



# Strategies That Move the World

## CONFERENCE PROGRAM





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**Laura B. Cardinal**  
*University of South  
Carolina*



**Chet Miller**  
*University of  
Houston*



**Yan Anthea Zhang**  
*Rice University*



Dear Conference Attendee,

Copy to come



**Russell Coff**  
*University of  
Wisconsin-Madison*



**Nikolaus Pelka**  
*Strategic  
Management Society*

Dear Conference Participant:

We are pleased to welcome you to Houston for the 37th Annual Conference of the Strategic Management Society where we will engage in conversation around the theme of “Unconventional Strategies for Emerging Complexity and Intensifying Diversity.” As industries converge and global competition intensifies, firms face increasingly complex and diverse environments. Some firms are adopting unconventional strategies to address or take advantage of these challenges.

Of course, as we meet in the shadow of Hurricane Harvey, we celebrate the unconventional strategies that saved precious lives amidst tremendous destruction. With little delay, all over Houston, you see the “Texas Navy” springing into action as private citizens pulled their fishing boats behind pickups to help those in need. This offers an outstanding context for poignant contemplation and discussion.

Our four conference theme tracks and fourteen Interest Group and Community tracks include the best of the hundreds of proposals that were submitted for presentation at the conference. In addition, our Program Chairs, Laura B. Cardinal, Chet Miller, and Yan Anthea Zhang have organized a set of exciting plenary and showcase panel sessions. Our Houston Extensions—one-day topical workshops—will all be held on Friday before the conference including programs at Texas A&M’s Houston facility, the University of Texas-Austin, and the NASA Space Center in Houston.

The primary goal of the SMS Annual Conference—indeed, the primary goal of all of the SMS’s varied activities—is to promote excellence in the study and practice of strategic management. We are supported in this endeavor by the efforts of literally thousands of volunteers who review proposals, organize IG&C programs, serve on editorial boards, nominate and choose SMS award winners, and in countless other ways help enrich the conversation about strategy and strategic management within the Society. We are extremely grateful for all the people who make this conference, along with the other SMS activities possible.

The SMS is a growing and dynamic organization. We encourage you to stay in touch with all the latest developments by visiting the SMS website, attending the SMS Business Meeting that will be held here at this Conference, and by reading the SMS E-Bulletins and Annual Report.

The Annual Conference always provides an opportunity to network with friends and colleagues, as well as present and receive feedback on the latest research. We hope you have an enlightening and enjoyable conference and are inspired as we watch the vibrant city of Houston rebuild itself before our eyes!

Russell Coff Nikolaus Pelka  
President Executive Director



## Representatives-at-Large



**Russell Coff**  
*University of Wisconsin-Madison*  
**President**



**Pamela Barr**  
*Georgia State University*



**Julian Birkinshaw**  
*London Business School*



**Javier Gimeno**  
*INSEAD*  
**President-Elect**



**J. Myles Shaver**  
*University of Minnesota*



**Marvin Lieberman**  
*University of California, LA*



**Marjorie Lyles**  
*Indiana University*  
**Past President**



**Yan Anthea Zhang**  
*Rice University*



**Sharon Matusik**  
*University of Colorado, Boulder*



**Tomi Laamanen**  
*University of St. Gallen*  
**Treasurer**



**Ruth Aguilera**  
*Northeastern University*



**Nikolaus Pelka**  
*Strategic Management Society*  
**Executive Director**



**Costas Markides**  
*London Business School*



**Jeffrey Reuer**  
*University of Colorado*

## A Professional Society for the Advancement of Strategic Management

The Strategic Management Society (SMS) is unique in bringing together the worlds of reflective practice and thoughtful scholarship. The Society focuses on the development and dissemination of insights on the strategic management process, as well as on fostering contacts and interchange around the world. *The SMS is membership-based and was founded at an inaugural meeting in London in 1981. Today, it enjoys the support of over 3,000 members representing over 1,200 institutions and companies in over 80 countries. Our activities are made possible through the dedicated support from hundreds of individuals who take on a variety of responsibilities, volunteering their time and expertise.*

### CONFERENCES

The SMS holds several conferences throughout the year, broadening and developing the field of Strategic Management. Each conference explores a unique and current theme in the field and brings together leading scholars and experts from around the world. These conferences allow the opportunity for both young and senior scholars to present their research and receive feedback to develop this area of academia, as well as their careers. We are also proud to host workshops along with our conferences to allow more in-depth discussion and research development for our scholars.

### RESEARCH FUNDING

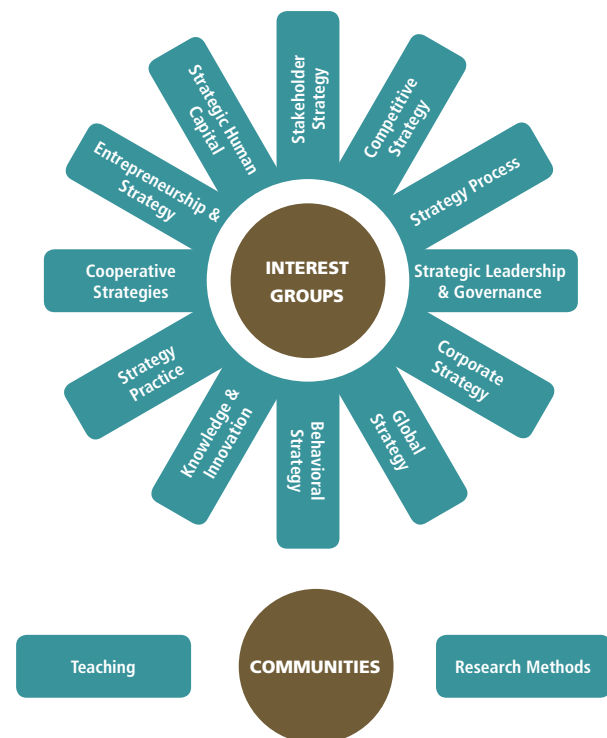
The SMS has developed a grant program, the SRF, to cultivate and encourage scholars' research in the field of strategic management. These programs are motivated by a belief that this area of study will benefit from an entity devoted to supporting research that advances its concepts, theory, and practice. Recipients of these grants are selected through a competitive review process. The current grant programs target students in the midst of their dissertation research and scholars working within organizations to connect research and practice in a more fundamental way.

### SCHOLAR AWARDS AND HONORS

The SMS has developed several award programs to recognize and honor those who have made significant contributions to the theory and practice of strategic management. Through these programs, the SMS distinguishes emerging scholars in the field, business leaders that have demonstrated strategic leadership and innovation, articles published that have notable impact in the field, and authors of outstanding academic work submitted to a conference. Each of these awards is targeted toward people and research that move the study of strategic management forward.

