INTERSECTIONS:
STRATEGY ACROSS CONVENTIONAL BOUNDARIES

November 9 - 12, 2003
Baltimore Marriott Waterfront Hotel
Baltimore, Maryland, USA

2003 CONFERENCE PROGRAM
**COMPETITIVE STRATEGY**

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<td>Jay Barney, Ohio State University</td>
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<td>Philip Bromiley, University of Minnesota</td>
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<td>Richard Priem, University of Wisconsin-Milwaukee</td>
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<td><strong>Where Resources Meet the Road: RBV in Practice</strong></td>
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<td>Thomas Brush, Purdue University</td>
<td>Catherine Maritan, State University of New York-Buffalo</td>
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<td>Raffi Amit, University of Pennsylvania</td>
<td>Karel Cool, INSEAD</td>
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**CORPORATE STRATEGY AND GOVERNANCE**

**Governance Life Cycles around the Globe: Theory, Practice, and the Future**

**Chairs:**
- James Davis, *University of Notre Dame*
- Robert Hoskisson, *University of Oklahoma*

**Panelists:**
- Sydney Finkelstein, *Dartmouth College*
- Michael Hitt, *Texas A&M University*
- Richard Johnson, *University of Oklahoma*
- Phillip Phan, *Rensselaer Polytechnic Institute*
- Mike Wright, *University of Nottingham*

**GLOBAL STRATEGY**

**Two Faces of Globalization**

**Chairs:**
- Mitchell Koza, *European Centre for Executive Development (Cedep)*
- Stephen Tallman, *University of Utah*

**Panelists:**
- Joseph Cheng, *University of Illinois-Urbana Champaign*
- Jose De la Torre, *Florida International University*
- Lorraine Eden, *Texas A&M University*
- Antonio Riera, *The Boston Consulting Group*
- Alan Rugman, *Indiana University*

**KNOWLEDGE AND INNOVATION**

**Experiments in Instigating Regional Learning Networks**

**Moderator:**
- Thomas Durand, *École Central Paris*

**Chairs:**
- Albert Angehrn, *INSEAD*
- Michael Gibbert, *Bocconi University*

**Panelists:**
- Charles Baden-Fuller, *City University*
- Richard Collin, *I-KM Forum*
- Geradine DeSanctis, *Duke University*
- Alim Khan, *IMD*
- Marius Leibold, *Stellenbosch University*
- Joel West, *San Jose State University*

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**COFFEE BREAK**

**GRAND FOYER WEST**

**INTEREST GROUP SESSIONS**

**THIRD LEVEL**

**STRATEGY PROCESS**

**Research in Strategy Process: A Dialogue among Senior and Emerging Scholars**

**Chairs:**
- Steven Floyd, *University of Connecticut*
- Vadake Narayanan, *Drexel University*

**Panelists:**
- Bala Chakravarthy, *IMD*
- Anne Huff, *London Business School*
**COMPETITIVE STRATEGY**

**Red Light/Green Light: RBV at the Crossroads**

Chairs:
- Raffi Amit, University of Pennsylvania
- Margaret Peteraf, Dartmouth College

Panelists:
- Jay Barney, Ohio State University
- Karel Cool, INSEAD
- Constance Helfat, Dartmouth College

**CORPORATE STRATEGY AND GOVERNANCE**

**Governance Life Cycles around the Globe: Theory, Practice, and the Future**

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**KNOWLEDGE AND INNOVATION**

**Experiences in Managing and Sustaining Regional Learning Networks**

Moderator:
- Thomas Durand, École Central Paris

Chairs:
- Albert Angehrn, INSEAD
- Michael Gibbert, Bocconi University

Panelists:
- Max Boisot, University Oberta of Catalunya/Templeton College
- Yves Doz, INSEAD
- Francesca Golfetto, Bocconi University
- Siegfried Guedergan, University of Technology-Sydney
- Diego Rinallo, Bocconi University
- José F P Santos, INSEAD
- Peter Williamson, INSEAD

**OPENING RECEPTION**

**GRAND BALLROOM SALON V**

**18:30 - 21:30**
## Continental Breakfast

**Grand Foyer West**

07:00 - 08:00

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## Plenary Introduction

**Grand Ballroom Salon V**

08:00 - 08:30

**Rita Gunther McGrath, Columbia University**

**Bertrand G Shelton, Booz Allen Hamilton**

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## Plenary Session

**Grand Ballroom Salon VI**

08:30 - 09:45

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## Coffee Break

**Grand Foyer West**

09:45 - 10:15

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## Paper/Panel Sessions

**Third Level**

10:15 - 11:30

### Financial Markets and Corporate Added Value

**Session Chair:** **Erik Eschen, BDO International**

The Strategic Residual Income Model: A Proof of Concept Demonstration  
Bruce Dehning, Chapman University

Measuring the Influence of Financial Markets on Strategic Decision-making  
Christian Berner, University of Essen/BDO International  
Erik Eschen, BDO International

How Firms’ Strategic Announcements are Influenced by Financial Markets: The Case of United Kingdom Financial Services  
Anna Dempster, University of Cambridge

Identifying the Value of Corporate Growth Opportunities: A Real Options Approach  
Tony W Tong, Ohio State University  
Jeffrey Reuer, Ohio State University

### Survival and Growth of Firms: Empirical Investigations

**Session Chair:** **José Mata, Nova University of Lisbon**

Founding Conditions and the Survival of New Firms  
Paul Geroski, London Business School  
José Mata, Nova University of Lisbon  
Pedro Portugal, Bank of Portugal/Nova University of Lisbon

Determinants of SMEs’ Employment Growth Relating to the Characteristics of the Manager  
Frank Janssen, Catholic University-Louvain

Can the Survivor Principle Survive Diversification?  
Lasse Lien, Norwegian School of Economics & Business Administration  
Peter Klein, University of Missouri-Columbia

Firm-level Factors Influencing the Post-IPO Survival of Dot coms: Development and Test of a Multi-theoretic Model  
Nagaraj Sivasubramaniam, Duquesne University  
William Murry, Duquesne University  
K Thomas Chandy, Binghamton University

### Routines and Knowledge Transfer

**Session Chair:** **Charles Williams, University of Illinois-Urbana Champaign**

Linking Knowledge Domain with Knowledge Conversion Processes: An Empirical Examination in a Telecommunications Context  
Philippe Byosiere, Doshisha University  
Denise Luethge, University of Michigan-Flint
Templates and the Effectiveness of Knowledge Transfer: An Empirical Investigation of the Effect of the Templates and the Mechanisms of Template Operation
Robert Jensen, University of Pennsylvania
Gabriel Szulanski, INSEAD
Michael Casaburi, University of Pennsylvania

Exploring Justification in Routinization: The Role of Routines, Knowledge, and Justification in Software Venture
Simon Grand, University of St Gallen
Daniela Blettner, University of St Gallen

Adaptation and Replication in Knowledge Transfer Relationships among International Telecom Firms
Charles Williams, University of Illinois-Urbana Champaign

**INTER-ORGANIZATIONAL STRATEGIES**

*Session Chair: Robert Mockler, St John’s University*

Outsource, Alliance, or In-house Software Applications? An Increasingly Important Strategic Management Decision
Robert Mockler, St John’s University
Luisa Focacci, St John’s University-Rome
Marc Gartenfeld, St John’s University

Caught and Squeezed in the Middle: Strategic Concepts and/or European Lessons as to how to Escape from “Middle” Market Positions
Klaus Weiermair, University of Innsbruck
Hans Hinterhuber, University of Innsbruck/Bocconi University

Mediated Innovation and Virtual Customer Environments: Theory and Evidence
Gianmario Verona, Bocconi University
Emanuela Prandelli, Bocconi University
Mohanbir Sawhney, Northwestern University

Managing the Dynamics of Tacit and Explicit Learning in IJVs: The Role of Social Embeddedness and the Impact on Performance
Charles Dhanaraj, Indiana University
Marjorie Lyles, Indiana University
Kevin Steensma, University of Washington
Laszlo Tihanyi, University of Oklahoma

**STRONG THEORIES APPLIED**

*Session Chair: Mark Hansen, Brigham Young University*

Statistical Models and Practical Decisions: The Utility of a Bayesian Approach
Mark Hansen, Brigham Young University
C Shane Reese, Brigham Young University
Lee Tom Perry, Brigham Young University

Heuristic Maps: Bridging between “Mode 1” and “Mode 2” Knowledge Production
Jetta Frost, University of Zürich
Margit Osterloh, University of Zürich

The New Institutionalism, Strategy Process, and Firm Performance
Robert Chapman Wood, San Jose State University

**GROWTH AND DIVERSIFICATION**

*Session Chair: Glen Dowell, University of Notre Dame*

What Matters for Determining Vertical Boundaries of the Firm: Market Structure, Transaction Characteristics, or Firm Resources?
Isabel Díez-Vial, University of Complutense-Madrid

Resource-based Diversification Revisited: An Empirical Reexamination of the Role of Competencies in Diversification Decisions
Marco Sonnino, University of Bologna
### Monday

**10:15 - 11:30**

**Salon II**

**PAPER**

**Track G**

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| Slack and Uncertainty: The Double-Edged Sword | Jonathan O’Brien, University of Notre Dame  
Timothy Folta, Purdue University |
| Exploring Corporate Venturing Investment Strategy: A Competence and Organizational Learning Perspective | Heng-Yih Liu, National Taiwan University  
Ji-Ren Lee, National Taiwan University |

