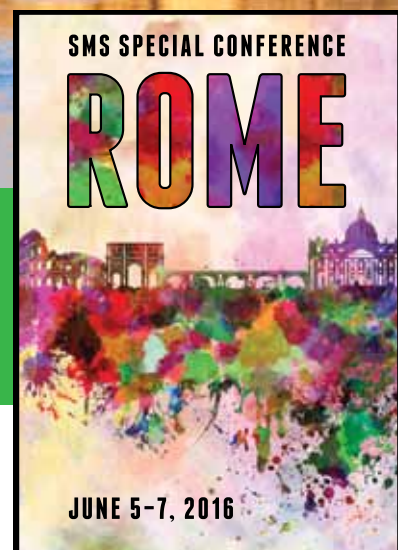




## CONFERENCE PROGRAM



In partnership with



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**Jay Barney**  
*University of Utah*  
Program Co-Chair



**Paolo Boccardelli**  
*LUISS Guido Carli University*  
Program Co-Chair



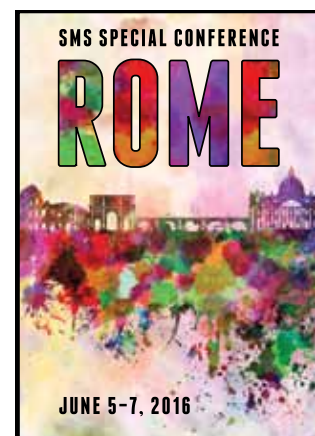
**Giovanni Battista Dagnino**  
*University of Catania*  
Program Co-Chair



**Valentina Della Corte**  
*University of Naples Federico II*  
Program Co-Chair



**Devi Gnyawali**  
*Virginia Tech*  
Program Co-Chair



Dear Colleagues:

We are thrilled to welcome you to the SMS Special Conference in Rome!!

The conference theme, “Strategy Challenges in the 21st Century: Innovation, Entrepreneurship and Coopetition,” has generated many first class submissions that draw our attention to the roles of innovation, entrepreneurship, and coopetition in strategic management. Many of these submissions explore links among these three important sets of ideas.

The conference’s six-track program features over 260 scholars from around the globe. In addition, there are three attractive plenary sessions—which feature top-flight speakers from industry, consulting, and academia; a doctoral consortium; an executive education workshop; and a panel of journal editors. These keynote speakers and contributors hold the promise of significantly enhancing our understanding of the causes and consequences of innovation, entrepreneurship, and coopetition in a variety of settings.

The “eternal city’s” prominent history cuts across a variety of fields, such as arts, science, and spirituality, placing it at the crossroads of tradition and innovation. Rome includes many of the world’s most important spaces: St. Peter’s Square, the Vatican Museums and the Vatican City, the Coliseum, the Capitol, the Pantheon, to name just a few. Modern Rome is also dynamic and exciting. The conference social events—including the opening reception on Sunday evening and the gala dinner on Monday evening—will help introduce you to all that Rome has to offer.

We are grateful for the support of LUISS Business School, and wish to express our appreciation to the several colleagues who have volunteered to serve as track directors, workshop organizers, panelists, reviewers, session chairs, discussants, and facilitators. We would also like to recognize the staff of the SMS Executive Office, and especially Anna, Laura, and Andrea, whose assistance has been invaluable in developing this conference.

A very warm welcome to Italy!

Jay Barney  
Paolo Boccardelli  
Giovanni Battista Dagnino  
Valentina Della Corte  
Devi Gnyawali





Dear Conference Participant:

We bid you a warm welcome to our Special Conference in Rome, Italy. We are very happy to have you with us!

Investigation on entrepreneurship and innovation has received increasing attention in strategic management in the last decade. In its recent advancements, innovation is worthy of deeper attention in strategic management, especially as concerns the interconnections with entrepreneurship in various settings. By detecting the relations between innovation, entrepreneurship and coopetition, the Strategic Management Society Special Conference in Rome will delve into and grasp the opportunities for detecting the relationships and reciprocal influences between the three relevant research areas, as well as to inspect their impact on competitive advantage and performance.