### PUBLICATIONS

The SMS is proudly involved with Wiley in the publication of leading journals that have been vital tools for the benefit of researchers and practitioners in the field for more than 3 decades. The Strategic Management Journal (SMJ) has been the official journal of the Strategic Management Society since its inception in 1980. This Class A journal is consistently rated one of the top publications in the management area. We also offer two quarterly journals, the Strategic Entrepreneurship Journal (SEJ) and the Global Strategy Journal (GSJ). Though still young, it is our firm intent for them to promote the development and dissemination of advances in the field by maintaining the highest standards of intellectual thought combined with practical relevance.



**SMS INTEREST GROUPS AND COMMUNITIES (IG&C)** The primary purpose of the Interest Groups and Communities within the SMS is to act as a catalyst for building and disseminating new ideas in research, practice, and teaching around a set of core issues in strategic management. Each IG&C recognizes a major, individual stream of practice and research interest, and aims to serve the needs of members with special interests in this stream of work. During each Annual Conference, the IG&Cs each foster a competitive track of research proposals, as well as several issue specific sessions and workshops to cultivate new research in the field.





### 1981 LONDON

Global Strategic Management  
in the 1980's

*Program Chairs:* Derek Channon  
& Hugh Parker

### 1982 MONTREAL

Exploring the Strategy-Making Process

*Program Chairs:* Henry Mintzberg &  
Marianne Jelinek

### 1983 PARIS

Making Strategy Work

*Program Chair:* Dominique Heau

### 1984 PHILADELPHIA

Targeting Strategies

*Program Chair:* Peter Lorange

### 1985 BARCELONA

The Essence of Strategic Management

*Program Chair:* Eduard Ballarin

### 1986 SINGAPORE

Cultures and Competitive Strategies

*Program Chairs:* Peter FitzRoy &  
Gordon Redding

### 1987 BOSTON

Strategy: Prospect and Retrospect

*Program Chairs:* Joseph Bower &  
Andrall Pearson

### 1988 AMSTERDAM

Winning Strategies for the 1990's

*Program Chair:* Jan Eppink

### 1989 SAN FRANCISCO

Strategies for Innovation

*Program Chair:* Robert Harris

### 1990 STOCKHOLM

Strategic Bridging: To Meet the  
Challenges of the Nineties

*Program Chairs:* Leif Melin &  
Hans-Olof Hagén

### 1991 TORONTO

The Greening of Strategy –  
Sustaining Performance

*Program Chairs:* David Hurst &  
Rod White

### 1992 LONDON

Strategic Renaissance: The  
Transformation of Economic Enterprise

*Program Chair:* James Kelly

### 1993 CHICAGO

Integrating Strategy

*Program Chair:* Edward Zajac

### 1994 PARIS

Strategy Styles: Management Systems,  
Types and Paradigms

*Program Chair:* Michel Ghertman

### 1995 MEXICO CITY

Strategic Discovery: Opening New  
Worlds

*Program Chair:* Raul Alvarado

### 1996 PHOENIX

Competing in the New Economy:  
Managing Out of Bounds

*Program Chairs:* Gary Hamel &  
C K Prahalad

### 1997 BARCELONA

Managing in an Interconnected World

*Program Chair:* Joan E Ricart

### 1998 ORLANDO

Tailoring Strategy – One Size Does  
Not Fit All

*Program Chair:* Kevin Coyne

### 1999 BERLIN

Winning Strategies in a Deconstructing  
World

*Program Chairs:* Dieter Heuskel &  
Rudi K F Bresser

### 2000 VANCOUVER

Strategy in the Entrepreneurial  
Millennium: New Winners, New Business  
Models, New Voices

*Program Co-Chairs:* Raffi Amit,  
Charles E Lucier &  
Bertrand G Shelton

### 2001 SAN FRANCISCO

Reinventing Strategic Management –  
Old Truths and New Insights

*Program Co-Chairs:* Richard Bettis &  
Derek Dean

### 2002 PARIS

Old Barriers Crumbling, New Barriers  
Rising

*Program Co-Chairs:* René Abate &  
Karel Cool

### 2003 BALTIMORE

Intersections: Strategy Across  
Conventional Boundaries

*Program Co-Chairs:* Rita Gunther McGrath  
& Bertrand G Shelton

### 2004 SAN JUAN

Strategic Balance: Driving Innovation  
And Maintaining Performance

*Program Co-Chairs:* Patricia Gorman  
Clifford & Steven Floyd

### 2005 ORLANDO

Strategic Management: Achievements  
And Opportunities

*Program Co-Chairs:* Irene Duhaime &  
Carl W Stern  
*Associate Chair:* Javier Gimeno

### 2006 VIENNA

Strategy and Governance in a World of  
Institutional Change

*Program Co-Chairs:* Javier Gimeno &  
Jens Schaedler

*Associate Chair:* Peter Ring

### 2007 SAN DIEGO

The Challenges of Non-Market Influences  
on Market Strategies

*Program Chair:* Peter Ring

*Associate Chair:* Thomas Mellewigt

### 2008 COLOGNE

How Does Knowledge Matter?

*Program Chairs:* Thomas Mellewigt &  
Bolko von Oetinger

### 2009 WASHINGTON DC

Strategies in an Uncertain World

*Program Chairs:* Marjorie Lyles &  
Jeffrey Reuer

### 2010 ROME

Strategic Management at the Crossroads

*Program Chairs:* Giovanni Battista  
Dagnino, Rosario Faraci,  
Gianmario Verona, & Maurizio Zollo

### 2011 MIAMI

Strategies for a Multi-Polar World:  
National Institutions And Global  
Competition

*Program Chair:* Jose de la Torre

*Associate Program Chair:* Aya Chacar

### 2012 PRAGUE

Strategy in Transition

*Program Co-Chairs:* Björn Ambos,  
Igor Filatotchev, Ondrej Landa

### 2013 ATLANTA

Strategy and Sustainability

*Program Co-Chairs:* Pamela Barr &  
Frank T. Rothaermel

### 2014 MADRID

Strategies in a World of Networks

*Program Chair:* Africa Arino  
*Associate Program Chairs:* Alejandro  
Beltran and Pascual Berrone

### 2015 DENVER

Strategy Expanding: Making Sense of  
Shifting Field and Firm Boundaries

*Program Chairs:* Sharon Alvarez, Donald  
Bergh, & Sharon Matusik

### 2016 BERLIN

Strategies the Move the World

*Program Chairs:* Dodo zu Knyphausen-  
Aufsess, Michael Nippa, Ulrich Pidun, &  
Anja Tuschke



## PAST SPECIAL CONFERENCES

### 2017 BANFF, CANADA

Transforming Entrepreneurial Thinking into Dynamic Capabilities

### 2017 MILAN, ITALY

Strategic Human Capital, Management Practices and Performance

### 2016 HONG KONG

Contextualizing Strategic Management in Asia: Institutions, Innovation and Internationalization

### 2016 ROME, ITALY

Strategy Challenges in the 21st Century: Innovation, Entrepreneurship and Coopetition

### 2015 ST. GALLEN, SWITZERLAND

Rethinking Corporate Headquarters: Innovative Approaches for Managing the Multi-Divisional Firm

### 2015 SANTIAGO, CHILE

From Local Voids to Local Goods: Can Institutions Promote Competitive Advantage?