**COMPETITOR INTERACTIONS: RESOURCES AND RESPONSES**

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| Russell Coff, Emory University | Jens Boyd, McKinsey & Company  
Rudi K F Bresser, Free University-Berlin |
| Delayed Competitive Responses: Evidence from the United States Retail Industry | Karel Cool, INSEAD  
Petros Paranikas, INSEAD |
| Winner-take-all Battles among Equally Skilled Competitors: Can there be a Winner? | Richard Makadok, Emory University  
Russell Coff, Emory University |
| Boundary Conditions on Strategic Factor Market Theory: Bidding Wars, Firm Heterogeneity, and the Value of Private Information | Araabella Mocciaro Li Destri, University of Palermo  
Giovanni Battista Dagnino, University of Catania |

**Salon III**

**PAPER**

**Track K**

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| The Development of the Resource-based Firm between Value Appropriation and Value Creation | James Henderson, Babson College  
Benoît Leleux, IMD |
Michael Lenox, Duke University |
| Investing in New Ventures as A Strategy to Generate Innovations | Hart Posen, University of Pennsylvania |

**Salon IV**

**PANEL**

**Track A**

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| Teaching Executives and MBA’s in Extended Time Length Sessions | Amy Hillman, Arizona State University  
Mason Carpenter, University of Wisconsin-Madison  
Gerald Keim, Arizona State University  
William Gerard Sanders, Brigham Young University |

**Salon VII**

**PAPER**

**Track I**

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| New Strategic Roles for Emerging Markets | Ted London, University of North Carolina-Chapel Hill  
Stuart Hart, University of North Carolina-Chapel Hill |
| Liberalization of Insurance Services in Emerging Markets: Do Open Markets Improve Local Insurance Service? | Jennifer Oetzel, American University |
| Emerging Global Players from Developing Economies: Influence of Knowledge Accumulation | Alvaro Bruno Cyrino, Fundacao Dom Cabral  
Moacir de Miranda Oliveira Jr, Catholic University-San Paulo |
Learning to Internationalize: Entrepreneurial Firms From Emerging Markets  
Susanna Khavul, London Business School  
Srinivas Prakhya, Indian Institute of Management-Bangalore  
Raul Velarde, IPADE  
Eric Wood, University of Cape Town

**Using Networks in Rapidly Changing Environments**

*Session Chair: James Hayton, Utah State University*

**The Interconnected Firm: A Study of Evolution, Strategy, and Performance**  
Dovev Lavie, University of Pennsylvania

**To Accommodate or Entrap? Telecom Incumbents’ Broadband Deployment Strategies in the Face of Emerging Competition**  
Hsihui Chang, University of Texas-Dallas  
Sumit Majumdar, University of Texas-Dallas  
Birendra Mishra, University of Texas-Dallas

**The Consequences of Staying within or Crossing Boundaries: The Impact of Emergent and Engineered R&D Consortia Formation Processes**  
Paul Olk, University of Denver  
James Hayton, Utah State University  
Peter Ring, Loyola Marymount University  
Yves Doz, INSEAD  
Shaker Zahra, Babson College

**Where Do Multiple-partner Alliances Come From? Theory and Evidence in Industry-sponsored e-Marketplaces**  
Xiaoli Yin, Purdue University  
Jianfeng Wu, Purdue University

**Managing Resources in a Dynamic Environment**

*Session Chair: Steve Gove, University of Dayton*

**Here Today but Gone Tomorrow: The Dissipating Advantage of Pre-entry Experience in a Technologically Dynamic Industry**  
Rajshree Agarwal, University of Illinois-Urbana Champaign  
Barry Bayus, University of North Carolina-Chapel Hill

**Shaping the Competitive Landscape: Preemptive Actions on Resources**  
Olivier Chatain, INSEAD  
Laurence Capron, INSEAD

**Disruptive Innovation, New Capabilities, and Organization Choices under Uncertainty: A Multi-dimensional Framework**  
Valérie Claude-Gaudillat, CERAM Graduate School of Management  
Bertrand Quelin, Groupe HEC

**Relative Resource Advantages: The Effect of Resources and Resource Management on Organizational Performance**  
Steve Gove, University of Dayton  
David Sirmon, Arizona State University  
Michael Hitt, Texas A&M University

**How Are Capabilities Really Built?**

*Session Chair: Denise Fleck, Coppead/UFRJ*

**Strategic Consensus in Resource Accumulation Decisions**  
Franz Kellermanns, Mississippi State University  
Steven Floyd, University of Connecticut

**A Dynamic Model of Capabilities for Organizational Self-perpetuation: Insights from the Histories of General Electric and Westinghouse**  
Denise Fleck, Coppead/UFRJ
**Monday**

**10:15 - 11:30**

**Dynamic Capabilities as Macro and Micro Organizational Evolution**  
Violina Rindova, *University of Maryland*  
M Susan Taylor, *University of Maryland*

**Investing in Capabilities: An Agent-based Model of Processes, Decisions, and Performance**  
Catherine Maritan, *State University of New York-Buffalo*  
Corinne Coen, *State University of New York-Buffalo*

### PAPER/PANEL SESSIONS

#### THIRD LEVEL 11:30 - 12:45

**KNOWLEDGE, MERGER, AND FINANCE**

**Session Chair: Ann Malmberg, Växjö University**

- **Exploring the Diversification Discount: Focusing on High-technology Target Firms**  
  David King, *United States Air Force*  
  Donald Adkins, *Air Force Institute of Technology*  
  Michael Greiner, *Air Force Institute of Technology*

- **The Dynamics of Strategic Reputation Management and the Financial Markets’ Evaluation of Corporations**  
  Stanley Kowalczyk, *San Francisco State University*  
  Ann Malmberg, *Växjö University*

- **Technology Switch Option and the Market Value of the Firm: A Model and an Empirical Test**  
  Raffaele Oriani, *University of Bologna*

- **Tacitness, Similarity, Time Effects, and Integration Cost of Post-merger Management**  
  Ricarda Bouncken, *Technical University Cottbus*  
  Jochen Pampel, *KPMG*

**ENTREPRENEURS AND INNOVATORS IN PRACTICE**

**Session Chair: Stephen Teo, University of Technology-Sydney**

- **Personal and Firm-level Attributes of Chinese Entrepreneurs**  
  Stephen Teo, *University of Technology-Sydney*

- **Entrepreneurship Strategies and Social Capital in Polish Organizations**  
  Mariusz Bratnicki, *Karol Adamiecki University of Economics-Katowice*  
  Wojciech Dyduch, *Karol Adamiecki University of Economics-Katowice*

- **Serving the Corporate Innovator: A Case Study of Strategy Practices that Matter**  
  Liisa Välikangas, *Woodside Institute*  
  Jay Moldenhauer-Salazar, *Sun Microsystems Inc*

**GROWTH UNDER UNCERTAINTY**

**Session Chair: Zeki Simsek, University of Connecticut**

- **Founders’ Human Capital and the Growth of New Technology-based Firms**  
  Massimo Colombo, *Polytechnic of Milan*  
  Marco Delmastro, *Italian Competition Authority*  
  Luca Grilli, *Polytechnic of Milan*

- **The Impact of Competitive Environment on Firm-level Entrepreneurial Initiatives: The Mediating Role of Slack**  
  Zeki Simsek, *University of Connecticut*  
  Michael Lubatkin, *University of Connecticut/EM Lyon*  
  John Veiga, *University of Connecticut*

- **The Intersection of Business Model and Business Strategy in Entrepreneurial Firms**  
  Christoph Zott, *INSEAD*  
  Raffi Amit, *University of Pennsylvania*

- **Developing Foresight under Uncertainty**  
  Laura Costanzo, *University of Surrey*
Creating Value through Knowledge and Resource Flows

Session Chair: Jaume Franquesa, Western Michigan University

The Paradox of Corporate Venture Capital: The Limits of Inter-organizational Knowledge Acquisition
Gary Dushnitsky, New York University

Determinants of Resource Sharing Flows within Diversified Firms
Jaume Franquesa, Western Michigan University

Reconciling Value Maximization and Stakeholder Theory
Vinod Jain, University of Maryland

The Elusive Quest for Theories of Performance

Session Chair: Lars Bengtsson, Lund University

Overcoming the Dilemma of Academic Rigour and Practical Relevance: A Scandinavian Approach
Jan-Inge Lind, Lund University
Lars Bengtsson, Lund University

How to Identify the Best Performing Companies and Do They have the Best Practices?
Bjørge Timenes Laugen, Stavanger University College
Nuran Acur, Aalborg University
Harry Boer, Aalborg University
Jan Frick, Stavanger University College

Influence of Jack Welch on GE Performance: Long-term Quantitative Case Analysis
Richard Franke, Loyola College-Maryland
Anthony Mento, Loyola College-Maryland
Steven Prumo, Loyola College/National Fidelity Mortgage Corporation
Scott Armstrong, University of Pennsylvania

Corporate Governance: Agency Theory and Stewardship

Session Chair: Gavin Nicholson, University of Queensland

The Impact of Changes in Ownership and Control on Japanese Corporate Governance: Challenges to Agency Theory
Toru Yoshikawa, Singapore Management University