In contrast to the SMS Annual Conference, Special Conferences provide a smaller forum for discussion and debate, thus allowing a more in-depth examination of a specific topic. They also offer opportunities for members to meet and collaborate in smaller group settings. This conference also provides us with the opportunity to return to the beautiful city of Rome.

We would like to take this opportunity to thank those instrumental in organizing this conference. This event would not be a reality without the hard work of Program Chairs Jay Barney, Paolo Boccardelli, Giovanni Battista Dagnino, Valentina Della Corte, and Devi Gnyawali. We would also like to extend our appreciation to LUISS Business School for hosting this event with us and inviting us to their beautiful campus.

We hope that you have an enlightening and gratifying experience at our conference. Please enjoy your stay in historic Rome!

Marjorie Lyles  
President

Nikolaus Pelka  
Executive Director



## 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 an Annual Conference at various sites around the world, typically alternating between North America and Europe; some past locations included Amsterdam, Baltimore, Barcelona, Berlin, Boston, Chicago, London, Mexico City, Montreal, Orlando, Paris, Philadelphia, Phoenix, San Francisco, San Juan, Stockholm, Toronto, Vancouver, Vienna, San Diego, Washington DC, Rome, Miami, Prague, Atlanta, Madrid and most recently, Denver. Each conference addresses a current theme, with specific tracks addressing sub-themes, and presents multiple sessions by leading experts in the field from around the world.

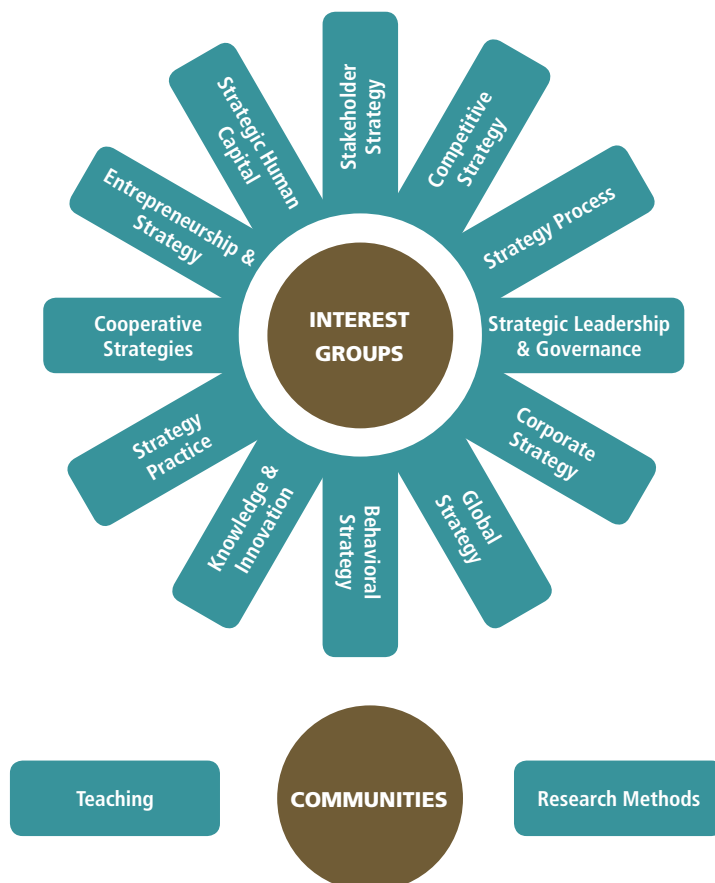
The SMS has responded to membership interest in special topics through its introduction of a series of smaller, regionally based meetings addressing more specific industry or subject themes. Conferences have taken place in such places as Shanghai, Catania, Rio de Janeiro, San Diego, Singapore, Guangzhou, Glasgow, Tel Aviv, Copenhagen, Sydney, Santiago and St. Gallen.