### 2014 SYDNEY, AUSTRALIA

Strategic Management in the Asian Century: Dealing with Dynamism, Diversity and Development

### 2014 COPENHAGEN, DENMARK

Micro-Foundations for Strategic Management Research: Embracing Individuals

### 2014 TEL AVIV, ISRAEL

Startup and Restart Strategies

### 2013 MOHALI, INDIA

Strategic Leadership: An Emerging Market Perspective

### 2013 GLASGOW, SCOTLAND

Strategy in Complex Settings

### 2013 LAKE GENEVA, SWITZERLAND

Strategizing Practices from the Outliers: Enabling "Big Bang" Innovations

### 2012 GUANGZHOU, CHINA

Competing and Cooperating in and for China

### 2012 SINGAPORE

Globalisation Of Innovation Strategies: Novel Moves for a Global Game

### 2011 SAN DIEGO, USA

CK Prahalad: Reaching Over Boundaries and Expanding Possibilities

### 2011 RIO DE JANEIRO, BRAZIL

Latin America's Burgeoning Strategic Role in Global Development

### 2010 LAPLAND, FINLAND

Intersections of Strategy Processes and Strategy Practices

### 2008 HYDERABAD, INDIA

Emerging India: Strategic Innovation in a Flat World

### 2007 CATANIA, ITALY

New Frontiers in Entrepreneurship: Strategy, Governance and Evolution

## Interested in organizing a special conference?

We welcome ideas and expressions of interest from members who want to be involved in creating a special event that focusses on a specific topical area. These conferences are typically co-organized between the SMS, an Interest Group, and a group of local individuals and/or institutions. Contact us at [sms@strategicmanagement.net](mailto:sms@strategicmanagement.net) for additional information.



## Save the Date

Strategies in the Era  
of De-Globalization

September 22-25, 2018

### PROGRAM CHAIRS

Rodolphe Durand  
HEC-Paris

Ha Hoang  
ESSEC Business School

Andrew Shipilov  
INSEAD

LEARN MORE AT  
[paris.strategicmanagement.net](http://paris.strategicmanagement.net)



All award recipients will be announced during the Tuesday Awards Luncheon. Learn more about the award programs and view past recipients by visiting [awards.strategicmanagement.net](http://awards.strategicmanagement.net).

## ◆ CK PRAHALAD DISTINGUISHED SCHOLAR-PRACTITIONER AWARD

Introduced in 2011, this award was created to honor the legacy of CK Prahalad. The award recognizes excellence in the application of theory and research in practice. This includes, but is not limited to, contributions to knowledge through the extraction of learning from practice; authored scholarly works that have substantially affected the practice of management; and/or the integration of research and practice. A scholar-practitioner who has used applied learning to influence how theory and research guide practice is honored with this award, with special attention given to individuals whose contributions have shaped the understanding of global strategic leadership.

### 2017 Recipient

Kathleen Eisenhardt, *Stanford University*

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Conference Opening and CK Prahalad Award  
SUNDAY OCTOBER 29  
SESSION 767 | 13:45–14:45

## \* SMS EMERGING SCHOLAR AWARD

Inaugurated in 2007, the prize is awarded annually to a relatively young or new scholar, who displays exemplary scholarship in research, education and related academic activities that seek to improve current strategic management practice. The criteria for this award recognizes a portfolio of work that suggests the candidate will make fundamental contributions to the way we think about knowledge essential to achieving durable organizational success. Recipients of this award are members of the SMS and are under the age of 40 with at least 5 years since his/her PhD, and have a record of publications and professional activity that has demonstrated their work to be significant within the strategic management field.

### 2017 Recipient

Emilie Feldman, *University of Pennsylvania*

---

2017 SMS Emerging Scholar  
MONDAY OCTOBER 30  
SESSION 717 | 09:30–10:45

## ☀ SMS LIFETIME ACHIEVEMENT AWARD

The SMS presents the Lifetime Achievement Award to honor the highest level of achievement in strategic management by a business leader. This award is not annual, but is only presented when an appropriate honoree is identified. The recipient of this award has demonstrated sustained strategic leadership and innovation that significantly altered strategy practice and is recognized as influencing the scholarly debate in leading academic institutions.

### 2017 Recipient

John Mendelsohn, *M.D.*

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Lifetime Achievement Award Keynote  
MONDAY, OCTOBER 30  
SESSION 766 | 11:15–11:45

## FSMS SERVICE AWARD

The award is conferred in recognition of significant and enduring service that made an outstanding and distinguished contribution to the Strategic Management Society and its members. The recipient of this award has displayed exemplary dedication and is an asset to the organization.

### 2017 Recipient

Irene Duhaime, *Georgia State University*

## FRIEND OF THE SMS



To distinguish those who have contributed over the years and have become pillars of our Society, in 2006 the recognition as Friend of the SMS was introduced to the conference. Conference attendees are recognized who either have been SMS members for 20 or more years, attended 10 or more annual conferences, served as a program chair of a past conference, served as a board member of the Society, or have been elected to the Fellows of the SMS. As a sign of recognition and appreciation, a golden SMS logo is added to the conference name badges of these individuals. The names of the Friends of the SMS are also displayed during the program intermissions on the projections screens of the plenary room at the conference.

## 40TH ANNIVERSARY OF THE \_\_\_\_?

[Text to come. Please try to fit on this page with the other 5 awards, possibly across both columns at the bottom. It will approximately be 4-5 lines of text and session information.]

All award recipients will be announced and recognized during the Tuesday Awards Luncheon. Learn more about the award programs and view past recipients by visiting [awards.strategicmanagement.net](http://awards.strategicmanagement.net).

## DAN AND MARY LOU SCHENDEL BEST PAPER PRIZE



In 1993, thirteen years after the Strategic Management Journal (SMJ) was launched, an annual best paper prize was established by co-sponsors Wiley and the

Strategic Management Society to honor substantial work published in the SMJ. The award was renamed to its current title in 2007, honoring the contributions of Dan and Mary Lou Schendel to the SMJ. The award is for a paper published five or more years prior to teaching, and/or practice. Once eligible, a paper remains eligible until selected as the best paper. Continued eligibility allows recognition to be made for those insights and findings that occur before their time and only become widely recognized as significant after other work is published.