Principal-Principal Agency Conflicts in Corporate Governance
Michael Young, Chinese University-Hong Kong
Mike Peng, Ohio State University
David Ahlstrom, Chinese University-Hong Kong
Garry Bruton, Texas Christian University

The Effects of a Director’s Corporate Contacts on Firm Performance
Gavin Nicholson, University of Queensland
Malcom Alexander, Griffith University

Cycles of Crisis and Regulation: The Enduring Agency and Stewardship Problems of Corporate Governance
Thomas Clarke, University of Technology-Sydney

Capabilities for Dynamic Environments

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

Intersections between Executive Compensation and Competitive Strategy: Empirical Evidence from the United States Pharmaceutical Industry
Devi Gnyawali, Virginia Polytechnic Institute & State University
Evan Offstein, Virginia Polytechnic Institute & State University
Manish Srivastava, Virginia Polytechnic Institute & State University

Effectiveness of Change Strategies: The Role of Internal and External Interdependencies
Srikanth Paruchuri, Columbia University
New Competences for a New Market: The Case of the Emerging Nutraceuticals and Functional Foods Sector
Stefanie Broering, University of Münster
Carsten Vehring, University of Münster
Jens Leker, University of Münster

You are Whom You Serve: Reconciling and Augmenting Theories Explaining Differences in Firms’ Capabilities
Scott Rockart, Duke University

Knowledge Flows Within and Across Boundaries
Session Chair: Jaideep Anand, University of Michigan

The Potential of Innovation Networks: Supporting Innovation by Drawing Boundaries
Ellen Enkel, University of St Gallen

Social Network Analysis of Attribute Defined Communities of Practice
Joan Allatta, University of Pennsylvania

Innovation and Knowledge Exchange
Ariff Kachra, Pepperdine University

Firm Boundaries and Knowledge Flows
Jaideep Anand, University of Michigan

Creating a Dynamic Learning Environment
Session Chair: Mark Kriger, Norwegian School of Management BI

The Strategic Capability of Individuals
Cliff Bowman, Cranfield University
Kim James, Cranfield University
Richard Kwiatkowski, Cranfield University

Using Questions to Create Learning Environments in Case Discussion
Mark Kriger, Norwegian School of Management BI

Empowering Students to Evaluate Class Participation
Avinash Mainkar, James Madison University

Frame, Cognition, and Segment: Visualizing the Global Marketplace
Session Chair: Audun Iversen, Norwegian Institute of Fisheries & Aquaculture Research

Strategic Global Segmentation in World Competition
Kawsar Salama, Global Team Inc

The Dynamics of Strategy Frames in Internationalization Processes
Pedro David Perez, Cornell University
Sucheta Nadkarni, University of Nebraska-Lincoln

Strategies for Meeting Globalization: Coping or Proactive Restructuring?
Audun Iversen, Norwegian Institute of Fisheries & Aquaculture Ltd

Nature and Nurture: Exploring the Cognitive Dynamics of the Global Mindset
Pedro David Perez, Cornell University
Sucheta Nadkarni, University of Nebraska-Lincoln
Schon Beechler, Columbia University

Intersections and Real Options Reasoning
Rita Gunther McGrath, Columbia University
Charles Baden-Fuller, City University
Max Boisot, University Oberta of Catalonia/Templeton College
Mary Falvey, Falvey Associates
Ian MacMillan, University of Pennsylvania
ORGANIZATIONAL CAPABILITIES: EMERGENCE, DEVELOPMENT, CHANGE

Constance Helfat, Dartmouth College
Sydney Finkelstein, Dartmouth College
Will Mitchell, Duke University
Harbir Singh, University of Pennsylvania
Sidney Winter, University of Pennsylvania

MAKING STRATEGY HAPPEN

Session Chair: Elizabeth Davis, George Washington University

Configurations and Equifinality in Spanish Hotels
Isabel Sanchez Quiros, University of Complutense-Madrid

Understanding Performance Feedback Learning in Organizations
Henrich Greve, Norwegian School of Management BI

Cultivators and Discipliners: The Roles of Consultants in Large Corporations' Strategic Planning Practices
Juha Näsi, Tampere University of Technology
Manu Aunola, Tampere University of Technology

Organizing the Revolution: A Five Dimensional Strategic Process
William Smith, ODI
Elizabeth Davis, George Washington University

LUNCHEON

GRAND BALLROOM SALON V
12:45 - 14:00

PLENARY PANEL

GRAND BALLROOM SALON VI
14:15 - 15:30

Strategy Built on Intersections: Breaking the Performance-Cost Tradeoff
Moderators:
W Chan Kim, INSEAD
Renee Mauborgne, INSEAD
Panelists:
William J Bratton, Los Angeles Police Department
Larry Wilton, Philips Lightning North America

COFFEE BREAK

GRAND FOYER WEST
15:30 - 16:00

POSTER SESSION

GRAND FOYER WEST
15:30 - 17:15

Track C
The Business-Government Relationship in Cluster Development in Slovenia
Marko Jaklic, University of Ljubljana

Track L
The Turnaround of Listed Companies: Stages of Decline and Choice of Strategy(s)
Kim Tee Teng, University of Western Australia
Gary Stockport, University of Western Australia

Track K
The Early Performance of Academic Spin-offs: A Study of “Surrogate” and “Real” Academic Entrepreneurs (Track K)
Rosa Grimaldi, University of Bologna

Track I
Control Mechanisms of their Subsidiaries by Multinational Firms: A Multidimensional Perspective
Johannes Schaaper, IAE Poitiers
Jacques Jaussaud, University of Pau

Track H
Putting the Cart Before the Horse? Changes in TMT Demographic Composition and Strategic Position: Panel Evidence from Germany
Winfried Ruigrok, University of St Gallen
Martin Birkner, University of St Gallen
Simon Peck, Case Western Reserve University
### Power, Leadership, and Capital Formation
Charles Harvey, University of the West of England
Thomas Lawton, Imperial College London

### Incentives to Cheat: Executive Compensation and Corporate Malfeasance
Jared Harris, University of Minnesota
Philip Bromiley, University of Minnesota

### Corporate Governance Failures in the United States: A Re-examination of Theory and Practice in the Boardroom
Phillip Phan, Rensselaer Polytechnic Institute
Margarethe Wiersema, University of California-Irvine

### Paper/Panel Sessions

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### Realities of Firm Finance

#### Accounting Legerdemain: The Roles of Strategy and Governance in Attempts to Misinform Capital Markets
William Gerard Sanders, Brigham Young University

#### The Impact of Financial Markets on Firm Behavior and the Role of Executive Compensation: Empirical Evidence
Carl Joachim Kock, Instituto De Empresa

#### Market Reactions Following Corporate Bankruptcy: A Comparison of Resource and Hegemony Views on the Value of Directors
Jay Janney, University of Dayton
Steve Gove, University of Dayton

#### The Role of Financial Analysts in the Strategy Development Process of Business Firms
Dodo zu Knyphausen-Aufsess, University of Bamberg
Franca Piepenbrock, Siemens AG

### Strategizing from the Top

#### Top Strategy Executives Qualitative Views on Practicing Successful Strategic Thinking
Tim O’Shannassy, RMIT University

#### Baan Company’s Corporate Strategy of Market Leadership: An Effort to Cross the Chasm and to Reach Main Street
Henk Post, Erasmus University-Rotterdam
Harry Commandeur, Erasmus University-Rotterdam

#### The Interorganizational Strategising Event
Donizete Antunes, University of Warwick

#### Rethinking the Strategic Issue Diagnosis Process: Gaining Insight from Firm Responses to Global Climate Change
Mark Milstein, University of North Carolina-Chapel Hill

### Driving Growth and Change

#### Enhancing Organizational Innovativeness through Forward-looking Market Orientation: An Empirical Study in the Fashion Industry
Paola Cillo, Bocconi University
David Mazursky, Hebrew University
Gabriele Troilo, Bocconi University
Luigi De Luca, Bocconi University

#### In the Search of Organic Growth: Internal Corporate Venturing
Taina Tukiainen, Helsinki University of Technology
A Contingency-based View of New Product Development: A Simulation Experiment
Laura Cardinal, Tulane University
Michael Fern, University of North Carolina-Chapel Hill
Richard Burton, Duke University

A Story of How P&G Undertook a Major Transformation of Its Strategic Thinking Capabilities
Jacob Mathew, The Strategy Company LLC

THE SCIENCE AND TECHNOLOGY SECTOR’S CHALLENGES: AN INDUSTRY PERSPECTIVE
Vadake Narayanan, Drexel University
Frank Douglas, Aventis Pharma Ag
Jan Oosterveld, Royal Philips Electronics

NEW TOOLS FOR INDUSTRY ANALYSIS
Session Chair: Thorsten Gerhard, Arthur D Little GmbH
Management Strategies in Cyclical Markets: An Empirical Study of the Semiconductor Industry
Andreas Schumacher, Infineon Technologies AG
Jens Milnikel, Infineon Technologies AG

Achieving Growth and Profitability: Successful Strategies in Saturated Markets
Thorsten Gerhard, Arthur D Little GmbH
Ferdinand Hoyos, Arthur D Little GmbH

