

2020 Annual Report



Linking Thoughtful Practice with Insightful Scholarship

MESSAGE FROM THE PRESIDENT



**AFRICA
ARIÑO**
SMS
PRESIDENT

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Dear SMS Members,

As incoming president of the Strategic Management Society, it is my honor to share with you this Annual Report and highlight some of the important accomplishments over 2020, as well as some of our priorities for the future.

2020 was an unusually challenging year, as the COVID-19 pandemic disrupted our lives and the activities of the Society. The many hurdles turned into opportunities to develop new ways to enhance the value that SMS offers its members. This was possible thanks to the joint work of the Society's leadership, numerous volunteer members, and the SMS staff. For the first time, our Annual Conference was held virtually, breaking previous registration records. Our membership remains stable at around 3,000 members, and we have achieved continued success around our journals and research funding. Financially, the year ended in balance—a very uncertain point some few months ago.

In 2020, member engagement expanded with innovative programs. The SMS 40th Annual Conference was a very successful event. I want to thank Program Chairs Julian Birkinshaw and Costas Markides for their work and flexibility to create a great virtual program. The Conference Track Chairs, Session Leaders, and other program volunteers did not spare themselves any efforts either. The SMS staff worked endless hours with great enthusiasm to ensure a high-quality program that was up to the Society's standards. The launch of the Strategy Imagination Forum series, which provides opportunities to share cutting-edge thinking on current strategy issues and topics presented by accomplished strategy thinkers from academia, business, and consulting (the ABCs of the Society), was another highlight of 2020. Additionally, Interest Group & Community (IG&C) leaders have worked to create many other new activities. My gratitude goes to all involved, as well as to those whose efforts to organize in-person conferences in Berkeley and Hangzhou were unfortunately frustrated by the pandemic.

Our journals remain strong. The *Strategic Management Journal (SMJ)* enjoys the position of being the world's leading journal in the strategy field. Both the *Strategic Entrepreneurship Journal (SEJ)* and the *Global Strategy Journal (GSJ)* have experienced dramatic improvements in their impact factors. We are happy to welcome Vibha Gaba and Brian Silverman as Co-Editors of *SMJ* and Peter Klein as a Co-Editor of *SEJ*. We thank Constance Helfat and Alfonso Gambardella at *SMJ* and Christoph Zott at *SEJ* for their exceptional guidance as Co-Editors.

We continue supporting PhD students through the Strategy Research Foundation (SRF), which awarded 10 research grants to students based in four countries in 2020. These grants will allow the recipients to enrich their dissertation projects. Past grant recipients' research was showcased at the SMS 40th Annual Conference. Additionally, 60 students from 15 countries participated in the Annual Doctoral Workshop, and we created new virtual content targeting students.

I want to thank my colleagues on the Executive Committee. Javier Gimeno completed his two-year presidential tenure, and we owe him gratitude for having led the Society through these turbulent times. Russell Coff completed his six-year rotation on the Executive Committee, and he has set a high bar of enthusiasm and dedication to this service. Eileen McCarthy announced that she will be leaving us as of March 31, 2021. While we wished her tenure as Executive Director would have been longer, we are grateful for the very positive impact she has made on our association. A Board committee is currently working on the search for a new Executive Director, and we are confident that the transition will be smooth.

The Executive Committee is now composed of Javier Gimeno, Yan Anthea Zhang, Tomi Laamanen, Eileen McCarthy, and myself. We welcome new Board Directors Aseem Kaul, Gwendolyn Lee, and Paul Mang. The leadership team is committed to working hard to fulfill the mission of SMS and to strengthen its value proposition for all SMS members.

Looking forward, we are targeting three priorities. First, we need to keep the Society strong in the face of uncertainty. The pandemic has changed some of our behaviors and activities, and we need to ascertain which of these are likely to return to their previous state, which will be transformed, and which will be replaced. Another force of change is the Open Access movement that will increasingly impact our research and publication procedures.

Second, we will continue our efforts to enhance our relevance by promoting mutually enriching interactions among As, Bs, and Cs. The appointment of Paul Mang as a Director responds to a desire to strengthen the voice of practice on the SMS Board. Paul has a unique background in that he brings experience as a tenure-track faculty member, a high-profile consultant, and a seasoned executive—an unusual combination of ABC experience in a single individual.

Third, we need to extend the Society's geographic reach. While SMS has been international since its founding, North America and Europe remain the dominant regions. SMS should reflect the reality of a multi-polar academic and business world. The creation of virtual programs is already



contributing to engaging members from under-represented regions, and we will keep working in this direction.

Thank you for your support. I am truly honored to serve as your president and hope you will contact me if you have thoughts or ideas on how we can better serve your needs and make SMS more innovative.

Let me finish by expressing my personal support to those of you who may be suffering one way or another in these difficult times.

Looking forward to meeting you in person soon!

Thank you,
Africa Ariño

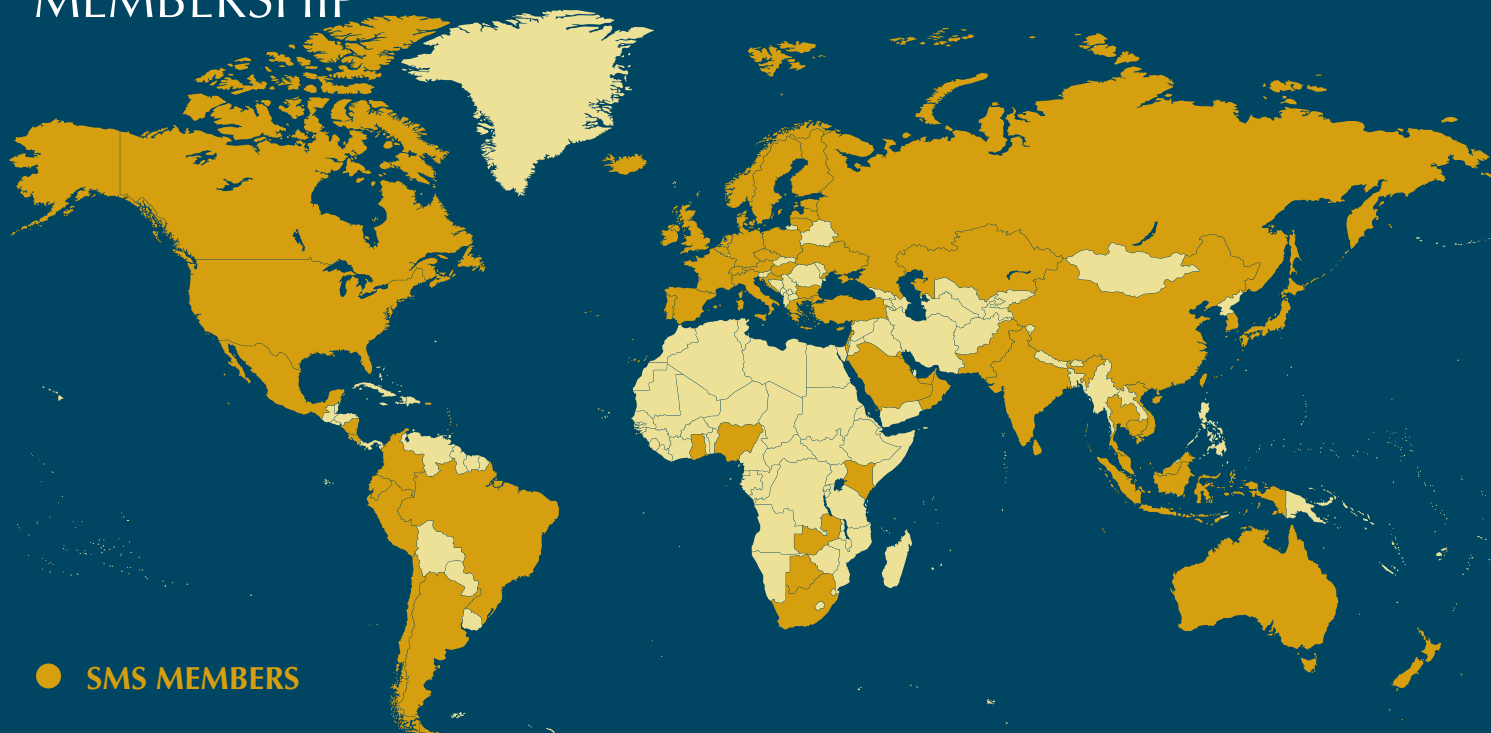
ABOUT SMS

LINKING THOUGHTFUL PRACTICE WITH INSIGHTFUL SCHOLARSHIP

The Strategic Management Society (SMS) is unique in bringing together the worlds of reflective practice and thoughtful scholarship. The Society advances the development and dissemination of insights on the strategic management process and fosters contacts and interchange around the world. SMS is membership based and was founded at an inaugural meeting in London in 1981 and incorporated in 1983. Today, it enjoys the support of approximately 3,000 members annually, representing more than 1,100 institutions and companies in more than 70 countries. Activities of the Society are made possible through the dedicated support of hundreds of individuals who take on a variety of responsibilities, volunteering their time and expertise. SMS's key activities include:

- **THE PUBLICATION OF THREE LEADING ACADEMIC JOURNALS** in partnership with Wiley: *Strategic Management Journal*, *Strategic Entrepreneurship Journal*, and *Global Strategy Journal*.
- **INTEREST GROUPS AND COMMUNITIES** that foster connections and programming in specific streams of research or activity.
- **FUNDING OF RESEARCH** through the Strategy Research Foundation (SRF) to advance the field of strategic management.
- **ANNUAL AND SPECIAL CONFERENCES** that promote the exchange of ideas among attending academics, business practitioners, and consultants.
- **VIRTUAL PANELS AND WORKSHOPS** that stimulate conversation and research among students, faculty, business executives, and consultants across the globe.
- **AWARDS** that recognize emerging and advanced scholars in the field who have left a lasting impact; business leaders who have demonstrated strategic leadership; and innovative research and publications.