### 2017 Recipient

**Strategic Alliances and Interfirm Knowledge Transfer**  
David Mowery, *University of California-Berkeley*  
Joanne Oxley, *University of Toronto*  
Brian Silverman, *University of Toronto*

## SEJ BEST PAPER AWARD



In 2014, seven years after the Strategic Entrepreneurship Journal (SEJ) was launched, an annual best paper award was established by co-sponsors Wiley and the Strategic

Management Society to honor substantial work published in the SEJ. The award is for a paper published five or more years prior to the citation itself. This delay allows time for the impact of a paper to be assessed in terms of citations and influence on teaching, research, and/or practice. Once eligible, a paper remains eligible until selected as the best paper. Continued eligibility allows recognition to be made for those insights and findings that sometimes occur before their time and only become widely recognized as significant after other work is published.

### 2017 Recipient

**What Makes a Process A Capability? Heuristics, Strategy, and Effective Capture of Opportunities**  
Christopher Bingham, *University of North Carolina at Chapel Hill*  
Kathleen Eisenhardt, *Stanford University*  
Nathan Furr, *INSEAD*

## GSJ BEST PAPER AWARD



We are delighted to announce the inauguration of the annual Global Strategy Journal (GSJ) Best Paper Award by the Strategic Management Society. The award

honors a paper published five years or more ago in the GSJ that has had a significant impact on our understanding of global strategy. This delay allows time for the impact of papers to be assessed in terms of citations and influence on teaching, research, and/or practice. Once eligible, a paper remains eligible until selected as the best paper. Continued eligibility allows recognition to be made for those insights and findings that occur before their time and only become widely recognized as significant after other work is published.

### 2017 Recipient

**Reverse Innovation, Emerging Markets, and Global Strategy**  
Vijay Govindarajan, *Dartmouth College*  
Ravi Ramamurti, *Northeastern University*



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### ★ SMS BEST CONFERENCE PAPER PRIZE

The SMS first presented this prize in 1998 to honor the best paper presented at the SMS Annual Conference. Nominated authors are invited to submit a full version of their submitted proposal. The papers are reviewed, and 10 finalists are named prior to the conference. Decisions are mainly based on the soundness of the conceptual development, the originality and application of the appropriate methodology.

The following ten papers have been selected as finalists out of 49 nominated and submitted papers for this award. You will find these papers indicated throughout the program, and the best paper, along with four honorable mentions will be announced on Tuesday.

All award recipients will be announced and recognized during the Tuesday Awards Luncheon. Learn more about the award programs and view past recipients by visiting [awards.strategicmanagement.net](http://awards.strategicmanagement.net).

### **SMS BEST CONFERENCE PhD PAPER PRIZE**

The SMS, with the initial support from the consulting firm Booz Allen Hamilton, created this award in 2000 in recognition of a PhD candidate's presentation of an outstanding paper at the SMS Annual Conference. The award is granted to PhD candidates, who are primary authors of an accepted proposal for the conference. All qualifying authors were invited to submit a full version of their paper for consideration by a review committee.

The following ten papers have been selected as finalists from 77 eligible and submitted papers for this award. You will find these papers indicated throughout the program, and the five award recipients will be announced on Tuesday.



## Name Badges

Name badges must be worn by attendees, guests, and exhibitors at all times. Your name badge will be your ticket to luncheons and evening events. Access to these functions will be denied if you do not have your name badge.

## Recommended Dress

Business casual attire is recommended for all conference sessions and events.

## Conference Meals

All Conference Coffee Breaks will be hosted in the Ballroom of the Americas Prefunction Space on Level Two. All Conference Lunches will be hosted in the Ballroom of the Americas on Level Two.

## Monday Evening Event

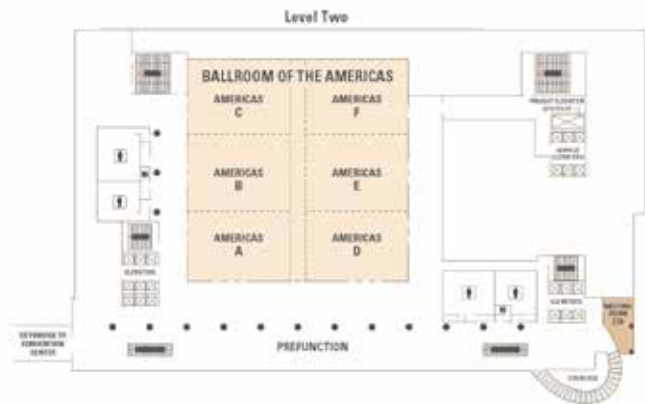
Join us for an evening at the Natural History Museum in Houston! Enjoy a cocktail reception and dinner while exploring exhibits throughout the museum. The dress for this event is business casual & conference name badges are required for transportation and entrance into the event. Please meet in the East Lobby of the Hilton following the last session on Monday for shuttle buses to the museum.

## Handouts and Presentations

Upload and download functionality is available on the conference website, and presenters were invited to make their handouts and presentations available here. If presenters have accepted this invitation, you will find a download button next to the presentation on the particular session page of the conference website.