Raja Roy, University of Pittsburgh
Susan McEvily, University of Pittsburgh
Olav Sorenson, University of California-Los Angeles

Exploring South America Business Landscapes from the Stockholders Standpoint: Industry-level Evidences
Rodrigo de Mello, Itajai Valley University
Rosilene Marcon, Itajai Valley University

EFFECTIVE BOARDS
Session Chair: Esther Solomon, Fordham University
Industry Effects on the Choice and Effectiveness of Board Monitoring and Executive Incentive Compensation
Yasemin Kor, University of Delaware
Sharon Watson, University of Delaware
Joseph Mahoney, University of Illinois-Urbana Champaign

The Board and Firm Strategy: Towards a Contingency Framework
Kevin Hendry, University of Queensland
Geoffrey Kiel, University of Queensland

Does Diversity in the Boardroom Matter?
Geoffrey Kiel, University of Queensland
Gavin Nicholson, University of Queensland
Lani Guy, University of Queensland

Corporate Governance Processes: Learning and Evolution of Dynamic Capabilities
Esther Solomon, Fordham University

IT’S NOT FOREVER: ACQUISITION, PERFORMANCE, AND TERMINATION
Session Chair: Jeffrey Dyer, Brigham Young University
Acquisition versus Dissolution: Can Capabilities Tell the Story?
Annetta Fortune, Drexel University
Alliances and Acquisitions as Alternative Growth Vehicles: Why Alliances Outperform Acquisitions
Jeffrey Dyer, Brigham Young University
Prashant Kale, University of Michigan
Harbir Singh, University of Pennsylvania

Is Speed Really a Success Factor of Horizontal Mergers and Acquisitions? An Analysis of the Role of Inter-organizational Heterogeneity
Christian Homburg, University of Mannheim
Matthias Bucerius, University of Mannheim

Breaking Up is Hard to Do: The Influences of Alliance Experience, Termination Experience, and Alliance Characteristics on Alliance Relationship Termination
Namgyoo Park, University of Miami
William Newbury, Rutgers University
Duane Kujawa, University of Miami

STRATEGIC USE OF ORGANIZATIONAL LEARNING
Session Chair: Bente Løwendahl, Norwegian School of Management BI

Making Learning Processes Billable: The Ideal World of the Professional Service Firm?
Siw Fosstenløkken, Norwegian School of Management BI
Bente Løwendahl, Norwegian School of Management BI

Effects of Learning in Environments Constrained by Bulls-eye Performance
Torben Andersen, Copenhagen Business School
Richard Bettis, University of North Carolina-Chapel Hill
Jerker Denrell, Stockholm School of Economics

Avoiding the Myopia of Adaptive Learning
Laura Costanzo, University of Surrey

Key Figures and Organizational Learning Processes
Anja Kern, ESSEC Groupe

STUDENT-CENTERED APPROACHES TO TEACHING STRATEGY

Nagaraj Sivasubramaniam, Duquesne University
K Thomas Chandy, Binghamton University
William Murry, Duquesne University

STRATEGY: SHAPING AN IMPORTANT SOCIAL PRACTICE

Richard Whittington, University of Oxford
Bob de Wit, University of Maastricht/Strategy Academy
Pankaj Ghemawat, Harvard University
John McGee, University of Warwick

EXPLOITATION VERSUS EXPLORATION STRATEGIES AND INNOVATIVE PERFORMANCE
Session Chair: Jamal Shamsie, Michigan State University

Exploration and Exploitation Alliances: A System of New Product Development
Frank Rothaermel, Georgia Institute of Technology
David Deeds, Case Western Reserve University

Deriving Value from Dispersed Knowledge: A Study of United States Firm Production Firms
Jamal Shamsie, Michigan State University
Danny Miller, Groupe HEC-Montréal/University of Alberta
William Greene, New York University

Managing the Exploration and Exploitation Strategy: Organizational Antecedents and Consequences
Justin Jansen, Erasmus University-Rotterdam
Frans A J van den Bosch, Erasmus University-Rotterdam
Henk Volberda, Erasmus University-Rotterdam
Balancing Exploitation and Exploration: Investigating Exploitation and Exploration Activities of Established European Financial Services Firms
Henk Volberda, Erasmus University-Rotterdam
Frans A J van den Bosch, Erasmus University-Rotterdam
K C O’Shaughnessy, Western Michigan University/Erasmus University-Rotterdam
Patrick Vermeulen, Erasmus University-Rotterdam

EXECUTIVE EDUCATION SHOWCASE

INSEAD

PERFORMANCE AND VALUE CREATION: DOES STRATEGY PROCESS MATTER?

Session Chair: Inger Stensaker, Norwegian School of Economics & Business Administration

Opening the Black Box: Applying a People Perspective to Examine the Origins of Unit Performance
Johanna Mair, IESE Business School-University of Navarra

David Kern, Oklahoma State University
Margaret White, Oklahoma State University

Change Management Matters? Exploring the Linkages between Change Processes and Outcomes
Inger Stensaker, Norwegian School of Economics & Business Administration
Ann Langley, Groupe HEC-Montréal

Strategy-making and Firm Performance: The Critical Link of Strategic Goals - Moderated by Environmental and Organizational Variables
J Stephen Childers Jr, Virginia Polytechnic Institute & State University
Linda Tegarden, Virginia Polytechnic Institute & State University
Yolanda Sarason, Colorado State University
Donald Hatfield, Virginia Polytechnic Institute & State University

INTEREST GROUP MEETINGS

SEE BACK COVER FOR LOCATIONS

17:15 - 18:15

SMS EVENING AT NATIONAL AQUARIUM OF BALTIMORE

19:00 - 22:30
Tuesday 07:00 - 08:00

CONTINENTAL BREAKFAST

GRAND FOYER WEST 07:00 - 08:00

PAPER/PANEL SESSIONS THIRD LEVEL 08:00 - 09:15

Bristol

VENTURE CAPITALS AND START-ups

Session Chair: Robert Wiltbank, University of Washington

Market Entry, Pricing Decisions, and Financial Options

Alison Dean, University of Kent
Charles Baden-Fuller, City University

The Influence of Venture Capital on Mobile Internet Start-ups

Niclas Kingdahl, Chalmers University of Technology

VENTURE CAPITAL AND TOP MANAGEMENT CHANGES

Robert Wiltbank, University of Washington
Warren Boeker, University of Washington

Can Successful Founders Hold on to Their Seats after Going Public? The Impact of Venture Capitalists on Founder Turnover

Berna Polat, University of Washington
Anu Wadhwa, University of Washington

PERFORMANCE IMPROVEMENT AND CHANGE

Session Chair: Mirela Schwarz, University of Southampton

Making the Undiscussible Discussible in the Strategic Conversation: Improving Strategic Management through Recognizing the Role of Primary Power

Maxim Voronov, Columbia University
Lyle Yorks, Columbia University

Performance Measurement in Processes of Strategic Change

Florian Kappler, University of St Gallen

How an International Medium-sized Firm Improved its Effectiveness of Formulating and Implementing Strategic Decisions: An Empirical Case

Mirela Schwarz, University of Southampton

COMPLEX EVOLUTION

Session Chair: Leona Achtenhagen, Jönköping University/University of Bamberg

Dynamic Capabilities: Toward a Working Definition

Jonathan Menuhin, Hebrew University
Avraham (Avi) Meshulach, Hebrew University

FACING THE ORGANIZATIONAL CHALLENGE OF MANAGING DUALITIES

Leona Achtenhagen, Jönköping University/University of Bamberg
Leif Melin, Jönköping University

Managing Interdependencies in Complex Organizations

Nicolay Worren, Aker Kvaerner Global Learning Centre
Ron Sanchez, Copenhagen Business School

Complexity Theories, Network Theories, and Other Variation-based Strategic Organization Theories: Extensions of Baum’s (2002) Companion

James Douglas Orton, University of California-Irvine

ENGINEERING ORGANIZATIONAL INTERSECTIONS: EVOLUTION NETWORK ORGANIZATIONS

Session Chair: Christoph Lechner, University of St Gallen

Intersections and Interactions between Firms: A Complexity Theory Perspective on the Emergence, Evolution, and Dissolution of a Network System

Christoph Lechner, University of St Gallen
Frank Rothaermel, Georgia Institute of Technology
Knowledge Creation and Appropriation in Biotech R&D: The Role of Formal and Informal Organizational Structures
Mats Magnusson, Chalmers University of Technology
Daniele Mascia, Catholic University-Sacro Cuore/Luiss Guido Carli University

Longitudinal Patterns of Alliance Formation in the Biotechnology Industry: Learning-by-doing and Institutional Views
Bing-Sheng Teng, George Washington University

Emergent versus Engineered Organizational Intersections: Environmental Triggers and the Formation Process of R&D Consortia
James Hayton, Utah State University
Paul Olk, University of Denver
Shaker Zahra, Babson College

LIBERALIZATION AND FOREIGN DIRECT INVESTMENT

Session Chair: Sumit Majumdar, University of Texas-Dallas

Economic Liberalization and Chilean Foreign Direct Investment
Patricio Del Sol, Catholic University-Chile
Joe Kogan, Catholic University-Chile