MEMBERSHIP



**AFRICA
ARIÑO**

2020
MEMBERSHIP
CHAIR

A REPORT BY AFRICA ARIÑO, 2020 MEMBERSHIP CHAIR

Our vibrant membership keeps the Strategic Management Society fresh and relevant. In 2020, the circumstances provoked by the pandemic spurred members' innovativeness to maintain engagement in new ways.

With the support of the SMS staff, the Interest Groups and Communities created and delivered impressive virtual programming. Nearly 1,000 individuals participated in 30 SMS virtual engagement programs—not including meetings or programs related to the SMS 40th Annual Conference.

Engagement expanded thanks also to new inclusiveness activities jointly led by the Membership Committee and our Ombudsperson, Dana Minbaeva. I want to highlight the "SMS Welcome for New Members" event held immediately prior to the SMS 40th Annual Conference. This event provided an orientation for our new members and for first-time Annual Conference attendees. Long-time SMS members and Fellows shared with newcomers what SMS means to them, how they have benefited from membership, and how to make the most of the conference.

In order to advance engagement across academics, business executives, and consultants (the ABCs of the Society), the Board created an ABC Task Force. One important outcome from its work has been the launch of the Strategy Imagination Forum series. In these webinars, seasoned leaders from academia, business, and consulting share cutting-edge thinking on current strategy issues, providing the grounds for lively discussions. On average, about 40% of session attendees come from the business and consulting communities, a substantial increase for the Society's activities.

The continued enthusiasm and support of our members is essential, and we thank those who accept any of a host of responsibilities that serve journals, conferences, the SRF, or the awards programs. On this occasion, we want to underscore our particular gratitude to those members who serve or have served as IG&C officers and to those who have volunteered to run for election. The willingness to serve the Society in such positions shows a commitment that signals the strength of SMS. All IG&C leaders are listed in the Volunteer Leadership pages at the end of this report.

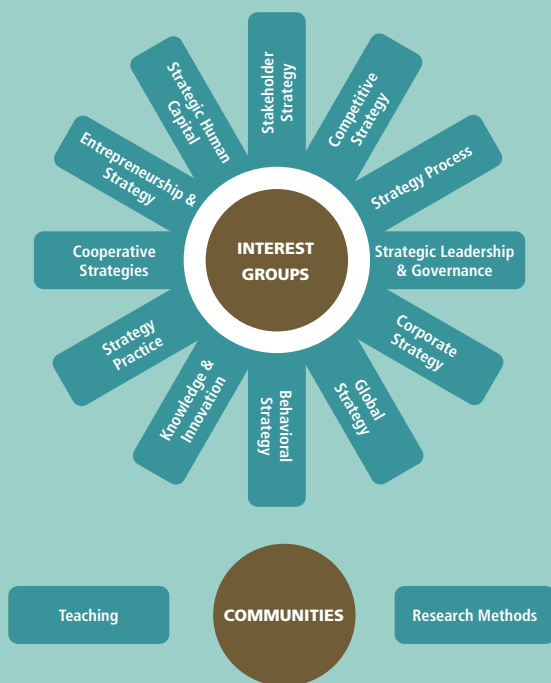
KEY STATISTICS

2,971
MEMBERS

FROM
73
COUNTRIES

INTEREST GROUPS AND COMMUNITIES

The Interest Groups and Communities of the Strategic Management Society are a catalyst for member activities and one of the best ways to engage with SMS. The 12 Interest Groups are organized to recognize major, individual streams of practice and research and to serve the needs of the members with special interests. The two Communities focus on providing resources and a forum for members to advance their skills. The IG&Cs' ability to adapt and serve the needs of our Society is limitless, as was demonstrated in 2020 through their creation of nearly 20 virtual events and activities and the adaptation of a complex Annual Conference program into an online format to reach our members at home during the pandemic.



SMS INTEREST GROUP AND COMMUNITY BUSINESS MEETINGS

Interest Groups & Communities took advantage of the SMS 40th Annual Conference being held virtually and hosted their annual Business Meetings and Socials online, making them more accessible to members than ever before. All 14 Interest Groups and Communities held their meetings on Zoom from October 2–16. Thank you to everyone who participated!

SUCHETA NADKARNI AWARD FOR OUTSTANDING PUBLICATION ON WOMEN EXECUTIVE LEADERSHIP

The [Behavioral Strategy](#) and [Strategic Leadership & Governance](#) Interest Groups presented the Sucheta Nadkarni Award for Outstanding Publication on Women Executive Leadership. SMS is grateful to Cambridge Judge Business School at the University of Cambridge for sponsoring this award in memory of our friend and colleague Sucheta Nadkarni (1967-2019) in partnership with the Strategic Management Society. The award recognizes a refereed journal publication with potential to significantly impact our understanding of women executive leadership.

The 2020 Sucheta Nadkarni Award Recipient:

Leaning Out: How Negative Recruitment Experiences Shape Women's Decisions to Compete for Executive Roles

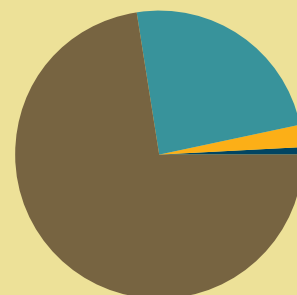
Brands, Raina & Fernandez-Mateo, Isabel. (2017). Leaning Out: How Negative Recruitment Experiences Shape Women's Decisions to Compete for Executive Roles. *Administrative Science Quarterly* 62(3), 405-442.

MOVING ONLINE

In addition to reaching SMS membership through its typical avenues of newsletters and the Annual Conference Workshops and Interest Group & Community Panel Sessions, IG&Cs responded to the pandemic by building on past innovations and testing new ideas to engage members and create opportunities to connect in the months leading up to the SMS 40th Annual Conference. This resulted in activities such as the Entrepreneurship & Strategy Research Seminar Series, a PhD student engagement opportunity for networking, and several webinars in the second half of 2020, with programming continuing into 2021.

2020 MEMBERSHIP BY TYPE

Regular 2,162
Student 718
Emeritus 71
Founding 20



"So many cool and creative initiatives this year! To list a few, I had the opportunity of joining the Stakeholder Strategy IG's virtual meeting, E&S Insights Series, Human Capital IG mentoring program, and the Men and Women in Academia session. These are really nice ways to stay engaged with the community!"

—Jiao Luo, University of Minnesota

MEMBERSHIP

INCLUSIVITY

In early 2020, SMS hosted webinars focusing on [defining success](#) and [developing careers in academia](#). These panels featured prominent scholars as they discussed the field, their careers, and how to achieve success. Organized by Ruth Aguilera and Rebecca Kehoe, the sessions were well attended and are available to SMS members on the Society's YouTube channel.

SMS Ombudsperson Dana Minbaeva, SMS President-Elect Africa Ariño, and SMS Past President Russell Coff hosted a Welcome for New Members during the SMS 40th Annual Conference to share how they made SMS their "home." The session also aimed to help new members and first-time attendees connect with other members and to make the most of their SMS membership.



STRATEGY IMAGINATION FORUM

The SMS [Strategy Imagination Forum](#) series launched in July 2020 with an inaugural Forum featuring Martin Reeves, Chairman of the BCG Henderson Institute, speaking on "The Imagination Machine." These virtual Forums, organized by Sharon Matusik, Will Mitchell, and George Stalk, share cutting-edge thinking on current strategy issues presented by accomplished strategy thinkers from academia, business, and consulting. They are open to all SMS members, as well as to members of the consulting and business communities. Three Strategy Imagination Forums were held in 2020, and the series continues in 2021.



AWARDS WEBINARS

In November and December, SMS hosted a webinar series featuring recipients of the [SMS Emerging Scholar Award](#), [SMS Educational Impact Award](#), [CK Prahalad Distinguished Scholar-Practitioner Award](#), [SEJ Best Paper Prize](#), and [GSJ Best Paper Prize](#). Recordings of these sessions are available on the SMS YouTube channel.