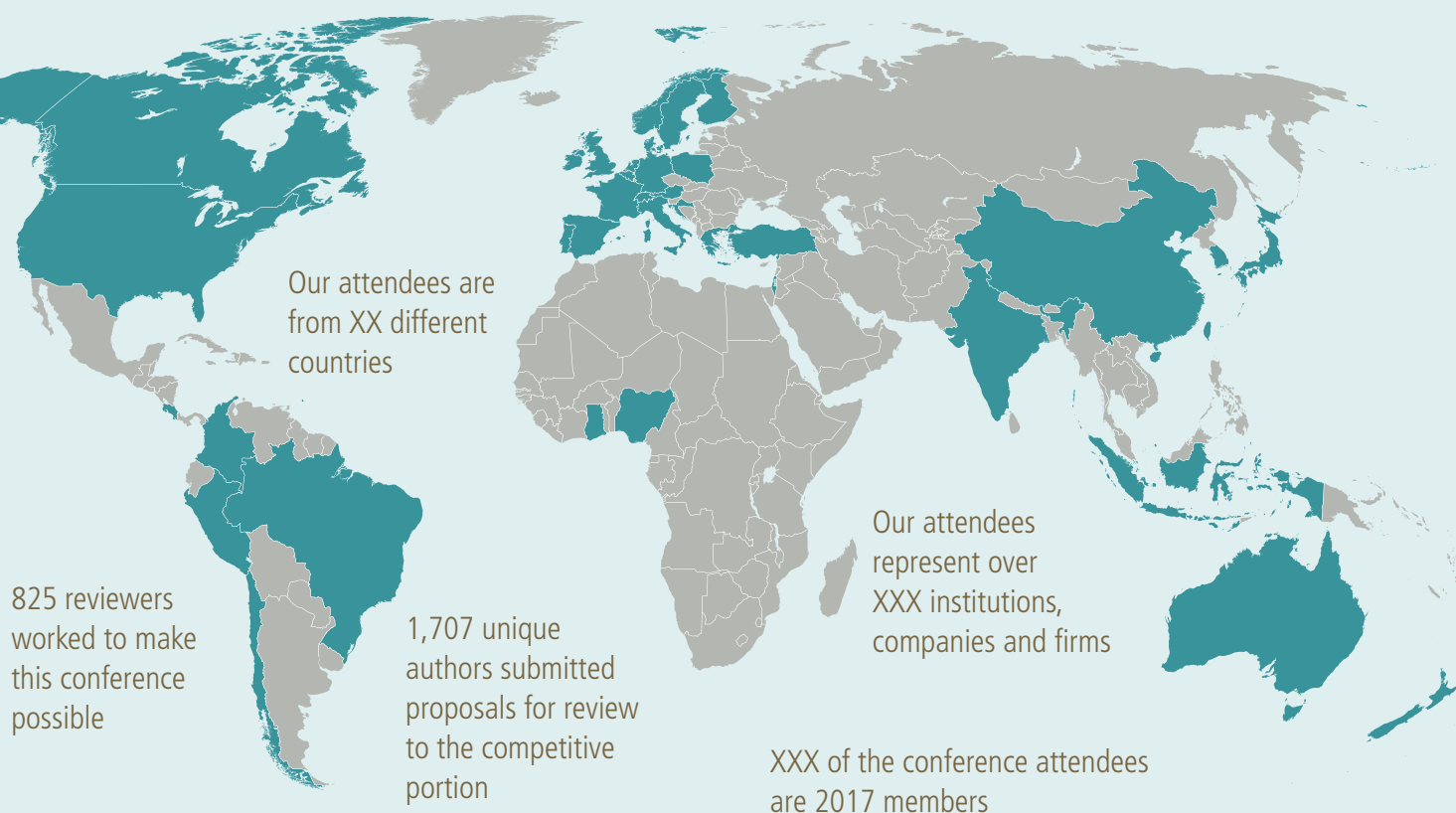
## No Smoking Policy

In consideration of all attendees, we request that there be no smoking during all sessions and meal functions. Please note that the entire hotel is non-smoking. Smoking is only allowed outside the hotel.



## REGISTERED ATTENDEES DISTRIBUTION

The countries printed in blue indicate the geographical distribution of this year's conference attendees. All data as of September 27, 2017.



### CONFERENCE STATISTICS

#### Total number of competitive sessions

Paper	96
Common Ground	42
Panel	6

#### Total number of non-competitive sessions

Interest Group	34
Plenaries	3
Showcase Panels	6
Keynote	1
Workshops 1	5

### ATTENDEES BY REGION

	Conference Attendees By Region		Invited Authors By Region	
Europe	49%	xxx	47%	602
North America	38%	xxx	37%	475
Asia	8%	xx	12%	152
Australia/New Zealand	2%	xx	1%	19
Latin America	1%	xx	1%	15
Middle East	1%	x	>1%	5
Africa	>1%	x	>1%	4
		1,173		1,272





# 2017 CONFERENCE AND REVIEW COMMITTEES

The individuals listed below worked with this year's Program Chairs to select the proposals and compose the sessions for the different conference tracks, pre-conference workshops, and awards. We recognize and appreciate the tremendous amount of time and effort spent making this a successful event.

## Track Directors and IG&C Leadership

Vikas Aggarwal	Rebecca Kehoe
Janet Bercovitz	Donald Lange
Brian Boyd	Randi Lunnan
Flore Bridoux	Thomas Moliterno
Jonathan Bundy	Shad Morris
J Ignacio Canales	Marie Louise Mors
Trevi Certo	Caterina Moschieri
Guoli Chen	Sucheta Nadkarni
Craig Crossland	Vijaya Narapareddy
Giovanni Battista Dagnino	William Ocasio
Stephanie Dameron	Krsto Pandza
Cynthia Devers	Paulo Prochno
Alex Eapen	Violina Rindova
Kira Fabrizio	Karen Schnatterly
Dries Faems	Lourdes Sosa
Emilie Feldman	Stephen Tallman
Martin Ganco	George Tovstiga
Patricia Gorman	Scott Turner
Scott Graffin	Balagopal Vissa
Marc Gruber	Jorge Walter
Jerayr Haleblan	Justin Webb
Ha Hoang	Charles Williams
Liena Kano	Maurizio Zollo

## Award Co-Chairs

Sea-Jin Chang
Xavier Martin
Andrew Shipilov
Laszlo Tihanyi

## Workshop Organizers

Tina Ambos	Shad Morris
Kristina Vaarst Andersen	Matthew Mount
Olga Bruyaka	Vijaya Narapareddy
Guoli Chen	Elena Novelli
Cynthia Devers	William Ocasio
Irene Duhaime	Luciano Oviedo
Maw-Der Foo	Tyrone Pitsis
Claudine Gartenberg	Paulo Prochno
Patricia Gorman	Phanish Puranam
Scott Graffin	Hazhir Rahmandad
Dawn Harris	Jeffrey Reuer
Olga Hawn	Andrew Shipilov
Anne Jacqueminet	PuayKhoon Toh
John Joseph	Elena Vidal
Rebecca Kehoe	Balagopal Vissa
Anna Lamin	Jorge Walter
Marcus Moller Larsen	Justin Webb
Dovev Lavie	Timothy Werner
Chengwei Liu	Michael Withers
Michael Mannor	Brian Wu
Kyle Mayer	Feng Zhu
Denisa Mindruta	
Thomas Moliterno	
Felipe Monteiro	

The Strategic Management Society sincerely thanks and gratefully recognizes the time and effort of the following people who served as reviewers for the SMS 37th Annual Conference.

Abiodun Adegbile	Vassiliki Bamiatzi	Dane Blevins	Francesco Caputo	Alia Crocker
Yoojung Ahn	Rodrigo Bandeira de Mello	Joern Block	Laura B. Cardinal	Craig Crossland
Federico Aime	Aneesh Banerjee	Christiane Bode	Seth Carnahan	Alvaro Cuervo-Cazurra
Tegbe Aiyewa	Frano Barbic	William Bogner	Christina Carnes	Michael Cummings
Joao Albino-Pimentel	Vincent Barker	Steven Boivie	Guillaume Carton	Colleen Cunningham
Todd Alessandri	Matthew Barlow	David Boss	Christian Catalini	Ilya Cuyppers
Alexander Alexiev	Helena Barnard	Doug Bosse	Carmelo Cennamo	Giovanni Battista Dagnino
Afonso Almeida Costa	Pamela Barr	Tristan Botelho	Abhirup Chakrabarti	Hakki Dogan Dalay
Luís Almeida Co	Carmine Basile	Ricarda B. Bouncken	Mukund Chari	Naga Lakshmi Damaraju
Mishari Alnahedh	Shubhabrata Basu	Brian Boyd	Olivier Chatain	Luis Dau
Thomas Altura	Bernadette Alexa Baumstark	Elizabeth Boyle	Joydeep Chatterjee	Parthiban David
Sharon Alvarez	Manuel Becerra	Wendy Bradley	Saikat Chaudhuri	Blakley Davis
Elisa Alvarez-Garrido	Rene Belderbos	Nathan Bragaw	Amit Jain Chauradia	Julio de Castro
Tina Ambos	Geoffrey Bell	Francisco Brahm	Guoli Chen	Lien De Cuyper
Mario Daniele Amore	Mirko Benischke	Anna Brattström	Mo Chen	Pedro de Faria
Kristina Vaarst Andersen	Gabriel R G Benito	Julia Brennecke	Pao-Lien Chen	Gaetan de Rassenfosse
Torben Juul Andersen	Victor Bennett	Nicola Breugst	Xing Chen	Maria Andrea De Villa
Phillip Anderson	Frederick Bentley	Flore Bridoux	Zheng Cheng	Bob de Wit
Ulf Andersson	Luca Berchicci	Alberto Brito	Tailan Chi	David Deeds
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**Reviewers continued**