Firm Effects and Industry Effects under Liberalisation
Arnab Bhattacharjee, University of Cambridge
Sumit Majumdar, University of Texas-Dallas
Paul Kattuman, University of Cambridge

Government and Business: Strong Interdependency?
Thorsten Gerhard, Arthur D Little GmbH
Ferdinand Hoyos, Arthur D Little GmbH

ACQUISITION AND INTEGRATION

Session Chair: Annette Ranft, Wake Forest University

The Effect of Outside Directors’ Compensation on Acquisition Strategy
Yuval Deutsch, York University
Thomas Keil, York University
Tomi Laamanen, Helsinki University of Technology

Post Acquisition Integration: A Long Run Perspective
Abhirup Chakrabarti, Duke University

Retention of Resources and Units: Evidence of the Embedded Nature of Resources in an Acquisition Context
Samina Karim, Boston University

The Role of Ambiguity in Understanding the Pace of Acquisition Integration
Annette Ranft, Wake Forest University
Adelaide King, University of Virginia

TRANSACTION COSTS AND THE VALUE CHAIN

Session Chair: Michael Jacobides, London Business School

Value Creation and Value Claiming in Make-or-buy Decisions
Ernst Verwaal, Erasmus University-Rotterdam
Willem Verbeke, Erasmus University-Rotterdam

Effects of Outsourcing on Capability Development during Innovation
Carmen Weigelt, Rice University

Understanding the Institutional Structure of Production: Capabilities, Transaction Costs, and Evolution
Michael Jacobides, London Business School
Sidney Winter, University of Pennsylvania
Tuesday

08:00 - 09:15

Salon III

Governance in Sales Channels, Sales Methods, and Online Provisioning in Consumer Package Goods

Thomas Brush, Purdue University
Derek Ruth, Purdue University
Patrick Duparcq, Purdue University

INNOVATION PROCESSES AND INDUSTRY STRUCTURE

Session Chair: Joel West, San Jose State University

When and How? Firms' Uncertainty Reduction Strategies with Earlier Entry into the Internet Market

Ann Elizabeth Echols, Pennsylvania State University
Linda Tegarden, Virginia Polytechnic Institute & State University
Donald Hatfield, Virginia Polytechnic Institute & State University

Systemic Innovation Process: Organizational Boundaries and Process Elements

Kaarlo Väisänen, Helsinki University of Technology
Markku Maula, Helsinki University of Technology
Jukka-Pekka Salmenkaita, Nokia/Helsinki University of Technology

Impact of Network Collaboration Mode on the Degree of Novelty of Innovations

Ricarda Bouncken, Technical University Cottbus

Innovation and Industry Structure: The Effect of Open Source Software

Joel West, San Jose State University
Jason Dedrick, University of California-Irvine

Salon IV

INNOVATIONS IN TEACHING: NEW TECHNOLOGIES AND PEDAGOGICAL TOOLS

Session Chair: Norman Sheehan, University of Saskatchewan

The Intersection of Web-Technologies, Case Studies, and Strategy Teaching: Creating New Innovative Pedagogical Tools

Delwyn Clark, University of Waikato

Builderific 2: Actively Applying Concepts from the Resource-based View in the Classroom

Norman Sheehan, University of Saskatchewan

Simulation Game as a Tool for Teaching Strategy: Pros and Cons and Lessons Learned

Zeev Rotem, Tel Aviv University

Making the Virtual Move: Adapting from the Traditional Model of Teaching to a Virtual Platform

Kyra Taylor, McKinsey & Company
Craig Mitchell, McKinsey & Company

Salon VII

PLACE AND THE SEARCH FOR TECHNOLOGICAL LEADERSHIP

Session Chair: Lucia Piscitello, Polytechnic of Milan/University of Reading

The Impact of National Culture on R&D Laboratory Performance and Location Choice: An Empirical Investigation

Björn Ambos, University of Edinburgh
Bodo Schlegelmilch, Vienna University of Economics & Business Administration

The Recent Location Entry Decision of Foreign R&D Activities by Large MNCs

John Cantwell, Rutgers University/University of Reading
Lucia Piscitello, Polytechnic of Milan/University of Reading

Leaders, Laggard, and the Pursuit of Foreign Knowledge

Heather Berry, University of Pennsylvania

Who's the C-agent? Cultural Expertise in Global Strategic Alliances

Diana Wong-MingJi, Eastern Michigan University
Sanjib Chowdhury, Eastern Michigan University
Stephanie Newell, Eastern Michigan University

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**STRATEGY THEORY CUTTING ACROSS INTERSECTIONS**

*Session Chair: Sharon Alvarez, Ohio State University*

**Creating and Managing Strategies for Sustainable Value Creation: Toward a Converged Perspective**

Loi Teck Hui, *University of Technology-Malaysia*

**Economic Profit and the Theory of the Firm**

Sharon Alvarez, *Ohio State University*

Jay Barney, *Ohio State University*

**The Intersection of Marketing Strategy and Organizational Strategy: The Importance of Corporate Identity to Performance**

Sue Westcott Alessandri, *Syracuse University*

Todd Alessandri, *Syracuse University*

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**INSTITUTIONAL FORCES AND FIRM PERFORMANCE**

*Session Chair: Scott Johnson, Duke University*

**The Moderating Role of Institutional Forces on Inertia**

Duane Kilty, *Asbury Theological Seminary*

Walter Ferrier, *University of Kentucky*

**Strategic Groups as Cognitive Systems**

Scott Johnson, *University of Minnesota*

**Cognitive Categorization, Mental Models in Competitor Definition and Subjective Rivalry: A Study of the South Tyrolean Haflinger Horse Market**

Boris Durisin, *Bocconi University*

**The Commercialization of Nursing Home Care: Does for-profit Efficiency mean Lower Quality or do Corporations Provide the Best of both Worlds?**

Will Mitchell, *Duke University*

Aparna Venkatraman, *Duke University*

Jane Banaszak-Hall, *University of Michigan*

Joel Baum, *University of Toronto*

Whitney Berta, *University of Toronto*

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**PUSHING THE TECHNOLOGICAL ENVELOPE**

*Session Chair: Christoph Zott, INSEAD*

**Relationship between Corporate Entrepreneurship and the Growth of the Internet**

Maheshkumar Joshi, *George Mason University*

Ravi Kathuria, *Chapman University*

**Firms’ Technological Search Behavior under Uncertainty**

Wei-Ru Chen, *INSEAD*

**The Emergence of e-Business Capabilities in Business-to-Business Industries: An Empirical Study into Organisational Processes**

John Gibe, *Lund University*

Thomas Kalling, *Lund University*

Duncan Murcott, *SCAP Central Europe*

Allan Malm, *Lund University*

Paul Jönsson, *Lund University*

**Exploring the Entrepreneurial Process: What Action Strategies Do Entrepreneurs use for Mobilizing Resources?**

Christoph Zott, *INSEAD*

Quy (Francis) Huy, *INSEAD*
### Tuesday 09:30 - 11:00

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<td>Grand Ballroom Salon VI</td>
<td>09:30 - 11:00</td>
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<tr>
<td><strong>Moderator:</strong></td>
<td>Rita Gunther McGrath, Columbia University</td>
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<tr>
<td><strong>Panelists:</strong></td>
<td>Clayton M Christiansen, Harvard University, Clark Gilbert, Harvard University, Michael Raynor, Deloitte &amp; Touche Consulting</td>
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<td>Coffee Break</td>
<td>Grand Foyer West</td>
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<tr>
<td>Plenary Panel</td>
<td>Grand Ballroom Salon VI</td>
<td>11:30 - 12:30</td>
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<td>Building Global Biobrands: Taking Biotechnology to Market</td>
<td>Grand Ballroom Salon VI</td>
<td>13:45 - 14:45</td>
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<td><strong>Moderator:</strong></td>
<td>François Simon, Columbia University</td>
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<td><strong>Panelists:</strong></td>
<td>David D Epstein, Novartis Oncology, Hans Peter Hasler, Biogen, Philip Kotler, Northwestern University</td>
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<tr>
<td>Luncheon</td>
<td>Grand Ballroom Salon V</td>
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### Paper/Panel Sessions

**Knowledge-based New Ventures**

*Session Chair:* Page West, Wake Forest University

- New Venture Strategy and Performance: The Role of Knowledge Relatedness
  - Page West, Wake Forest University

- Conceptualizing Opportunity Discovery in Knowledge-intensive Ventures
  - Stefan Sanz-Velasco, Chalmers University of Technology

- Who Should Lead? Strategic Leadership Challenges in Knowledge-driven Companies
  - Michael Lord, Wake Forest University, Annette Ranft, Wake Forest University

- A Knowledge-based Perspective on Ventures Creation: Studying the Impact of Relatedness, Newness, and Transferability on Opportunity Identification and Exploitation
  - Daniel Bartl, University of St Gallen, Johannes Rüegg-Stürm, University of St Gallen

**Coping with Wicked and Ambiguous Strategic Problems**

*Session Chair:* Cliff Bowman, Cranfield University

- Strategy and Macroculture: An Empirical Analysis of the Hotel Industry
  - John O’Neill, Pennsylvania State University, Laura Beauvais, University of Rhode Island, Richard Scholl, University of Rhode Island