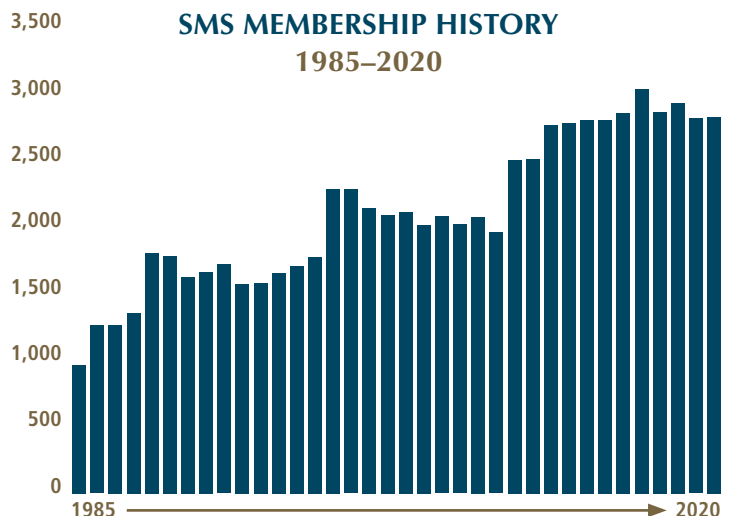


"The new SMS member webinars have allowed me to attend sessions which I could not attend physically due to budget and time limitations as well as travel restrictions, as I am based in Oman. We live in a connected world, and these sessions have helped me personally to connect with the right researchers."

—Jasim Aal Muhammad, Energy Tekes



SMS MEMBERSHIP HISTORY 1985–2020



PUBLICATIONS



RUTH V. AGUILERA
2020
PUBLICATIONS
CHAIR

A REPORT BY RUTH V. AGUILERA, 2020 PUBLICATIONS CHAIR

SMS's three journals play a crucial role in helping the Society advance strategic management scholarship. In 2020, the journals grew immensely, with strong new impact factors and strong submission numbers. Key accomplishments and statistics for the *Strategic Management Journal* (SMJ), the *Strategic Entrepreneurship Journal* (SEJ), and the *Global Strategy Journal* (GSJ), along with the editor teams' reflections on the year, are included below.

SMS's Media Innovations team led several new initiatives and reinvigorated the [SMS Blog](#), while the Publications Committee formed an Open Access (OA) Task Force to explore the challenges and opportunities the OA movement will bring to the publishing industry and to the SMS journals. We continue to work with Wiley to strengthen our partnership, and we thank Eileen McCarthy for leading this effort.

A number of journal leadership transitions took place in 2020. Vibha Gaba and Brian Silverman were appointed as *SMJ* Co-Editors, replacing Constance Helfat and Alfonso Gambardella, and Peter Klein was appointed as *SEJ* Co-Editor, replacing Christoph Zott. Melissa Graebner was reappointed to a second term as *SEJ* Co-Editor. Alvaro Cuervo-Cazurra, Gabriel Benito, and Ram Mudambi continue as *GSJ* Co-Editors. All three journals added new Associate Editors. Marvin Lieberman and Matthias Wenzel continued to lead the Media Innovations team, and they added several Social Media team members.

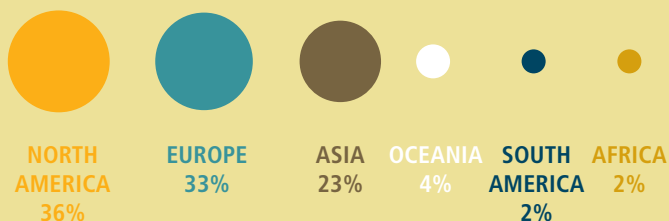
The Society thanks all of the outgoing editors for their contributions and welcomes the new editors. As with all SMS programs, Publications are dependent on the efforts and dedication of many SMS members. SMS thanks the Co-Editors, Associate Editors, Editorial Review Board members, ad hoc reviewers, and authors for their commitment and leadership. Last but not least, we are grateful to Lana Bandy for her tremendous support to all of us in the SMS Publications space. For a full list of Co-Editors and Associate Editors involved in the SMS journals, please see the Volunteer Leadership pages at the end of this report.



"I've seen SMJ as a focal point for what I do research on. It helps me understand which debates and issues matter and which phenomena in the world of business I should be concerned with."

—Julian Birkinshaw, London Business School

SMS JOURNAL SUBMISSIONS BY REGION



*data includes *GSJ*, *SEJ*, and *SMJ*

STRATEGIC MANAGEMENT JOURNAL

A REFLECTION BY RAJSHREE AGARWAL, SENDIL ETHIRAJ, & CONSTANCE HELFAT, 2020 SMJ CO-EDITORS

The *Strategic Management Journal* (SMJ) continues to thrive, attracting a record-number of submissions in 2020 and continuing to publish leading research for the field. The journal received more than 1,500 original submissions last year, so the Associate Editor team who saw the papers through the process and provided authors with developmental feedback were kept extremely busy.

SMJ greatly appreciated the work of Associate Editors Stefano Brusoni, J.P. Eggers, Tobias Kretschmer, Kyle Mayer, and Brian Wu, all of whom ended their terms in 2020. The journal welcomed a large number of new Associate Editors to the fold—Raffaele Conti, Cristian Dezso, Isin Guler, Benjamin Hallen, Ioannis Ioannou, Nan Jia, Rahul Kapoor, Jiao Luo, Claudio Panico, Timothy Quigley, David Ross, Balagopal Vissa, Minyuan Zhao, and Yue Maggie Zhou. Donald Hambrick, Bruce Kogut, Harbir Singh, David Teece, Michael Tushman, and Peter Zemsky graciously accepted SMJ's invitation to serve second terms as Guest Editors.

SMJ Co-Editors Alfonso Gambardella and Constance Helfat ended their terms in March and December 2020, respectively. The journal welcomed Rajshree Agarwal to the Co-Editor team in January 2020. SMJ also congratulates incoming Co-Editors Vibha Gaba and Brian Silverman, both former SMJ Associate Editors, with terms starting January 2021.

The journal had one Special Issue call in 2020, for the "New Directions for the Resource-based View" issue. This issue, led by Jay Barney, Olivier Chatain, Constance Helfat, Aseem Kaul, David Ketchen, and Harbir Singh, attracted a huge number of submissions and promises to be a stellar issue.

SMJ published a Special Issue on "[History and Strategy Research Opening Up the Black Box](#)" in March. This issue, edited by Nicholas Argyres, Alfredo De Massis, Nicolai Foss, Federico Frattini, Geoffrey Jones, and Brian Silverman, contained nine articles by prominent scholars. Several previously published SMJ articles were included in the SMS journals' Spring "[Strategic Responses to Crisis](#)" Virtual Special Issue.

SMJ also completed the lineup of articles for two additional Special Issues—"Strategies on Platform Ecosystems" (led by Tobias Kretschmer, Aija Leiponen, Melissa Schilling, and Gurneeta Vasudeva Singh) and "Question-driven and Phenomenon-based Empirical Strategy Research" (led by Melissa Graebner, Anne Marie Knott, Marvin Lieberman, and Will Mitchell). Both of these Special Issues will appear in print in 2021.

DAN AND MARY LOU SCHENDEL BEST PAPER PRIZE

The prize-winning paper for 2020 was "[Value Creation in Innovation Ecosystems: How the Structure of Technological Interdependence Affects Firm Performance in New Technology Generations](#)" by Ron Adner and Rahul Kapoor. This paper was published in *Strategic Management Journal*, Volume 31, Issue 3. The article is a foundational piece on innovation ecosystems. The Society recognized the authors at the SMS 40th Annual Conference in October.



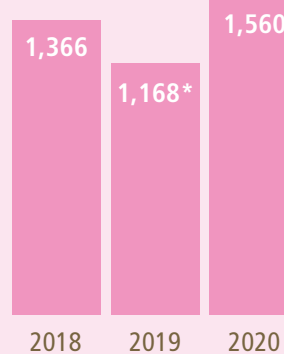
Ron Adner



Rahul Kapoor

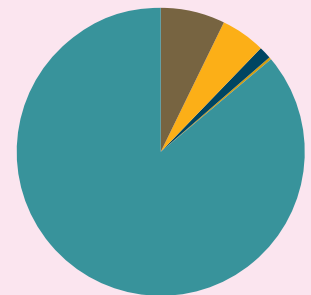
SMJ SUBMISSIONS

BY YEAR



*No special issue submission period ended in 2019, which accounts for the lower submission numbers.

BY MANUSCRIPT TYPE



Research Article 1,343

Short Research Article 110

Special Issue Article 80

Prospectives 19

Commentary 3

STRATEGIC ENTREPRENEURSHIP JOURNAL

A REFLECTION BY GARY DUSHNITSKY, MELISSA GRAEBNER, & CHRISTOPH ZOTT, 2020 SEJ CO-EDITORS

The *Strategic Entrepreneurship Journal* (SEJ) had much success in 2020, with a strong upward trajectory in terms of regular issue submissions and its metrics of impact.