## Tracks

Conference Theme Tracks	Interest Group and Community Tracks
A — Academic Institutions, Science, and Unconventional Strategies for Innovation	E — Competitive Strategy
B — Immigration, Workforce Diversity, Leadership Heterogeneity, and Unconventional Strategies for Global Firms	F — Corporate Strategy
C — Unconventional Strategies for Globally Positioned Cities and Businesses within Those Cities	G — Global Strategy
D — Sustainable Enterprise as a Pathway to the Unconventional Strategies and Solutions	H — Strategy Process
	I — Knowledge and Innovation
	J — Strategy Practice
	K — Entrepreneurship and Strategy
	L — Strategic Human Capital
	M — Stakeholder Strategy
	N — Cooperative Strategies
	O — Strategic Leadership & Governance
	P — Behavioral Strategy
	R — Research Methods Community
	T — Teaching Community
	X — Executive Discoveries Series

## Session Formats

It is the primary objective of the SMS to provide opportunities for discussion and development of the latest research ideas in strategy. This is consistent with the practice of evaluating proposals rather than finished papers. In this spirit of discussion and development we work with two session formats for proposal presentations:

### Common Ground Sessions

Common Ground sessions provide an improved opportunity for authors and audience members to interact more directly around a number of proposals in a related theme.

- For the Houston Conference, a total of 42 Common Ground sessions are planned; each will be 75 minutes.
- A Common Ground session consists of at least one author of the 5-6 proposals, a facilitator, and audience members. The facilitator is not an author of any of the proposals.
- The Common Ground sessions will be chaired and facilitated by known scholars in the session's topic. It is the responsibility of these facilitators to allocate time among participants and lead a productive discussion.
- To ensure sufficient time for interaction, the facilitator will ask for an initial 3-4 minute summary presentation of a presenter's study, focusing only on the main motivations and findings of the research. We want the time to be structured as a conversation (i.e., short interventions, highly interactive), not as a sequence of monologues.
- Projectors or PowerPoint presentations will not be used. Flipcharts will be available in each room to facilitate visual discussion. Authors are encouraged to make a one-page summary available for download or bring copies to the session.

### Paper Sessions

Paper Sessions provide an opportunity for authors to present their research in a comprehensive fashion aided by multimedia equipment, followed by interaction between authors and the audience on a number of papers in a related theme.

- For the Houston Conference, a total of 96 Paper sessions are planned; each will be 75 minutes.
- A Paper session consists of at least one author of 3-4 proposals, a session chair, and audience members. Often times, the session chair will be one of the presenting authors.
- Each presenting author will have 12-15 minutes for their presentation, depending on the number of presentations within the session. The remaining time will be used for discussion.
- Each session room will have an LCD projector available.
- Presenters were invited to upload their presentation handout and make it available for download to other conference attendees.

## SATURDAY, OCTOBER 28, 2017

09:00 — 16:00 Pre-Conference Workshops  
 16:30 — 18:00 Meet the Editors Panel  
 19:00 — 21:00 Welcome Reception

## SUNDAY, OCTOBER 29, 2017

08:00 — 09:15 Interest Group Sessions  
 09:15 — 09:45 Coffee Break  
 09:45 — 11:00 Interest Group Sessions  
 11:15 — 12:30 Interest Group Sessions  
 12:30 — 13:30 Lunch  
 13:45 — 14:45 Conference Opening | CK Prahalad Award  
 15:00 — 16:15 Plenary Session  
 16:15 — 16:45 Coffee Break  
 16:45 — 18:00 Paper/Common Ground/Panel Sessions  
 18:15 — 19:15 Interest Group Business Meetings  
 19:15 — 20:00 SMS Business Meeting

## MONDAY, OCTOBER 30, 2017

08:00 — 09:15 Paper/Common Ground/Panel Sessions  
 09:30 — 10:45 Paper/Common Ground/Panel Sessions  
 10:45 — 11:15 Coffee Break  
 11:15 — 11:45 Lifetime Achievement Award  
 11:45 — 12:45 Plenary  
 12:45 — 13:45 Lunch  
 14:00 — 15:15 Paper/Common Ground/Panel Sessions  
 15:30 — 16:30 Showcase Panels  
 16:30 — 17:00 Coffee Break  
 17:00 — 18:15 Paper/Common Ground/Panel Sessions  
 19:00 — 22:00 Monday Night Event

## TUESDAY, OCTOBER 31, 2017

08:00 — 09:15 Paper/Common Ground/Panel Sessions  
 09:15 — 09:45 Coffee Break  
 09:45 — 10:45 Plenary  
 11:00 — 12:15 Paper/Common Ground/Panel Sessions  
 12:15 — 14:00 Awards Luncheon  
 14:15 — 15:15 Showcase Panels  
 15:15 — 15:45 Coffee Break  
 15:45 — 17:00 Paper/Common Ground/Panel Sessions  
 17:15 — 18:30 Paper/Common Ground/Panel Sessions  
 19:00 — 20:00 Closing Reception  
 (Sponsored by Rice University)



# MY CONFERENCE SCHEDULE

SATURDAY, OCTOBER 28, 2017				
09:00 – 16:00	Pre-Conference Workshops			
16:30 – 18:00	Meet the Editors Panel			
19:00 – 21:00	Welcome Reception			
SUNDAY, OCTOBER 29, 2017				
08:00 — 09:15	Interest Group Session I	SESSION	ROOM	PAGE #
09:15 — 09:45	Coffee Break			
09:45 — 11:00	Interest Group Session II	SESSION	ROOM	PAGE #
11:15 — 12:30	Interest Group Session III	SESSION	ROOM	PAGE #
12:30 — 13:30	Lunch			
13:45 — 14:45	Conference Opening   CK Prahalad Award			
15:00 — 16:15	Plenary Session	SESSION	ROOM	PAGE #
16:15 — 16:45	Coffee Break			
16:45 — 18:00	Parallel Paper/ Common Ground/ Panel Sessions	SESSION	ROOM	PAGE #
18:15 — 19:15	Interest Group Business Meetings			
19:15 — 20:00	SMS Business Meeting			