- Deciding on Wicked Strategy Problems: Presenting a Practical Tool-guide to Improve Strategic Decision-making
  - Casper van der Veen, Strategy Academy
The Two Sides of Causal Ambiguity
Véronique Ambrosini, Cranfield University
Cliff Bowman, Cranfield University

Ghosts in the Machine: An Empirical Investigation of the Strategic Role of Memory
Lucy Kueng, University of St Gallen

**DECISION PROCESSES**

**Session Chair: Harold Klein, Temple University**

Strategic Orientation: Back to the Future?
Nicholas O’Regan, Middlesex University
Abby Ghobadian, Middlesex University

Managerial Incentives and the Intensity of Rivalry: An Empirical Analysis of the Texas Hotel Industry
Govert Vroom, INSEAD
Javier Gimeno, INSEAD

Neurocognitive Limitations of the Strategy Process
Harold Klein, Temple University
Mark D’Esposito, University of California-Berkeley

The Outside View: A Remedy for Excessive Optimism
Dan Lovallo, University of New South Wales
Daniel Kahneman, Princeton University

**DEVELOPING CAPABILITIES**

**Session Chair: Johan Wallin, Synocus Group**

Barriers to Technology Leveraging
Erwin Danneels, Worcester Polytechnic Institute

Capability Development Paths
Tomi Laamanen, Helsinki University of Technology
Johan Wallin, Synocus Group

Monisha Das, University of Maryland-Eastern Shore

Knowledge-based Performance Implications of Technology Investments
Paul Drnevich, Purdue University

**BUSINESS POLITICAL STRATEGIES, NGOs, AND STAKEHOLDERS**

**Session Chair: Gerald Keim, Arizona State University**

Nongovernmental Organizations as Strategic Actors in the Business - Government Interface
Jonathan Doh, Villanova University

Corporate Political Strategies for Widely Salient Issues
Jean-Philippe Bonardi, University of Western Ontario
Gerald Keim, Arizona State University

Firm Strategies in Response to Legitimacy Challenges: An Exploratory Study
Anna Lamin, University of Minnesota
Srilata Zaheer, University of Minnesota

The High Production Volume Chemical Challenge: Emergence of a New Partnership Model for Corporations, Government Agencies, and Non-governmental Organizations
Craig Armstrong, University of Texas-San Antonio

**GOVERNANCE, STRATEGIC LEADERSHIP, AND BOARDS**

**Session Chair: Karen Schnatterly, University of Minnesota**

CEO Selection: The Importance of Human and Social Capital as Market Signals
Margarethe Wiersema, University of California-Irvine
Thomas Moliterno, University of California-Irvine
14:45 - 16:00

**How Do Boards get to be the Way They Are? Composition Dynamics in Boards of Directors**
Scott Johnson, *University of Minnesota*
Mary Zellmer-Bruhn, *University of Minnesota*
Karen Schnatterly, *University of Minnesota*

**Relay CEO Succession Planning: Impact on Strategic Change and CEO Turnover**
Yan Zhang, *Rice University*

**Stricter Rules, Looser Governance: An Analysis of the Substitution of Regulatory Intensity for Board Monitoring in Commercial Banking**
Michael DeVaughn, *University of Minnesota*
Karen Schnatterly, *University of Minnesota*

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**KNOWLEDGE TRANSFER: STRATEGIES AND TOOLS**

**Session Chair:** Gideon Markman, *University of Georgia*

**Modes of Strategic Knowledge Acquisition and the Knowledge-based View of the Firm**
Sofy Carayannopoulos, *York University/Wilfrid Laurier University*

**Making Competencies Crossing Business Unit Boundaries: The Interplay between Inter-unit Coordination, Trust, and Knowledge Transferability**
Annick Willem, *University of Ghent*
Marc Buelens, *University of Ghent*

**University Technology Transfer: The Intersection between Strategy, Structure, and Pay and the Link to Licensing Revenues and Firm Creation**
Gideon Markman, *University of Georgia*
Peter Gianiodis, *University of Georgia*
David Balkin, *University of Colorado-Boulder*
Phillip Phan, *Rensselaer Polytechnic Institute*

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**THE BASE OF THE PYRAMID AND SUSTAINABLE GROWTH**

Joan Ricart, *IESE Business School-University of Navarra*
Stuart Hart, *University of North Carolina-Chapel Hill*
Gary Herman, *Hewlett Packard Company*
Jan Oosterveld, *Royal Philips Electronics*
Miguel Rodríguez-Badal, *IESE Business School-University of Navarra*

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**BECOMING A PRACTICAL PROFESSOR: STRATEGY TEACHING AND ORGANIZATIONAL IMPACT**

**Session Chair:** Andrew Watson, *Northeastern University*

**Marketing: Processes to Show “How”**
Lyndon Simkin, *University of Warwick*

**Avoiding Pitfalls in the Transition from Practicing Strategy to Teaching Strategy**
Wolter Lemstra, *Strategy Academy/Delft University of Technology*

**Go and Globalization: How We can Learn about International Management from the Ancient Strategic Game**
Andrew Watson, *Northeastern University*
Sangit Chatterjee, *Northeastern University*

**Strategic Management and Organization Development: An Integrated Approach to Executive Education**
Maheshkumar Joshi, *George Mason University*
Michael Beer, *Harvard University*

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**GEOGRAPHY AND PERFORMANCE: WHAT MAKES INTERNATIONAL STRATEGY UNIQUE?**

**Session Chair:** Laura Cardinal, *Tulane University*

**Will Country and Geographic Diversification Affect Firm Performance? An Empirical Examination**
Nen-Chen (Richard) Hwang, *California State University-San Marcos*
Gongming Qian, *Chinese University of Hong Kong*
Does Country Matter?
Luiz Artur L Brito, EAEESP-Foundation Getúlio Vargas
Flávio Vasconcelos, EAEESP-Foundation Getúlio Vargas

Performance Implications of Acquisition-based Growth Strategies across Institutional Environments
Abhirup Chakrabarti, Duke University
Janet Bercovitz, Duke University

Leslie Palich, Baylor University
Laura Cardinal, Tulane University
C Chet Miller, Wake Forest University

MANAGING INTER-FIRM ALLIANCES
Session Chair: Jill Hough, University of Tulsa

Multiple Partnering Capabilities, Technological Competences, and Repeated High-tech Partnering
Nadine Roijakkers, University of Maastricht
Hans van Kranenburg, University of Maastricht

Crafting R&D Networks: Substitution and Synergy in the Innovation Process
Oana Branzei, University of British Columbia

How Can Firms Leverage Their Alliance Experience? An Empirical Investigation into the Alliance Capability Development Process
Koen Heimeriks, Eindhoven University of Technology
Geert Duysters, Eindhoven University of Technology

Managing Knowledge and Network Dynamics: On the Importance of Open Collaboration
Fredrik Häglund, Lund University

SCIENCE-BASED INNOVATION
Session Chair: Zeynep Hansen, Washington University-St Louis

Dynamic Capabilities in Early Science-based Industries: A Comparative Study of the Bayer and Zeiss Companies
Guido Buenstorf, Max Planck Institute for Research/Carnegie Mellon University
Johann Peter Murmann, Northwestern University

Innovation: Is it Always Beneficial? The Case of Brazilian Heavy Vehicles Market
Eliane Pereira Zamith Brito, University Presbiteriana Mackenzie-Brazil
Alessandro Pace, University Presbiteriana Mackenzie-Brazil

The Effect of R&D Partnerships on Innovation
Zeynep Hansen, Washington University-St Louis

Learning across the Big-science Boundary: Leveraging Big-science Centers for Technological Learning
Erkko Autio, CERN/Helsinki University of Technology
Ari-Pekka Hameri, University of Lausanne

UPPER ECHELONS: BOARD OF DIRECTORS AND TOP MANAGEMENT TEAMS
Session Chair: Hugh O’Neill, University of North Carolina-Chapel Hill

Changes in the Top Management Team: Performance Implications of Type of Successor in European Multinationals
Ursula Glunk, University of Maastricht
Marielle Heijltjes, University of Maastricht

The Multi-business Team: Realizing Value in High-velocity Markets through Processes of Corporate Entrepreneurship
Jeffrey Martin, University of Texas-Austin
14:45 - 16:00

Board of Directors as Antecedents or Consequences of Strategy: A Testing of Agency and Resource-dependence Perspectives
Xuanli Xie, University of North Carolina-Chapel Hill
Hugh O’Neill, University of North Carolina-Chapel Hill

A Comprehensive Model of Strategic Decision-making: The Impact of Demography, Process, Power, and Networks of Executive Teams on Three Decision Outcomes
Kevin Clark, Villanova University
Christopher Collins, Cornell University
Ken Smith, University of Maryland
John McIntosh, Bentley College

14:45 - 16:30

Poster Session

Towards Business and Information Systems Fit through a Business Model Ontology
Alexander Osterwalder, University of Lausanne
Yves Pigneur, University of Lausanne

In the Market for Advice: Compensation Consultants and Executive Pay Outcomes
Martin Conyon, University of Pennsylvania
Simon Peck, Case Western Reserve University

Foundation Excellence: Building a Model of Foundation Management - From Theoretical Insights into Practical Results
Peppi Schnieper, University of St Gallen
Niklas Lang, University of St Gallen

