advantage

Nick Henry, *University of Birmingham*
Mark Jenkins, *Cranfield University*
Stephen Tallman, *University of Utah/Cranfield School of Management*
Steven Pinch, *University of Southampton*

Profits without Glory: The Deconstruction of Nationality in the Global Flat Panel Display Industry

Thomas Murtha, *University of Minnesota*
Stefanie Lenway, *University of Minnesota*
Jeffrey Hart, *Indiana University*

Looking for Leaders in the Internationalization Process of the Cluster: The Case of the Italian Textile and Ceramic Tile Machinery Industry

Elisabetta Marafioti, *Università Commerciale Luigi Bocconi*
Fabrizio Perretti, *Università Commerciale Luigi Bocconi*

Technology Market Inside and Outside the District: How to Connect Them?

Lara Penco, *Università di Genova*
Giorgia Profumo, *Università di Genova*

Schöneberg I/II
PAPER
TRACK F

KNOWLEDGE TRANSFERS

Session Chair: Thomas Ritter, University of Bath

Managing Knowledge Access and Transfer Through Networks of Firms: Evidences from the Italian Motorcycle Industry

Andrea Lipparini, *Università di Bologna*
Gianni Lorenzoni, *Università di Bologna*

Collaborative and Non-Collaborative Knowledge Transfer Mediums: The Development of Innovations within the Bicycle Industry

Peter Galvin, *Queensland University of Technology*

Knowledge Webs and Generative Relations: On the Development of Competencies in Fuzzy Landscapes

Kristina Eneroth, *Lund University*
Allan Malm, *Lund University*

The Impact of a Company's Business Strategy on its Technological Competence, its Network Competence, and its Innovation Success

Thomas Ritter, *University of Bath*
Hans Georg Gemünden, *Universität Karlsruhe*

Tiergarten I
PAPER
TRACK C

STRATEGIES IN EMERGING MARKETS

Session Chair: Albert Cannella Jr, Texas A&M University

Latin American Conglomerates or Grupos: Trade Liberalization Restructuring, and Global Competitiveness

Robert Hoskisson, *University of Oklahoma*
Albert Cannella Jr, *Texas A&M University*
Yangmin Kim, *Texas A&M University*

Strategies for the Emerging Economies: The Relevance of Focused Strategy for India

Chinmay Pattnaik, *Seoul National University*
Dong Sung Cho, *Seoul National University*

Ethos and Corporate Strategies of Business Groups in an Emerging Country

Gonzalo Jiménez, *Universidad Adolfo Ibañez*
Felipe Palacios M, *Proteus*
Claudia Castiglione G, *Proteus*

Tiergarten II
PAPER
TRACK D

COMING TO TERMS WITH CHANGE

Session Chair: Richard Bettis, University of North Carolina

Why Ambition Fails Post-Privatisation: Evidence from the Water Industry in UK

Oliviero Roggi, *City University Business School*

Stretch Goals in a Turbulent Deconstructing World

C Chet Miller, *Baylor University*
Sim Sitkin, *Duke University*

System Dynamic Interpretation of the Intra-Organisational Ecology Theory of Organisational Adaptation

Edoardo Mollona, *Università Commerciale Luigi Bocconi*
Tomo Noda, *INSEAD*

Downsizing Strategies: Firm Characteristics and Economic Consequences

Isabel Suarez-Gonzalez, *Universidad de Salamanca*

Tiergarten III
PAPER
TRACK G

THE STRUCTURES AND PROCESSES OF STRATEGIC THINKING: DO THEY LIMIT OR ENHANCE A SEARCH FOR WINNING STRATEGIES

Session Chair: Steven Floyd, University of Connecticut

Strategic Planning in Small Business: First and Foremost a Collaborative Process

Hervé Goy, *Université Pierre Mendés*

Management Control Systems: A Limiting or Leveraging Factor for R&D Strategies?

Urs Daellenbach, *Victoria University of Wellington*

Strategic Thinking and Strategy as Shared Knowledge Structures: Stress and Other Management Health Consequences

Steven Poelmans, *IESE/University of Navarra*
Joaquim Vilá, *IESE/University of Navarra*

Environmental and Structural Influences on Planning System Configuration

Dimitrios Koufopoulos, *University of Wales-Cardiff*

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PAPER
GENERAL

INFORMATION TECHNOLOGY AND COMPETITION

Session Chair: Harry Domicone, California Lutheran University

Is There a Role for Government in the Creations and Diffusion of Industry Standards?: The Case of Mobile Communications

Jeffrey Funk, *Kobe University*

The Strategic Management of Compatibility in Presence of Network Externalities: Lessons from the French Banking Cards

Tamym Abdessemed, *Groupe HEC*

Hierarchies can Automate, Markets Must Communicate!: Why Hierarchy Is Winning in the Digital Age

Lars Groth, *Pharos DA*

Impact of the Information Society on the Area of 'Strategy': An Empirical Investigation

Claudia Loebbecke, *Copenhagen Business School*
Norbert Szyperski, *University of Cologne*

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