# MY CONFERENCE SCHEDULE

MONDAY, OCTOBER 30, 2017				
08:00 — 09:15	Parallel Paper/ Common Ground/ Panel Sessions	SESSION	ROOM	PAGE #
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17:15 — 18:30	Parallel Paper/ Common Ground/ Panel Sessions	SESSION	ROOM	PAGE #
19:00 — 20:00	Closing Reception (Sponsored by Rice University)			



## Executive Discoveries Series Co-Chairs



Patricia Gorman  
*Ohio State University*



Markus Kreutzer  
*EBS University of  
Business and Law*



Jorge Walter  
*George Washington  
University*

The Executive Discoveries Series (EDS) intends to create a meaningful and impactful conversation between academics and business practitioners and consultants. The EDS Track consists of paper and common ground sessions as well as panel discussions that feature cutting-edge research coupled with provocative ideas that challenge conventional managerial wisdom and provide exposure for executives to new academic insights that can help advance their strategic insights and skills. For the SMS Annual Conference Houston, after close collaboration with the leadership teams of the SMS Interest Groups, we have identified sessions that cover a range of current managerial challenges. Below you will find an easy to navigate, virtual, EDS Track that runs through the conference program. These sessions are grouped into nine themes.

## THEMES OF THE EDS

## THEME 1: CO-CREATION, PLATFORMS, AND COOPETITION

The first theme of the EDS track focuses on ecosystems, platform-based business models, and co-creating value with competitors, with a specific focus on the sharing economy. Papers in this theme study the processes and practices underlying ecosystems' emergence and dynamic changes over time, the influence of modularization and sub-communities, and the integration of varied participants' resources and capabilities, as well as their links to ecosystem effectiveness. Moreover, Airbnb, Blablacar, Uber, and other sharing-economy firms are analyzed to better understand potential ways of building trust and legitimizing their offerings and to identify those business model characteristics that are related to higher performance outcomes.

SUNDAY, OCTOBER 29 | 16:45-18:00 | SESSION 511  
**Platforms, Networks, and Ecosystems**

SUNDAY, OCTOBER 29 | 16:45-18:00 | SESSION 653  
**Bridging Knowledge Boundaries: New Organizational Forms**

MONDAY, OCTOBER 30 | 09:30-10:45 | SESSION 675  
**Resources and Capabilities**

MONDAY, OCTOBER 30 | 09:30-10:45 | SESSION 692  
**Platforms and Networks**

TUESDAY, OCTOBER 31 | 08:00-09:15 | SESSION 583  
**Strategy in the Sharing Economy**

TUESDAY, OCTOBER 31 | 11:00-12:15 | SESSION 639  
**Cooperation and Innovation**

## THEME 2: CHANGE AND INCUMBENTS' ADAPTATION STRATEGIES

The second EDS theme focuses on incumbents and their change and adaptation strategies in times of uncertainty, market and technological change, or disruptive innovation. Studies in diverse settings, from the music to the fintech industry, building on different study designs (ethnography, qualitative, and quantitative designs) examine the processes and roles of dynamic capabilities, ambidexterity, and replication strategies.

MONDAY, OCTOBER 30 | 08:00-09:15 | SESSION 678  
**Risk Taking**

MONDAY, OCTOBER 30 | 08:00-09:15 | SESSION 690  
**Implications of Industry Change**

MONDAY, OCTOBER 30 | 09:30-10:45 | SESSION 623  
**Managing Technological Change**

MONDAY, OCTOBER 30 | 14:00-15:15 | SESSION 683  
**The Exploration-Exploitation Dilemma**

MONDAY, OCTOBER 30 | 17:00-18:15 | SESSION 676  
**Market Feedback**

TUESDAY, OCTOBER 31 | 15:45-17:00 | SESSION 630  
**Change and Adaptation in Knowledge and Innovation Management**

**THEME 3: CEOS & TOP MANAGEMENT TEAMS**

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This theme studies top executives responsible for making strategic decisions in organizations. One focus within this theme lies on CEO quality and how executive remuneration could be linked to value creation. Another focus lies on gender diversity and female directors' particularities and influence on venture failure or corporate social performance.

**SUNDAY, OCTOBER 29 | 09:45-11:00 | SESSION 567**  
**Corporate Strategy, Leadership and Governance**

**MONDAY, OCTOBER 30 | 17:00-18:15 | SESSION 590**  
**Compensation: Antecedents and Outcomes of Incentivizing Human Capital Resources**

**MONDAY, OCTOBER 30 | 17:00-18:15 | SESSION 661**  
**Evaluating Upper Echelon Quality**

**TUESDAY, OCTOBER 31 | 15:45-17:00 | SESSION 611**  
**Family Firms**

**TUESDAY, OCTOBER 31 | 17:15-18:30 | SESSION 515**  
**Top Management and Strategy Making**

**TUESDAY, OCTOBER 31 | 17:15-18:30 | SESSION 657**  
**Stranger in a Strange Land**

**THEME 4: OPPORTUNITIES AND COSTS OF ENTREPRENEURSHIP IN DIFFERENT INSTITUTIONAL ENVIRONMENTS**

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This theme studies entrepreneurship and innovation strategies with a focus on failure, its associated costs, and its potential to trigger organizational learning, with an emphasis on the institutional setting in which entrepreneurial and innovative activities unfold. In addition, the new venture emergence process and its consequences for technology commercialization choices is studied.

**SUNDAY, OCTOBER 29 | 16:45-18:00 | SESSION 584**  
**Commercialization**

**MONDAY, OCTOBER 30 | 09:30-10:45 | SESSION 620**  
**Patent Strategy in Knowledge and Innovation Management**

**MONDAY, OCTOBER 30 | 14:00-15:15 | SESSION 599**  
**Failure in the Entrepreneurial Context**

**TUESDAY, OCTOBER 31 | 17:15-18:30 | SESSION 603**  
**Institutions and Entrepreneurship**

**THEME 5: M&A AND RESTRUCTURING STRATEGIES**

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This theme focuses on understanding Mergers and Acquisitions (M&A) and restructuring. The studies that are part of this theme examine the consequences of prior experience on M&A outcomes, how M&A are used to develop and (re)deploy resources and capabilities over time, the particularities of cross-border M&A, and whether and how family firms differ from non-family firms with respect to corporate strategies and outcomes.