SEJ's impact factor improved to 6.200 this year, which solidifies the journal's position as a primary outlet for leading research in the field. The journal received 425 new, regular issue submissions—its most ever, and an increase of 30%—in 2020.

Despite the increased workload and 2020's less-than-ideal working conditions, SEJ's Associate Editors and Editorial Review Board members continued to excel. The journal added two new Associate Editors—Chris Bingham and David Sirmon—and said farewell to Frederic Delmar, Tim Folta, and Isabelle Le Breton-Miller. The journal will also miss Co-Editor Christoph Zott, whose second term ended in December 2020. Former Associate Editor Peter Klein joined the Co-Editor team in January 2021.

The journal released four "print" issues in 2020—two regular issues and two special issues. SEJ's March issue was on "[Historical Approaches to Entrepreneurship Research: Investigating Context, Time, and Change in Entrepreneurial Processes](#)." The guest editors were William Gartner, Geoffrey Jones, David Kirsch, R. Daniel Wadhwani, and Friederike Welter. In September, SEJ published a special issue on "[Entrepreneurship in Emerging Economies](#)," guest edited by Maw-Der Foo, Balagopal Vissa, and Brian Wu. SEJ's Call for Papers for the "Catalyzing Change and Innovation in Women's Entrepreneurship" Special Issue attracted more than 60 excellent submissions.

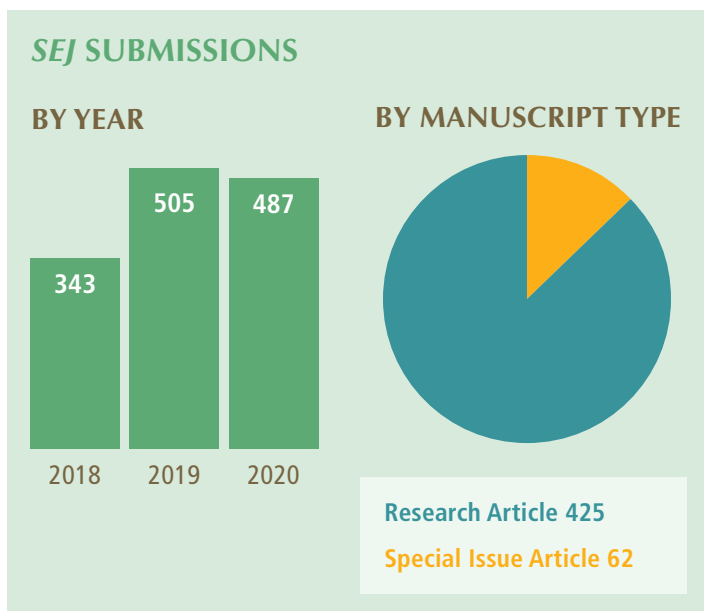
SEJ was busy in the Virtual Special Issue sphere as well, with articles included in the SMS journals' Spring "[Strategic Responses to Crisis](#)" Special Issue. SEJ released its own Virtual Special Issue, "[Entrepreneurial Responses to Crisis](#)," in late 2020. This Special Issue was unique, as it featured past research relevant to the COVID-19 pandemic, as well as new material—reflections from SEJ's previous Best Paper Prize-winning authors about the relevance of their research in light of the crisis. The six reflection papers were also part of the December print issue.

SMS honored SEJ authors with the Best Video Abstract Award, which went to Carolin Häussler, Maria Hennicke, and Elisabeth Mueller for their video abstract on "[Founder-inventors and their Investors: Spurring Firm Survival and Growth](#)."



"SEJ has dynamic leadership in Gary, Melissa, and Peter, who are committed to seeing the journal represent the universe of topics that reflect entrepreneurship around the world. I am honored to work alongside them to make this mission possible."

—Brett Anitra Gilbert, American University



SEJ BEST PAPER PRIZE

SEJ announced the recipient of its Best Paper Prize at the SMS 40th Annual Conference. The recipient was "[Amphibious Entrepreneurs and the Emergence of Organizational Forms](#)" by Walter Powell and Kurt Sandholtz, published in Volume 6, Issue 2. This research deepens our understanding of how novel organizational forms and business model innovations emerge and points to the role of naïveté (rarely mentioned in theories of entrepreneurship) in the design of such novel forms. Powell and Sandholtz hosted a [webinar](#) for SMS members in December.



Walter
Powell



Kurt
Sandholtz

GLOBAL STRATEGY JOURNAL

A REFLECTION BY GABRIEL R.G. BENITO, ALVARO CUERVO-CAZURRA, & RAM MUDAMBI, 2020 GSJ CO-EDITORS

The *Global Strategy Journal* (GSJ) continued making major progress as the leading journal in global strategy in 2020. GSJ received papers from authors working in 42 countries, and the JCR two-year impact factor increased to 4.06. The journal received 154 new, regular issue submissions—its most ever, and an increase of 21%—in 2020. This is not only impressive on its own, but even more so for such a young journal; 2020 marked the journal's 10-year anniversary. In just a decade, GSJ has accomplished a great deal!

The four issues from 2020 reflect GSJ's goals as a focused, high-quality journal shaping research conversations in global strategy. GSJ published two special issues, one on "[Skepticism of Globalization](#)" edited by Alvaro Cuervo-Cazurra, Yves Doz, and Ajai Gaur, and another on "[Global Value Chains, Governance, and Globalization Strategies](#)" edited by Gary Gereffi, Pavidan Pananond, and Torben Pedersen. The two regular issues were organized around common themes—one on the "[Internationalization Process](#)", including an introductory essay by Jan-Erik Vahlne, and another on "[Global Corporate Governance](#)". GSJ was also featured in the SMS journals' Spring "[Strategic Responses to Crisis](#)" Virtual Special Issue.

The Co-Editors and Associate Editors promoted the journal in Meet the Editors panels, Junior Faculty and Doctoral consortia, PhD workshops, and symposia on publishing, and by sponsoring best paper awards.

The Co-Editors are grateful to GSJ's dedicated and diligent Associate Editors and Editorial Review Board members and to the many scholars who provided excellent reviews for the journal. We specially thank Dan Li, who finished her term as Associate Editor, and we welcome Marcus Møller Larsen and Paul Vaaler as new Associate Editors.

Looking ahead, in 2021 GSJ will publish a special issue on "Digital Strategy" and another on "Institutions and Entrepreneurship." In 2022, GSJ has scheduled a special issue celebrating "A Decade of GSJ" and another on "Complexity and Multinationals."

GSJ BEST PAPER PRIZE

At the SMS 40th Annual Conference, GSJ honored Sjoerd Beugelsdijk, Robbert Maseland, and André van Hoorn with the Best Paper Prize for their 2015 article, "[Are Scores on Hofstede's Dimensions of National Culture Stable over Time? A Cohort Analysis](#)" from Volume 5, Issue 3. The article is an exemplary piece of research about one of the real workhorses in international strategy and management, Geert Hofstede's framework of national cultures. The authors hosted a [webinar](#) on their paper for SMS members in December.



Sjoerd Beugelsdijk



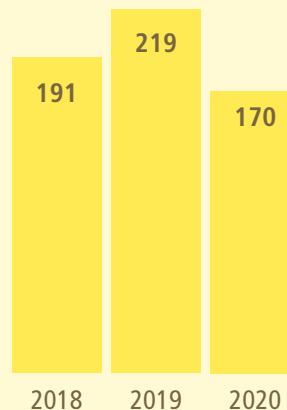
Robbert Maseland



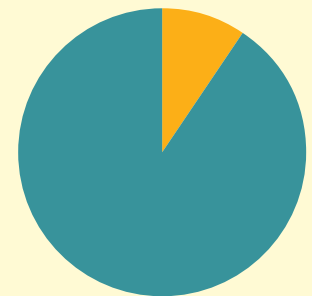
André van Hoorn

GSJ SUBMISSIONS

BY YEAR



BY MANUSCRIPT TYPE



Research Article 154

Special Issue Article 16

"What is exciting about GSJ is its trajectory of growth. Starting from and thanks to the pioneering efforts by our founders, the quality of submissions and publications has shown a steady rise. We have adopted a developmental approach that has resulted in publications that enhance the original submissions, resulting in a greater draw for submitters."

—Anupama Phene, George Washington University



MEDIA INNOVATIONS

A REFLECTION BY MARVIN LIEBERMAN AND MATTHIAS WENZEL, 2020 MEDIA INNOVATIONS CO-EDITORS

[SMS Media Innovations \(MI\)](#) harnesses digital media to disseminate SMS insights and engage the strategy community in conversations about strategic management. MI uses social networks (Facebook, Twitter, LinkedIn, YouTube, and the SMS Blog) to increase the resonance of SMS scholarship. In addition, the MI team edits Virtual Special Issues that serve as a knowledge repository for debates both online and in print.