The Development and Impact of Generalist Orientations: A Longitudinal Examination of Novice CEOs
Jeremy Marcel, Georgia State University
Irene Duhaime, Georgia State University

Affirming the Strategic Flexibility-performance Relationship: The Impact of Information Technology among Internationalizing Firms
C Clay Dibrell, Oregon State University
Peter Davis, University of Memphis

Attractiveness as a Source of Corporate Advantage: Evidence from European Telecommunications Sector
Riku Österman, Sonera Corporation

Foreign Acquisitions in the United States: Strategic Determinants of Long-term Entry Success
Lois Marie Shelton, Chapman University

16:00 - 16:30

Coffee Break

16:30 - 17:45

Paper/Panel Sessions

Managing Inter-firm Knowledge

Session Chair: Roberto Santiago Vassolo, Austral University

Why do Technology Adoption Rates Differ across Entrepreneurial and Established Firms?
Michael Leiblein, Ohio State University
Alison Mackey, Ohio State University

Towards a Strategic Framework for Organizational Knowledge
Paul Drnevich, Purdue University
Thomas Brush, Purdue University
Gregory Luckock, Convergys Employee Care
Thomas Starr, Convergys Employee Care

Alliance Activity as a Dynamic Capability
Jaideep Anand, University of Michigan
Roberto Santiago Vassolo, Austral University
Managing the Knowledge Intersection Process between Acquiring and Target Firms  
Angeloantonio Russo, Bocconi University  
Francesco Perrini, Bocconi University

MANAGING ORGANIZATIONAL INTERSECTIONS FOR VALUE CREATION

Session Chair: Richard Whittington, University of Oxford

Inter-organizational Teams as Intersections between Customers and Supplier Firms  
Ruth Maria Stock, University of Bundeswehr  
Michael Gaitanides, University of Bundeswehr

Is Architectural Change always Disruptive to Incumbent Firms? Some Counterfactual Evidence  
Hart Posen, University of Pennsylvania  
Sendil Ethiraj, University of Michigan

Collective Organizational Representations: A New Look at Conventional Organizational Boundaries and Potential Intersections  
Joanne Roch, University of Sherbrooke

The Practice of Organising  
Richard Whittington, University of Oxford  
Michael Mayer, University of Glasgow  
Eamonn Molloy, University of Oxford  
Anne Smith, University of Glasgow

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Session Chair: Gianmario Verona, Bocconi University

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Ove Granstrand, Chalmers University of Technology  
Thomas Durand, École Central Paris  
Hugo Tschirky, Swiss Federal Institute of Technology-Zurich

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Emanuela Prandelli, Bocconi University  
Gianmario Verona, Bocconi University  
Mohanbir Sawhney, Northwestern University  
Deborah Raccagni, Bocconi University

Creative Routines and Internationalization of the Firm: Prototyping, Developing, and Extending Knowledge Processes  
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Crossing Boundaries in Innovation Research: An Empirical Research on Innovation Processes and Performance  
Emiel F M Wubben, Wageningen University  
R G M Kemp, Wageningen University/EIM Netherlands  
M Folkeringa, EIM Netherlands  
J P J de Jong, EIM Netherlands

ORCHESTRATION OF THE VALUE CHAIN

Session Chair: Willow Sheremata, York University

Orchestration: Conceptual Roots, Contexts, and Capability Implications  
Johan Wallin, Synocus Group

Who Should Set Transfer Prices?  
Lorraine Eden, Texas A&M University  
Dan Li, Texas A&M University

A Local Search for Distant Knowledge: Technological Innovation in the Diversified Firm  
Michael Fern, University of North Carolina-Chapel Hill
Government Policies: From Privatization to Market Regulation

Session Chair: Richard Franke, Loyola College

The Impact of Goal Divergence upon the Private Delivery of Public Goods
Howard Viney, Open University
Abby Ghobadian, Middlesex University
Philip James, Middlesex University
Jonathan Moont, Middlesex University

Carmel de Nahlik, Cranfield University

Counterfactual Transformation of a Regulated Monopoly: Quantitative Case Analysis “As If” a Competitive Free-enterprise Corporation
Richard Franke, Loyola College
Timothy Edlund, Morgan State University

Alliances and Trust

Session Chair: Jeffrey Reuer, Ohio State University

Designing Alliance Contracts
Jeffrey Reuer, Ohio State University
Africa Ariño, IESE Business School-University of Navarra

Social Network Analysis of Communication Media Usage
Joan Allatta, University of Pennsylvania

The Strategic Role of Structural Holes: Information Brokerage or Trust Brokerage?
Edward Zajac, Northwestern University
Ming Piao, Northwestern University

Misplaced Trust: Sources and Performance Consequences of Errors in Assessments of Competence and Goodwill
Harry Sapienza, University of Minnesota
Akbar Zaheer, University of Minnesota

Social Capital and Social Performance

Session Chair: Jean-Luc Arregle, Groupe EDHEC

The Development of Organizational Social Capital and its Performance Implications: Insights from Family Firms
Jean-Luc Arregle, Groupe EDHEC
Michael Hitt, Texas A&M University
David Sirmon, Arizona State University
Philippe Very, Groupe EDHEC

Strategic Virtues: Humility as a Source of Competitive Advantage
Antonio Rodriguez-Lopez, ALENE
Dusya Vera, University of Houston

Corporate Social Responsibility: An Instrument of Competitive Strategy
H Gregory Waller, Purdue University
Hugh Sherman, Ohio University
John Schermerhorn Jr, Ohio University


Vadake Narayanan, Drexel University
Bala Chakravarthy, IMD
Steven Floyd, University of Connecticut
Charles Lucier, Booz Allen Hamilton

Entrepreneurial Strategies in High-Tech Industries

Session Chair: Mats Magnusson, Chalmers University of Technology

Illegitimacy: The Young Technology Firm’s Advantage
Sofy Carayannopoulos, York University/Wilfrid Laurier University
Alliance Strategy: Prescription for Small and Medium-sized Enterprises?
Ying-Foon Chow, Chinese University of Hong Kong
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Alliance and Venture Capital Networks: An Analysis of Start-up Firms in the Biotechnology Industry
Lindy Archambeau, University of Utah
Anupama Phene, University of Utah
Tiffany Galvin, University of Utah

Dynamic Capabilities and Entrepreneurship: The Role of Resource Flexibility
Paolo Boccardelli, Luiss Guido Carli University
Mats Magnusson, Chalmers University of Technology

THE INTERSECTION BETWEEN INSTITUTIONAL ENVIRONMENT AND FIRM ALIGNMENT CHOICES
Session Chair: Sougata Ray, Indian Institute of Management-Calcutta

What Explains Strategic Behavior of Firms during Economic Liberalization in an Emerging Market Economy?
Sougata Ray, Indian Institute of Management-Calcutta

Make, Buy, or be Given: The Performance Implications of Consignment Inventory in the Electronic Manufacturing Services Industry
Richard Gentry, University of Florida
Heather Elms, Central European University

A Cross-national Study of Successful and Failing Mobile Commerce Adoption: Drivers and Inhibitors of Innovation and Market Performance
John McIntosh, Bentley College
Joseph Weiss, Bentley College

EXECUTIVE EDUCATION SHOWCASE
Darden Graduate School of Business Administration, University of Virginia

KNOWLEDGE MANAGEMENT: SYSTEMS, MODELS, AND MECHANISMS
Session Chair: William Lekse, University of Pittsburgh/Black Diamond Corporation

Knowledge Management Impacts on Decision-making Process
Nicolas Rolland, CERAM Graduate School of Management

Transferring Organizational Knowledge in Project-based Organization
Laurent Bourgeon, ESSEC Groupe

Technology-based Knowledge Exposure and Managerial Performance
William Lekse, University of Pittsburgh/Black Diamond Corporation
John Camillus, University of Pittsburgh

UNLOCKING THE BLACK BOX OF STRATEGY CREATION
Jeffrey Dyer, Brigham Young University
Giovanni Gavetti, Harvard University
Hal Gregersen, Brigham Young University
Rita Gunther McGrath, Columbia University
Jan Rivkin, Harvard University
Nicolaj Siggelkow, University of Pennsylvania

SMS ANNUAL BUSINESS MEETING
GRAND BALLROOM SALON I 17:45 - 18:45

COCKTAIL HOUR
GRAND BALLROOM SALON V 18:45 - 19:45

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### Paper/Panel Sessions

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### Strategy and Unconventional Applications

*Session Chair: Kim Warren, London Business School*

- **European Manufacturing Companies’ Investment Characteristics**
  - Nuran Acur, Aalborg University
  - Harry Boer, Aalborg University
  - Bjørge Timenes Laugen, Stavanger University College

- **The Globalisation of Professional Law Firms**
  - Susan Segal-Horn, Open University
  - Alison Dean, University of Kent

- **Strategy Dynamics beyond Business: An Illustration in the Emergence of Peace in Sierra Leone**
  - Kim Warren, London Business School

### Social Capital, Competition, and Performance

*Session Chair: M Tina Dacin, Queen’s University*

- **The Effect of Merger on Sub-group Identity, Satisfaction and Identification: New Institutionalism Perspectives**
  - Rosa Chun, University of Manchester

- **The Impact of Formalization on Performance in Interorganizational Relationships: Beyond Basic Dichotomies**
  - Paul W L Vlaar, Erasmus University-Rotterdam