**MONDAY, OCTOBER 30 | 14:00-15:15 | SESSION 551**  
**The Good, The Bad, and The Ugly of Cross-Border Acquisitions**

**TUESDAY, OCTOBER 31 | 08:00-09:15 | SESSION 538**  
**Family Firms and Corporate Strategy**

**TUESDAY, OCTOBER 31 | 11:00-12:15 | SESSION 545**  
**Making M&As Work**

**THEME 6: STRATEGIZING IN THE FACE OF ADVERSITY: SENSE-MAKING, MANAGERIAL ATTENTION, AND IMPRESSION MANAGEMENT**

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This theme explores how managers engage in strategy formulation and implementation amidst an organizational crisis by examining the different forums managers use for strategizing, how they make sense of their internal and external environments—including their affective reactions to organizational crises as well as their awareness of emerging competitors—and how they manage public impressions of their firms after negative news.

**TUESDAY, OCTOBER 31 | 08:00-09:15 | SESSION 677**  
**Impression Management**

**TUESDAY, OCTOBER 31 | 11:00-12:15 | SESSION 647**  
**Strategic Sense-Making**

**TUESDAY, OCTOBER 31 | 15:45-17:00 | SESSION 648**  
**Strategizing**

**TUESDAY, OCTOBER 31 | 17:15-18:30 | SESSION 701**  
**Attention and Awareness**



## THEME 7: NON-MARKET AND POLITICAL STRATEGIES

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This theme focuses on nonmarket and political strategies in the U.S. and other developed (Europe) and developing countries (Nigeria). Studies in this theme examine both the determinants of non-market and political strategies as well as their consequences for top management and firm performance. Studies also examine the interaction between market and nonmarket strategies—e.g., the use of nonmarket strategies as competitive and uncertainty-reducing strategies—and their consequences on firm performance and social welfare.

**MONDAY, OCTOBER 30 | 08:00-09:15 | SESSION 535**  
**Nonmarket and Political Strategies**

**TUESDAY, OCTOBER 31 | 08:00-09:15 | SESSION 574**  
**Corporate Political Activities: Antecedents and Consequences**

## THEME 8: MNC: ORGANIZING WITHIN AND COMPETITION BETWEEN

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This theme focuses on multinational corporations (MNC) with an equal emphasis on their internal and external organization. Studies examining MNCs' internal organization present new findings related to headquarters' parenting modes, subsidiary autonomy, and subsidiary mandates. Studies analyzing MNCs' external organization provide new insights on the determinants and outcomes of firms' internationalization strategies, aggregation and disaggregation of global supply and value chains, on- and offshoring decisions, and global location choices, as well as the role of institutions on firms' international strategies.

**MONDAY, OCTOBER 30 | 17:00-18:15 | SESSION 553**  
**The Joys and Challenges of Parenthood: Subsidiary Management**

**MONDAY, OCTOBER 30 | 17:00-18:15 | SESSION 558**  
**The Role of Institutions in Global Strategy**

**TUESDAY, OCTOBER 31 | 08:00-09:15 | SESSION 557**  
**Organizing Global Operations**

**TUESDAY, OCTOBER 31 | 17:15-18:30 | SESSION 550**  
**The "How" Of International Business Strategy: Timing, Process, and History**

## THEME 9: LABOR MARKETS

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Theme 9 focuses on intra- and interfirm labor markets. Studies in this theme examine the benefits and costs of hiring from within and outside the firm, the effects of job mobility and mobility constraints, as well as the determinants of post-merger turnover among top management and professional knowledge workers.

**MONDAY, OCTOBER 30 | 08:00-09:15 | SESSION 592**

**Labor Markets: Where and How do Firms Get Strategic Human Capital Resources?**

**TUESDAY, OCTOBER 31 | 15:45-17:00 | SESSION 588**

**Strategic Human Capital Mobility and Turnover: Good or Bad? Discuss.**

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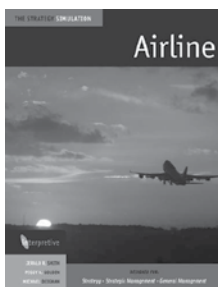
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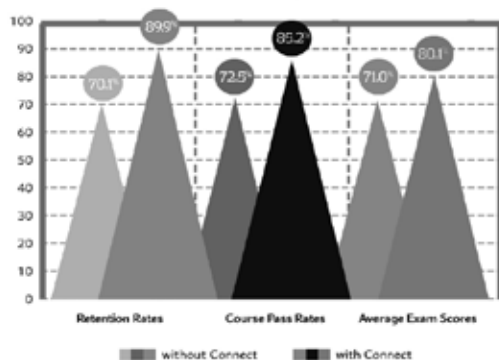
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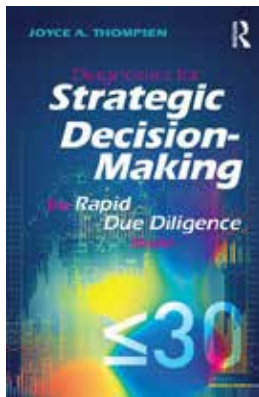
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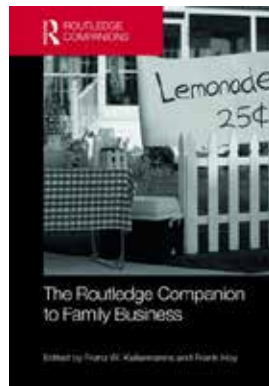


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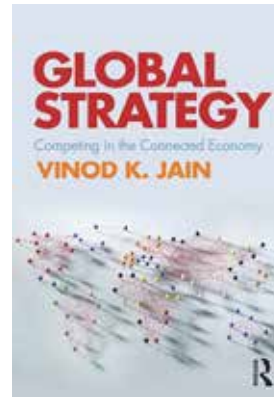
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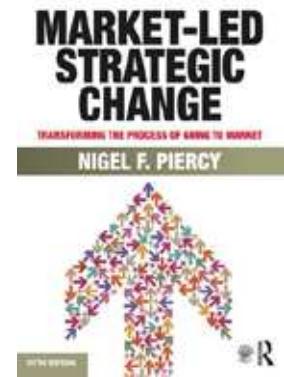
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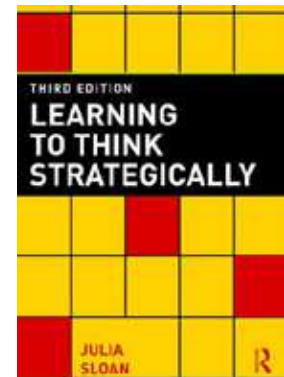
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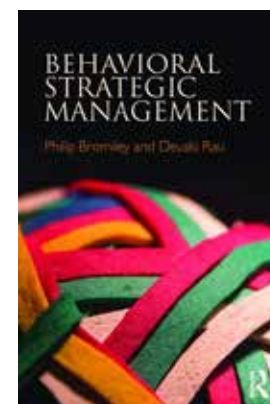
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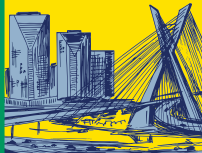




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