In 2020, we set up a Social Media Team composed of David Clough, Jarryd Daymond, Stefanie Habersang, Renate Kratochvil, and Sarah Stanske. Thanks to their efforts, the number of followers and members across our digital platforms is growing exponentially. As of February 2021, SMS has 7,237 followers on [Twitter](#) (up 30%); 32,182 members on [Facebook](#) (up 22%); 11,684 members on [LinkedIn](#) (up 11%); and 1,520 subscribers on [YouTube](#) (up 43%).

In addition, MI made concerted efforts to attract additional posts to the [SMS Blog](#) (up 1,000%). As a result, posts on the SMS Blog were viewed 15,481 times (up 1,054%). The combined media footprint suggests significant global and intellectual reach.

In close interactions with the SMS Journal Co-Editors and the SMS staff, MI also relaunched Virtual Special Issues as a publication format to which authors can contribute on a regular basis. In 2020, Matthias Wenzel, Sarah Stanske, and Marvin Lieberman published a Virtual Special Issue on ["Strategic Responses to Crisis."](#) The team has several virtual issues underway for 2021.

VIDEO ABSTRACT AWARD

Although the award committee had a hard time making a selection for the Best Video Abstract of 2019, Media Innovations chose ["Founder-inventors and their Investors: Spurring Firm Survival and Growth"](#) for several reasons. Most importantly, the video tells a clear and simple story that summarizes the main findings of the article. The video highlights the authors while also making good use of animation, which is applied in a limited way to accentuate the main points. In general, the video is engaging for the viewer, and it effectively combines multiple visual elements.

Best Video Abstract of 2019

"Founder-inventors and their Investors: Spurring Firm Survival and Growth," *Strategic Entrepreneurship Journal*, 13(3), 288–325.

Carolin Häussler, *University of Passau*

Maria Hennicke, *Frankfurt School of Finance & Management gGmbH*

Elisabeth Mueller, *IESEG School of Management*



SOCIAL MEDIA TEAM



David Clough
University of British Columbia



Jarryd Daymond
University of Sydney



Stefanie Habersang
Leuphana University of Lüneburg



Renate Kratochvil
BI Norwegian Business School



Sarah Stanske
Leuphana University of Lüneburg

CONFERENCES



**SHARON
MATUSIK**

2020
CONFERENCE
CHAIR

A REPORT BY SHARON MATUSIK, 2020 CONFERENCE CHAIR

In 2020, the Strategic Management Society quickly adapted to the COVID-19 crisis by reformulating its conference offerings and format, while staying focused on our mission to promote and encourage impactful research and research-informed practice of strategic management. Within weeks of most universities in the U.S. temporarily halting in-person learning, the SMS Special Conference in Berkeley on “Designing the Future: Strategy, Technology, and Society in the 4th Industrial Revolution,” to be hosted at the Haas School of Business, University of California, Berkeley, was cancelled in consideration of everyone’s health and safety, though several planned programs were made available in a series of virtual sessions. The SMS 40th Annual Conference scheduled for London was fully reimaged and delivered in a virtual format in the Fall, with plans to return to London for an in-person Annual Conference in 2022. The SMS 40th Annual Conference was well received, with 1,450 registrants who participated in paper sessions, plenary panels, Interest Group & Community workshops and panels, virtual networking events, awards programs, and more. Of those attendees who responded to our post-conference survey, a strong majority indicated they would be willing to attend another virtual conference organized by SMS. The SMS Special Conference in Hangzhou, originally scheduled for June, unfortunately had to be canceled, but we are actively working on alternative ways to engage with our university partner, the School of Management of Zhejiang University, and corporate partner, Alibaba Group, in the future.

SMS is extremely grateful for the resilience, adaptability, and hard work of all our members who were engaged with planning or presenting at our conferences this year. From the IG&C leadership to our Conference Program Committee and all who participated, we appreciated the great collaboration and creativity as we worked together to identify and act on new ways to share research and knowledge, leveraging technology. Though the pandemic has brought great hardship to many across the globe, it has also encouraged us to develop different ways to engage with our members, and we look forward to leveraging what we have learned through our virtual experience to create additional activities for our members far into the future.

2021 CONFERENCES

SMS is looking forward to coordinating another virtual Annual Conference for September 2021. We are excited to incorporate the feedback we

received from our members to provide a thought-provoking conference.



SPECIAL CONFERENCE BERKELEY

SMS Berkeley was scheduled to be held March 25-27, 2020, at the Berkeley-Haas School of Business with a theme of “Designing the Future: Strategy, Technology, and Society in the 4th Industrial Revolution.” Unfortunately, the conference was canceled due to the COVID-19 pandemic, but Program Chairs Sara Beckman, Andy Dong, Tyrone Pitsis, and Luciano Oviedo pivoted components of the program to be held virtually.

The [SMS Virtual Berkeley: Best Paper Prize Session](#) was held on April 29, and the eight finalists for the Best Paper Prize gave short presentations of their research papers, then participated in a lively discussion and Q&A with the audience. Additional sessions were held on: July 16 with the topic of Strategy, Entrepreneurship, Technology, Innovation, and Social Impact; August 27 discussing How Information Technology & AI are Transforming Innovation & Entrepreneurship; and September 3 focusing on Perspectives on Strategy, Entrepreneurship, Technology, Innovation, and Social Impact.

We are grateful to our Workshop Organizers, Hendrik Leendert Aalbers, Saeed Khanagha, and Krsto Pandza for holding a virtual doctoral workshop on “Reshaping Firms in Digital Ecosystems: Designing the Future” on November 5, 2020.



BEST PAPER PRIZE WINNER

Why Does Strategy Need Design Theory? A Framework for Developing Strategy Through Design Thinking

Violina Rindova, University of Southern California, and Luis Martins, University of Texas-Austin

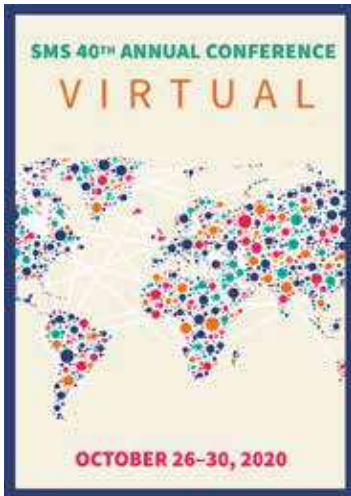
Audience Choice Recipient

Getting on the Map: The Impact of Online Listings on Business Performance

Michael Luca, Harvard University; Abhishek Nagaraj, University of California, Berkeley; and Gauri Subramani, University of California, Berkeley

ANNUAL CONFERENCE

A REFLECTION BY JULIAN BIRKINSHAW & COSTAS MARKIDES, PROGRAM CO-CHAIRS FOR THE SMS 40TH ANNUAL CONFERENCE



The SMS 40th Annual Conference was our first-ever virtual annual conference, organized and delivered under extraordinary circumstances. When we developed the theme of “Strategy in a Disruptive World,” we never thought we would be practicing it ourselves! Yet we did, with our wonderful staff in the SMS office guiding us along the way and ensuring that everything ran perfectly and on time.

An impressive 1,450 SMS members attended the conference, actively engaging in presentations,

debate, and networking. By encouraging everyone to present live (rather than pre-recording their sessions), we created a high-energy event. The feedback from our members has been excellent. Not only did we deliver our conference in a new format, but the quality of the sessions, the engagement of the participants, and the quality of discussions were outstanding. This success reflects the efforts of hundreds of you—in particular, those who submitted proposals and those who reviewed them. We also want to extend a special “thank you” to the Track Chairs for their excellent work managing this whole process.

The plenary sessions once again demonstrated that business can and should be a force for good. As business school academics, we have often



KEY STATISTICS

1,752
PROPOSAL
SUBMISSIONS

1,273
REVIEWERS

645
PRESENTED
PROPOSALS

145
COMPETITIVE
PROGRAM SESSIONS

1,450
ATTENDEES

FROM
47
COUNTRIES

23
IG&C
SESSIONS

12
IG&C
WORKSHOPS

7
CONFERENCE
EXTENSIONS

marvelled at the power of human creativity and entrepreneurship in the business sector to create enormous value and improve our world. The same ingenuity and the same passion and drive can be applied to solve social problems. Our opening keynote speaker, Ali Parsa, provided a wonderful example of this. Ali founded the London-based Babylon Heath in 2013 with the explicit vision of reinventing the world's access to health care. Through Babylon's AI-driven app, people based anywhere in the world can diagnose illnesses through simple questions and can gain instant video consultations with doctors and health care professionals. It is a business innovation that is revolutionizing the provision of health care in the world.

Our Conference continued the SMS tradition of insightful research-driven sessions that demonstrated the breadth and rigor of the SMS research community. We hope you have many fond memories of the Conference and that you “left” SMS Virtual intellectually engaged.



“The highlight of the conference for me was the relevance of presentations and presenters, leading research in a friendly environment.”