- **An Investigation of Information Technology Architecture Adoption Decisions and Competitive Strategy**
  - Boris Jukic, George Mason University
  - Michael Wasserman, Clarkson University
  - Nenad Jukic, Loyola University-Chicago

- **Living on the Edge: Alliance Management Practices and New Business Development across Organizational Boundaries**
  - Christopher Street, Queen’s University
  - David Goldsmith, Queen’s University
  - M Tina Dacin, Queen’s University

### Government Intervention: Effects on Organizational Performance and Innovation

*Session Chair: Alan Eisner, Pace University*

- **Collaborative Organizations and Innovation**
  - Alan Eisner, Pace University

- **Factoring Institutions into Network Development: Government Activism in the Growth and Competitiveness of the Irish Software Industry**
  - Thomas Lawton, Imperial College London
  - Peter Innes, University of the Sunshine Coast

- **Government as Venture Capitalist: Identifying and Developing Technology as a Core Competency**
  - Timothy Reed, Air Force Institute of Technology
  - Kurt Heppard, United States Air Force Academy
  - Michael Belko, Air Force Institute of Technology

- **Regional Knowledge Creation: Innovation Systems and Environmental Technology Firm Strategy**
  - Gregory Theyel, California State University-Hayward
**Crafting Strategic Change**

*Session Chair:* Juan Ignacio Canales, IESE Business School-University of Navarra

**Bearing Strategy in the Back of Your Head: Managerial Action Stemming from Strategy Formation**
Juan Ignacio Canales, IESE Business School-University of Navarra

Joaquim Vilá, IESE Business School-University of Navarra

**Top Strategy Executives Qualitative Views on Internal and External Stakeholder Roles in Contemporary Strategy Process**
Tim O’Shannassy, RMIT University

**Testing the Relationship between Dimensions of Commitment and Marketing Strategy Implementation Effectiveness: The Mid-level Managers’ Perspective**
Eleri Thorpe, Cardiff University

Robert Morgan, University of Wales-Aberystwyth

**Managing the Dynamics of Strategic Change and a Strong Identity: The Case of the Swedish Bank Handelsbanken**
Olof Brunninge, Jönköping University

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**Executive Education Showcase**

*The Wharton School of the University of Pennsylvania*

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**Innovation Strategy and Performance**

*Session Chair:* John Hagedoorn, University of Maastricht

**How to Measure the Innovative Performance of Companies**
John Hagedoorn, University of Maastricht

Myriam Cloodt, University of Maastricht

**Uncovering the Endogenous Relationship between M&A and Innovation**
Giovanni Valentini, IESE Business School-University of Navarra

Maria Chiara Di Guardo, University of Cagliari

**Dynamic Complementarities of Start-ups and Incumbents in the Creation and Commercialization of Systemic Innovations**
Markku Maula, Helsinki University of Technology

Jukka-Pekka Salmenkaita, Nokia/Helsinki University of Technology

Thomas Keil, York University

Kaarlo Väisänen, Helsinki University of Technology

**Determinants of Innovative Capability: The Influence of Intellectual Capital on Incremental, Architectural, and Radical Innovation**
Mohan Subramaniam, Boston College

Mark Youndt, Skidmore College

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**Alliance Networks and Performance**

*Session Chair:* Beiqing (Emery) Yao, University of Pittsburgh

**The Performance of Interconnected Firms**
Dovev Lavie, University of Pennsylvania

**Network Rivalry? Empirical Evidence from the United States Automobile Industry**
Jennifer Davies, Queensland University of Technology

Neal Ryan, Queensland University of Technology

**Network Positions and Innovation Opportunities: A Longitudinal Study of Pharmaceutical Firms**
Beiqing (Emery) Yao, University of Pittsburgh

Susan McEvily, University of Pittsburgh

**Composition of Strategic Alliance Network**
Dan Li, Texas A&M University

Zhi Huang, Boston College
CONTROL, GOVERNANCE, AND FIRM PERFORMANCE: EMPIRICAL ANALYSES

Session Chair: Mona Makhija, Ohio State University

Predictive Accuracy or Fortune-Telling? An Empirical Examination of the use of Abnormal Returns in Estimating Merger and Acquisition Performance
Garry Adams, Auburn University
Kimberly Ellis, Michigan State University

Diversity in the Boardroom: The Impact on Firm Financial Performance
Niclas Erhardt, Rutgers University

Building Stable Alliances: A Dynamic Approach
Douglas Reid, Queen’s University
Paul Beamish, University of Western Ontario

The Relationship between Organizational Control and Learning: An Empirical Investigation of German Telecommunications Firms
Thomas Mellewigt, University of Leipzig
Mona Makhija, Ohio State University

MANAGING KNOWLEDGE DIVERSITY AND MOBILITY

Session Chair: Tammy Madsen, Santa Clara University

Knowledge Spillovers and Labor Mobility
Ajay Agrawal, University of Toronto
John McHale, Queen’s University
Iain Cockburn, Boston University

Change Experience, Retention Experience, and Organizational Evolution
Tammy Madsen, Santa Clara University
Elaine Mosakowski, University of Colorado-Boulder
Srilata Zaheer, University of Minnesota

Functional Diversity versus Requisite Variety in Top Management Teams
Timothy Vogus, University of Michigan
Kathleen Sutcliffe, University of Michigan

Personalization versus Codification Knowledge Transfer Strategies
Paul Friga, Indiana University

JUST IN CASE YOU NEED THEM: CLUBS, CHAINS, AND (AUCTION) BLOCKS

Session Chair: Boris Durisin, Bocconi University

How Should an Entrepreneurial Firm be Sold? Auctions versus Negotiations
Ilgaz Arikan, Ohio State University

Just in Case: The Standby Strategic Alliance
Anne Davis, City University of New York
Helaine Korn, City University of New York

Encroachment in Franchised Chains
Arturs Kalnins, University of Southern California

“Joining the Club”: A Study on the Existence of Core and Secondary Firms in Grouping Formations
Boris Durisin, Bocconi University

COGNITION AND LEARNING IN STRATEGY PROCESS

Session Chair: Harry Sapienza, University of Minnesota

Information Sharing within and between Alliance Teams: Tight Teams and Loose Alliances?
Randi Lunnan, Norwegian School of Management BI
Laura Elizabeth Traavik, Norwegian School of Management BI
Havard Ness, Buskerud College
Problem Perceptions and Strategic Choices in Chinese New Technology Ventures
Haiyang Li, Texas A&M University
Yan Zhang, Rice University

Sense-making and Sense-giving of Disruptive Initiatives: The Role of the Business Model
Matthias Brauer, University of St Gallen
Simon Grand, University of St Gallen

Adoption of Strategic Initiatives: Technology Transfer and the Academic Department
Janet Bercovitz, Duke University
Maryann Feldman, University of Toronto

Starting Down the Path: The Drivers of Choice and Performance in De novo Banks
Michael DeVaughn, University of Minnesota
Harry Sapienza, University of Minnesota

**Coffee Break**

**Executive Education Showcase**

Harvard Business School, Harvard University

**Technology Initiatives: Creating Competitive Advantage**

*Session Chair: C Clay Dibrell, Oregon State University*

Digitization of Firm Processes: e-Space Opportunism as Intended Firm Strategy
Lalit Manral, Columbia University

Internal versus External Knowledge Sourcing across Different Industries: Systemic and Strategic Firm-level Effects
Oana Branzei, University of British Columbia

Organizational Innovation: The Role of Top Management Strategic Orientation and Environmental Uncertainty in Innovation Adoption
Carolyn Davis, Georgia Institute of Technology
Terry Blum, Georgia Institute of Technology

The Effects of Information Technology in the Value Cycle: Performance Linkage
C Clay Dibrell, Oregon State University
Peter Davis, University of Memphis

**Multiple Views on Sustainable Competitive Advantage**

*Session Chair: Heike Proff, University of Mannheim*

A Behaviorally-based View of Sustainable Competitive Advantage
Andrew Sangster, Andrew Sangster Associates

Fundamentals of a Dynamic Theory of Strategy
Heike Proff, University of Mannheim

The Resource-based View and the Young Bill Gates
Richard Lynch, Middlesex University

The Role of Uncertainty in Transaction Cost and Resource-based Theories of the Firm
Hyung-Deok Shin, George Mason University
GROW, GROW, GROW YOUR FIRM: ALLIANCES VERSUS ACQUISITIONS IN FIRM GROWTH

Session Chair: Pierre Dussauge, Groupe HEC

The Impact of Alternative Modes of Growth on the Size-Performance Relationship: An Empirical Investigation of the Global Retail Industry
Valerie Moatti, ESCP
Pierre Dussauge, Groupe HEC

Partnering versus Mergers & Acquisitions: A Multi-perspective Theory Assessment
Hannes Säubert, European Business School/Arthur D Little GmbH
Hans Borgman, Leiden University

What is Fashionable in Fashion? Performance, Asset Appropriability, and Spillovers in Alliances and Acquisition in Fashion Industry: An Evolutionary Approach
Elisabetta Marafioti, Bocconi University
Stefania Saviolo, Bocconi University

PLENARY SESSION

GRAND BALLROOM SALON VI
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Jeffrey E Garten, Yale University

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