—Mario Doria, Glekk

ANNUAL CONFERENCE

CONFERENCE FORMAT

The SMS 40th Annual Conference was held virtually October 19-30, 2020, after the SMS Board of Directors voted to hold the conference online instead of through a traditional in-person meeting in London due to health and safety concerns related to the coronavirus pandemic. Despite the difficult and unusual circumstances, the conference had a record-high number of attendees across two weeks of programming, with Interest Group & Community sessions and workshops held October 19-25, and Competitive Program and Plenary sessions held October 26-30.

INTEREST GROUP & COMMUNITY SESSIONS ON YOUTUBE

Did you miss an Interest Group or Community Session? Want to find out what was discussed at your Interest Group or Community's Business Meeting? A select number of sessions and meetings are available on the [SMS YouTube Channel](#).



"My conference highlight was engaging in one-on-one conversations with other researchers and providing ideas on their topics."

—Pia Neudert, EBS University,
Oestrich-Winkel



"In a short period and despite the challenging circumstances, SMS managed to organize a very engaging and productive (virtual) conference. This year, it was especially crucial, as many of us couldn't travel

or spent most of our time in lockdown. I did not feel isolated at all and even became very comfortable meeting new people virtually!"

—Vibha Gaba, INSEAD

NETWORKING

The program offered several networking opportunities. These included intimate live Q&A sessions with Plenary speakers, a Women's Networking Social, topical discussions hosted by the Chairs of each Theme Track, chats with the SMS Journal Co-Editors, IG&C Socials, and a discussion hosted by the SMS Media Innovations team on Generating Impact in the Digital Sphere. A meet-and-greet for new members and first-time attendees hosted by the SMS Ombudsperson was also held in conjunction with the conference.



ANNUAL CONFERENCE PAPER PRIZES

In addition to live sessions, the virtual conference platform featured dedicated Awards & Honors pages, where video abstracts from the nominees for the Best Conference Paper Prize, Best Conference PhD Paper Prize, and the Research Methods Paper Prize were highlighted, as were recorded acceptance speeches from the SMS Awards and the journals' Paper Prize winners.

2020 BEST PAPER PRIZE

The Paradox of Startup Acquisitions: Eliminating Competition and Creating New Competitors

J. Daniel Kim, *University of Pennsylvania*



2020 RESEARCH METHODS PAPER PRIZE

Evidence on Social and Financial Performance: Mapping the Empirical Garden of Forking Paths

Luca Berchicci, *Erasmus University Rotterdam*
Andrew King (not pictured), *Boston University*



2020 Ph.D. PAPER PRIZE

Public-Private Partnerships Promoting Prosperity: Evidence from Brazilian Favelas

Leandro Pongeluppe, *University of Toronto*



Friends in High Places: Indirect Network Effects and Competition on Platform Markets

Manav Raj, *New York University*



Learning What They Think vs. Learning What They Do: Two Mechanisms of Vicarious Learning

Sanghyun Park, *INSEAD*
Phanish Puranam (not pictured), *INSEAD*



Proposal Evaluation amid Interdependencies: Knowledge and Motivational Biases and Their Remedies

Cha Li, *University of Michigan*



Worker Expertise and Quality of Algorithm-assisted Decisions

Ryan Allen, *Harvard University*



GRANT FUNDING BY THE STRATEGY RESEARCH FOUNDATION (SRF)

A REPORT BY MICHAEL LEIBLEIN & CATHERINE MARITAN, 2020 SRF CO-CHAIRS



MICHAEL LEIBLEIN
2020 SRF
CO-CHAIR



CATHERINE MARITAN
2020 SRF
CO-CHAIR

The Strategy Research Foundation (SRF) contributes to the field of strategic management by supporting SMS members' research activities. In 2020, the SRF operated three competitive grant programs: the SRF Dissertation Research Grant Program, the Research in Organizations Program, and the Research in Strategic Management Program. SRF activities were again led by Co-Chairs Michael Leiblein and Catherine Maritan.

Program Director Tammy Madsen and Associate Program Director Giada Di Stefano guided the Dissertation Research Grant Program. A set of experienced scholars from around the world reviewed 48 dissertation grant proposals from doctoral students at 37 institutions in 10 countries. Ten of these students were named 2020 Dissertation Research Scholars, and each of these students received funding of up to \$10,000 to support their research activities. At the SMS 40th Annual Conference, the Dissertation Research Grant Program sponsored an online mentoring workshop held for the 2019 Dissertation Scholars and online poster sessions that allowed the 2018 Dissertation Scholars to display outcomes of their funded research.

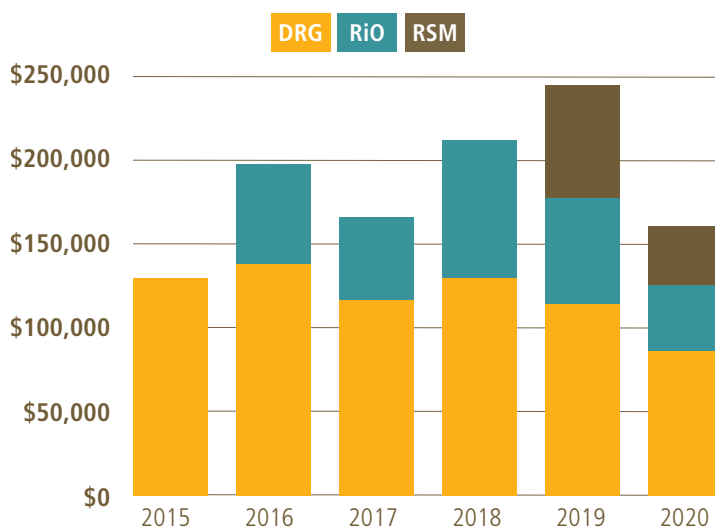
The two programs funding faculty research, the Research in Organizations (RiO) Program directed by Riitta Katila and the Research in Strategic Management (RSM) Program directed by Kulwant Singh, attracted seven and 27 submissions, respectively. RiO projects require researchers to collaborate with managers of an organization to study a strategic management issue in that organization, and RSM projects address a specific theme central to the field of strategic management, which for 2020 was "How do managers shape strategic choices and actions?" After peer review by senior scholars, two RiO and two RSM proposals were selected for funding of up to \$25,000 each.

The purpose of the Strategy Research Foundation is to support and advance scholarship in the field of strategic management. [Visit the SRF website to learn more.](#)

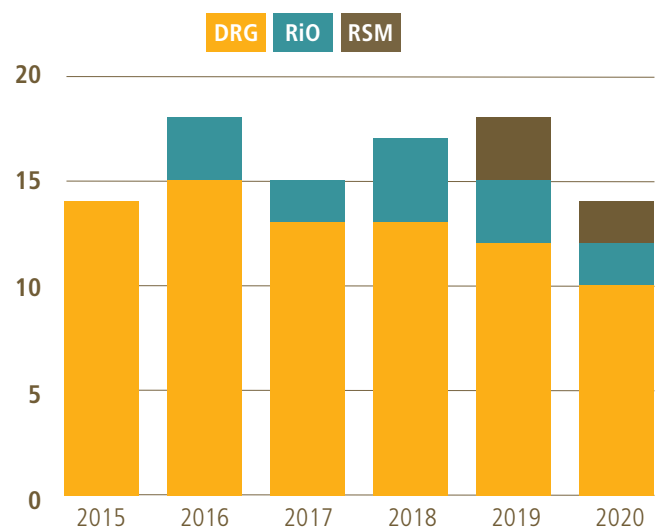


SRF

GRANT AMOUNTS AWARDED



NUMBER OF GRANTS AWARDED



2020 GRANT RECIPIENTS

RESEARCH IN ORGANIZATIONS PROGRAM

Bart Clarysse, *ETH Zurich*

What are Ecosystem Bottlenecks? Managerial Cognition and Resource Allocation Tactics as Antecedents of Ecosystem Strategies

Participating Organization: Unable to Disclose

Mirko Benischke, *Erasmus University Rotterdam*

Strategic Adaptations to Climate Change: A Strategy-as-Practice Perspective

Participating Organization: The National Federation of Colombian Coffee Growers-CENICAFÉ

RESEARCH IN STRATEGIC MANAGEMENT PROGRAM

Sinziana Dorobantu, *New York University*

The Paths to Sustainability in the Global Mining Industry

Shubha Patvardhan, *University of Delaware*

Imagination and Strategic Choice: A Framework of Creative Rationality

DISSERTATION RESEARCH GRANT PROGRAM

Jungsoo Ahn, *Western University*

The Role of Self and Third-Party Categorization in Shaping Investment Decisions in the Fintech Industry

Fulton Christopher Eaglin, *Harvard University*

Into the Unknown: Navigating the Impact of Violence and Institutions on Entrepreneurship in South Africa

Martin Hetu, *HEC Paris*

Essays on the Impact of Intellectual Property Institutions on Cross-Border Market Entry and Inventor Mobility

David Huber, *Technical University of Munich*

Investigating the Effects of Artificial Intelligence on Organizational Structures

Hyoju Jeong, *University of Minnesota*

Essays on Alternative Governance Forms: Comparative Governance, Competition, and Community Outcomes with Focus on Cooperatives

Diana Jue-Rajasingh, *University of Michigan*

Social Impact Framing as a Persuasive Resource for Value Appropriation

Xi Kang, *INSEAD*

Human-AI Collaboration for Business: Managing Knowledge Workers and Artificial Intelligence as Adaptive Systems

Najoung Lim, *University of Maryland*

Firm Strategies in Response to Regulatory and Technological Changes: Evidence from the U.S. Medical Imaging

Amisha Miller, *Boston University*

Examining the System, not the Seeker: How Investment Organizations Evaluate Startups with Diverse Founders

Nicole West, *University of Washington*

Fact or Fiction? Industry Use of Science-based Regulatory Influence Strategies

SRF DISSERTATION SCHOLARS WORKSHOP AT THE SMS 40TH ANNUAL CONFERENCE

First year Dissertation Scholars attended a two-part virtual workshop. In the first part, Scholars heard from Senior Scholars Gautam Ahuja, Olivier Chatain, Jiao Luo, Joseph Mahoney, Mahka Moeen, Rhonda Reger, and Michelle Rogan.



Top row from l-r: Robin Chan, Tammy Madsen, Giada Di Stefano, Anavir Shermon, Eunkwang Seo. **Second from l-r:** Jiao Luo, Gautam Ahuja, Rebecca Karp, Michelle Rogan, Yijia Ding. **Third l-r:** Reuben Hurst, Dylan Boynton, Mahka Moeen, Tommy Pan Fang, Travis Howell. **Fourth l-r:** Eric Volmar, Manav Raj, Olivier Chatain, Agnes Guenther, Todd Hall. **Bottom l-r:** Joseph Mahoney, Julia Bodner, Rhonda Reger, Sung Hoon Lee

SRF DISSERTATION SCHOLAR BOOTHS AT THE SMS 40TH ANNUAL CONFERENCE

Thirteen second-year SRF Dissertation Scholars created virtual Scholar Booths for the SMS 40th Annual Conference. Each Dissertation Scholar's booth featured a recorded video presentation about their research.



Aldona Kapacinskaite presenting "Solutions Looking for Problems: Idle Capacity, Resources, Repurposing and the Technological Landscape"



Arzi Adbi presenting "Inclusive Business Strategies in Developing Institutional Environments: Three Essays from Emerging Markets"

AWARDS & HONORS

The SMS Awards and Honors Program recognizes individuals who have had a profound influence on the strategic management field through scholarly research, teaching, or service. Along with the awards on this page, the Society recognizes scholars for work published in each of the SMS journals more than five years ago that has had a lasting impact on the field. In addition to these Society-wide awards, SMS recognizes research presented during conference programs.

In 2020, recipients of the Society-wide awards were invited to participate in a webinar series hosted in November and December. Recordings of these sessions are available on the [SMS YouTube channel](#). Additionally, the SMS 40th Annual Conference recognized recipients for the Best Paper Prize, the Research Methods Paper Prize, and the PhD Paper Prize on the virtual conference platform.

CK PRAHALAD DISTINGUISHED SCHOLAR-PRACTITIONER AWARD

HARBIR SINGH



This award was created to honor the legacy of CK Prahalad, and it recognizes excellence in the application of theory and research in practice. A scholar-practitioner who has used applied learning to influence how theory and research guide practice is honored by this award. SMS was pleased to honor Harbir Singh as the 2020 recipient of the CK Prahalad Distinguished

Scholar-Practitioner Award. In almost four decades of teaching in executive education programs at the Wharton School and engaging in open and customized programs at leading companies, Harbir has brought together academic rigor and managerial relevance and shaped the perspectives of executives, underscoring the human element and the nurturing of soft managerial skills.

SMS EMERGING SCHOLAR AWARD

RYAN KRAUSE



Inaugurated in 2007, this recognition is awarded annually to a relatively young or new scholar who displays exemplary scholarship that promises to have an impact on future strategic management practice. Ryan Krause was the 2020 recipient of the SMS Emerging Scholar Award. He has published 17 top-tier journal papers, for many of which he is the first author. His research focuses on corporate

governance and strategic leadership, and his work has substantially advanced our understanding of the role, structure, and process of the board of directors in large public corporations and has already received more than 1,000 Google Scholar citations. Ryan's research exemplifies how strategy scholars can conduct relevant research for practitioners.

SMS EDUCATIONAL IMPACT AWARD

JAN RIVKIN



This award recognizes excellence in contributing to the teaching mission in strategic management. It is given annually to an individual who has made an exemplary contribution to quality and innovation in the teaching of strategic management, either through their own teaching and mentoring activities and/or by empowering other teachers with innovations and high-quality teaching materials. Jan

Rivkin, the 2020 recipient of the SMS Educational Impact Award, has made manifold and exemplary contributions to strategic management education. He has published more than 25 case series and even more general course notes and has been a terrific mentor for his junior colleagues, helping them become effective case discussion teachers. Jan's impact also includes his role in leading the Harvard Business School Young American Leaders Program.

SMS SERVICE AWARD

CAROLINE MCCARLEY



Since 2014, the SMS Service Award has been conferred in recognition of significant and enduring service to the Strategic Management Society and its members. SMS was honored to present Caroline McCarley with the SMS Service Award in 2020.

For more than 15 years, she was SMS's partner in overseeing the publication and production of the SMS journals at Wiley. During this time, she understood and honored SMS interests and sought new creative ways to work together. Caroline McCarley helped the rest of her organization understand and appreciate SMS while also helping SMS understand Wiley's goals and why the Society was so important to them.

FELLOWS

A REFLECTION BY MARGARETHE WIERSEMA, 2020 DEAN OF FELLOWS

At the SMS 40th Annual Conference, several of the SMS Fellows (Africa Ariño, Jay Barney, Russell Coff, Jose de la Torre, Rodolphe Durand, Anil Gupta, Marjorie Lyles, and George Stalk) participated in the Welcome for New Members reception and shared their experiences with new members and first-time attendees in small group discussions.

Immediately after the Annual Conference, the SMS Fellows held a virtual business meeting.

At this Annual Meeting, we honored SMS Fellow Mike Wright, Professor of Entrepreneurship at Imperial College, who passed away on November 25, 2019. Mike was a devoted academic scholar who focused his research on topics of high practical relevance. He published more than 50 books and 400 articles that gained more than 90,000 google scholar citations. His research led to extensive media coverage, and he was ranked No. 1 worldwide for publications in academic entrepreneurship. Importantly, his research provided insights into issues of great importance to industry and government and have influenced policy decision making and promoted further scholarly inquiry. Mike was an exemplary colleague who enjoyed collaborating with others in the pursuit of greater knowledge. He will be sorely missed.

We also inducted three new members as Fellows in light of their significant contributions to the theory and practice of strategic management and their service to the Society: Amy Hillman, Jackson Nickerson, and Myles Shaver.

We also welcomed our new Deputy Dean, Jeffrey Reuer, who will begin his term on January 1, 2021. Additionally, Aks Zaheer will begin his term as Dean of the SMS Fellows.

At our Annual Meeting, we also discussed the possibility of conducting virtual debates on topics of high relevance to strategic management scholars. We plan to move ahead on this front in the coming year.



**MARGARETHE
WIERSEMA**
2020 DEAN OF
FELLOWS

FELLOWS ENGAGEMENT

While the Fellows missed convening over a meal, the virtual format of this year's Fellows Annual Meeting made it possible for more Fellows than ever before to participate. Indeed, the 2020 meeting was the best attended in Fellows history!

LIST OF SMS FELLOWS

Rajshree Agarwal	Rodolphe Durand	Peter Lorange	Dan Schendel
Ruth Aguilera	Kathleen Eisenhardt	Marjorie Lyles	J Myles Shaver
Raffi Amit	Nicolai Foss	Ian MacMillan	Nicolaj Siggelkow
Africa Ariño	Alfonso Gambardella	Joseph Mahoney	Harbir Singh
Charles Baden-Fuller	Pankaj Ghemawat	Anita McGahan	Ken Smith
Jay Barney	Vijay Govindarajan	John McGee	Peter Ring
Christopher Bartlett	Robert Grant	Rita Gunther McGrath	George Stalk Jr
Richard Bettis	Ranjay Gulati	Danny Miller	Stephen Tallman
Joseph Bower	Anil Gupta	Henry Mintzberg	David Teece
Philip Bromiley	Donald Hambrick	Will Mitchell	Howard Thomas
Robert Burgelman	Gary Hamel	Jackson Nickerson	James Westphal
Laurence Capron	Constance Helfat	David Norburn	Margarethe Wiersema
Carlos Cavallé	Amy Hillman	Torben Pedersen	Sidney Winter
Bala Chakravarthy	Michael Hitt	Margaret Peteraf	Aks Zaheer
Ming-Jer Chen	Robert Hoskisson	Andrew Pettigrew	Edward Zajac
Russell Coff	Anne Huff	Michael Porter	Maurizio Zollo
Karel Cool	Duane Ireland	Nandini Rajagopalan	Christoph Zott
Jose de la Torre	Bruce Kogut	Jeffrey Reuer	
Yves Doz	Daniel Levinthal	Joan Enric Ricart	
Irene Duhaime	Marvin Lieberman	Richard Rumelt	

2020 DEAN OF THE FELLOWS

Margarethe Wiersema
University of California, Irvine

2020 DEPUTY DEAN OF THE FELLOWS

Aks Zaheer, *University of Minnesota*

NEW FELLOWS

Amy Hillman, *Arizona State University*

Jackson Nickerson, *Washington
University in St. Louis*

J Myles Shaver, *University of Minnesota*

TREASURER'S REPORT 2020

A REPORT BY TOMI LAAMANEN, 2020 SMS TREASURER



**TOMI
LAAMANEN**
2020 SMS
TREASURER

The financial performance of SMS is governed by the SMS Board of Directors, with the Finance Committee providing oversight of the budget, finances, and investments. The Finance and Executive Committees and the Board meet regularly throughout the year to review financial performance and to review and approve the audited financial statements, tax filings, and the annual budget. The Society's financial statements are developed by the Executive Director, audited by an independent auditing firm, and approved by the Board of Directors. Revenue and expenses are reported on a modified cash basis. The corresponding amounts for 2018 and 2019 are included here for reference. (Please note that the 2020 figures presented here are unaudited as of the date of publication.)

Operating Performance

Despite the turbulence caused by the outbreak of the COVID-19 pandemic, the fiscal year ending December 31, 2020, turned out to be an unexpectedly strong one financially for SMS. The total program income declined to \$1,217,254 (\$2,111,438 in 2019), which represented a 42% drop from the previous year. This drop was caused primarily by the conversion of the SMS 40th Annual Conference to a virtual format and the decision to lower conference registration fees.

The decline in total program income was, however, largely compensated by the reduction in the program operations and administration costs, which reduced by 35%, from \$1,945,213 to \$1,272,842; 7% growth in annual membership fees, and 1% growth in journal royalties. Overall, these changes meant that the year ended up with a small net loss of \$55,588 from the annual operating activities. This was a great achievement by the SMS staff given the externally imposed fundamental changes to the Society's operating model.

Investment Performance

During 2020, earnings from the SMS investment portfolio were \$1,105,874, which represented a 15% return on investments (comparative S&P 500 investment returns in 2020 were 15.8%). SMS's investment portfolio was managed by Vanguard Institutional Advisory Services under the supervision of the Finance Committee and in line with the investment policy approved by the SMS Board. The SMS portfolio is invested conservatively and with a long-time horizon in mind, with funds held in index mutual funds comprised of fixed income and equities.

Investment Draw for Programs

In 2019, the SMS Board of Directors revised its Investment Policy Statement, including a change in the formula used to calculate how the investment portfolio supports ongoing programs and operations. The revised formula provides for an annual 4% draw of a trailing 12-quarter average of the total portfolio value, thus providing a more predictable and greater, though still sustainable, stream of non-operating income to support SMS programs and operations. In 2020 the SMS Board also approved a smaller one-time additional draw to provide for some technology investments and to allow a greater operating cash reserve given the economic uncertainty of the year.

Grants, Awards, and Total Assets

SMS continued its various grant programs in 2020. A total of \$144,172 was distributed through the three SRF grant programs and the annual awards program. The total amount of SRF grant funds distributed was slightly lower than the 2019 level. This was mainly due to delays associated with grant recipients' ability to conduct their research as planned during the pandemic, which affected reimbursements through the SRF programs.

Overall, SMS ended the year 2020 with a strong balance sheet, with total assets of \$8,732,779, which provides a good solid basis for the Society as we enter another uncertain year. Looking ahead, SMS continues to steward resources carefully to ensure the ongoing strength of the Society.

REVENUE AND EXPENSES

2020 figures unaudited at time of publication

I. REVENUE

1. Investment Draw for Programs	\$ 454,847	\$ 140,106	\$ 146,440
2. Program Income			
Membership Dues	\$ 404,865	\$ 378,085	\$ 466,345
Donations, Grants & Awards Funding	\$ 11,267	\$ 78,920	\$ 75,089
Conference Reg Fees	\$ 226,205	\$ 1,049,665	\$ 1,269,557
Royalties and Publication Services	\$ 574,917	\$ 604,768	\$ 486,846
Total Program Income	\$ 1,217,254	\$ 2,111,438	\$ 2,297,837
Total Revenue	\$ 1,672,101	\$ 2,251,544	\$ 2,444,277

II. EXPENSES

3. Grants and Awards			
Awards & Prizes	\$ 34,565	\$ 42,677	\$ 43,930
Research Grants	\$ 109,607	\$ 119,655	\$ 172,475
PhD Workshop Scholarships			\$ 29,591
Total Awards & Grants Programs	\$ 144,172	\$ 162,332	\$ 245,996
4. Program Operation & Admin			
Office Staffing	\$ 598,366	\$ 610,713	\$ 670,713
Information Systems	\$ 144,747	\$ 128,737	\$ 187,000
Membership Services/Subscriptions	\$ 105,000	\$ 122,479	\$ 131,228
Conference Operations	\$ 190,834	\$ 832,053	\$ 1,073,559
Journals	\$ 7,650	\$ 7,650	\$ 56,789
Meetings & Travel	\$ 6,596	\$ 36,186	\$ 59,855
Operations	\$ 113,816	\$ 186,430	\$ 184,502
Other (legal, audit, other contractual services)	\$ 105,833	\$ 20,965	\$ 26,246
Total Program Operation & Admin	\$ 1,272,842	\$ 1,945,213	\$ 2,389,892
Total Expenses	\$ 1,417,014	\$ 2,107,545	\$ 2,635,888

III. CHANGE IN NET OPERATING ASSETS	\$ 255,087	\$ 143,999	\$ (191,611)
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IV. OTHER INCOME AND EXPENSES

5. Other Income			
Earnings from Investments	\$ 1,105,874	\$ 992,111	\$ (220,496)
Waiver Income - Non-Cash	\$ 13,530	\$ 50,515	
Total Other Income	\$ 1,119,404	\$ 1,042,626	\$ (220,496)
6. Other Expense			
Investment Draw from Reserves	\$ 454,847	\$ 140,106	\$ 146,440
Waiver Expense - Non-Cash	\$ 13,530	\$ 50,515	
Total Other Expenses	\$ 468,377	\$ 190,621	\$ 146,440

V. NET OTHER ACTIVITIES	\$ 651,027	\$ 852,005	\$ (366,936)
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VI. CHANGE IN NET ASSETS	\$ 906,114	\$ 996,004	\$ (558,547)
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ASSETS AT END OF PERIOD

	2020	2019	2018
Unrestricted	\$ 4,501,975	\$ 4,019,105	\$ 3,416,568
Restricted			
Set Aside for Research Funding	\$ 4,235,718	\$ 3,802,651	\$ 3,409,191
Current Liabilities	\$ 4,914	\$ 8,130	\$ 235
Total Assets at End of Period	\$ 8,732,779	\$ 7,829,886	\$ 6,825,994

2020 BOARD OF DIRECTORS

OFFICERS



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INSEAD
President
2019–2020



AFRICA ARIÑO

IESE Business School
President-Elect
2019–2020



RUSSELL COFF

University of Wisconsin-Madison
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2019–2020



TOMI LAAMANEN

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Executive Director

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WILL MITCHELL

University of Toronto



J MYLES SHAVER

University of Minnesota



GEORGE STALK JR.

Boston Consulting Group



HELI WANG

Singapore Management University



YAN ANTHEA ZHANG

Rice University

OUTGOING BOARD MEMBERS

The Society thanks **Russell Coff** for his service in the SMS presidential rotation from 2015 to 2020. His enthusiasm and direction for the organization will have a lasting impact. We would also like to thank **Will Mitchell** and **Myles Shaver** for their service to SMS as Directors-at-Large.

VOLUNTEERS

SMS would like to thank all its volunteers for the dedication and commitment that made the 2020 activities possible. Their ability to adapt to shifting circumstances throughout the year was exceptional. SMS volunteer positions are an excellent opportunity for members to make an impact both within the Society and in the field of strategic management.

INTEREST GROUPS AND COMMUNITIES

BEHAVIORAL STRATEGY

CHAIR

Nicolai Foss, *Bocconi University*

PROGRAM CHAIR

Stefano Brusoni, *ETH Zurich*

ASSOCIATE PROGRAM CHAIR

Gerry McNamara, *Michigan State University*

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Libby Weber, *University of California, Irvine*

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