### PUBLICATIONS

The Strategic Management Society is proud to be involved with Wiley & Blackwell in the publication of leading journals and innovative books, which for more than three decades have been vital tools for the benefit of researchers and practitioners in the field. The *Strategic Management Journal* (SMJ) has since its inception in 1980 been the official journal of the Strategic Management Society. 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). The intent is for these two publications to become Class A journals that promote the development and dissemination of advances in the field by maintaining the highest standards of intellectual thought combined with practical relevance, just as their sister publication, the SMJ has done for many years. The SMS Book Series focuses on cutting edge concepts/topics in strategic management theory and practice. The books emphasize building and maintaining bridges between theory and practice. They generate and test theories of strategic management and demonstrate how to learn, understand and apply these theories in practice.

## 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 Interest Group and Community 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. Members of the SMS can elect to join up to two Groups and one Community of their choice; additional Interest Groups may be added for a nominal fee.



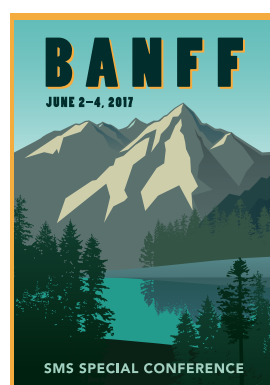
## ANNUAL CONFERENCES

2015	DENVER
2014	MADRID
2013	ATLANTA
2012	PRAGUE
2011	MIAMI
2010	ROME
2009	WASHINGTON DC
2008	COLOGNE
2007	SAN DIEGO
2006	VIENNA
2005	ORLANDO
2004	PUERTO RICO
2003	BALTIMORE
2002	PARIS
2001	SAN FRANCISCO
2000	VANCOUVER
1999	BERLIN
1998	ORLANDO
1997	BARCELONA
1996	PHOENIX
1995	MEXICO CITY
1994	PARIS
1993	CHICAGO
1992	LONDON
1991	TORONTO
1990	STOCKHOLM
1989	SAN FRANCISCO
1988	AMSTERDAM
1987	BOSTON
1986	SINGAPORE
1985	BARCELONA
1984	PHILADELPHIA
1983	PARIS
1982	MONTREAL
1981	LONDON

## SPECIAL CONFERENCES

<b>2015 ST. GALLEN, SWITZERLAND</b> Rethinking Corporate Headquarters: Approaches for Managing the Multi-Divisional Firm	<b>2013 LAKE GENEVA, SWITZERLAND</b> Strategizing Practices from the Outliers: Enabling "Big Bang" Innovations
<b>2015 SANTIAGO, CHILE</b> From Local Voids to Local Goods: Can Institutions Promote Competitive Advantage?	<b>2012 GUANGZHOU, CHINA</b> Competing and Cooperating in and for China
<b>2014 SYDNEY, AUSTRALIA</b> Strategic Management in the Asian Century: Dealing with Dynamism, Diversity and Development	<b>2012 SINGAPORE</b> Globalisation Of Innovation Strategies: Novel Moves for a Global Game
<b>2014 COPENHAGEN, DENMARK</b> Micro-Foundations for Strategic Management Research: Embracing Individuals	<b>2011 SAN DIEGO, USA</b> CK Prahalad: Reaching Over Boundaries and Expanding Possibilities
<b>2014 TEL AVIV, ISRAEL</b> Startup and Restart Strategies	<b>2011 RIO DE JANEIRO, BRAZIL</b> Latin America's Burgeoning Strategic Role in Global Development
<b>2013 MOHALI, INDIA</b> Strategic Leadership: An Emerging Market Perspective	<b>2010 LAPLAND, FINLAND</b> Intersections of Strategy Processes and Strategy Practices
<b>2013 GLASGOW, SCOTLAND</b> Strategy in Complex Settings	<b>2008 HYDERABAD, INDIA</b> Emerging India: Strategic Innovation in a Flat World
	<b>2007 CATANIA, ITALY</b> New Frontiers in Entrepreneurship: Strategy, Governance and Evolution

## UPCOMING CONFERENCES



### Recommended Dress

Business casual attire is recommended for all conference sessions.

### Sunday and Monday Evening Events

The dress for these events is business casual & conference name badges are required for entrance into each event.

### Name Badges

Name badges must be worn by attendees and guests at all times. Your name badge will be your ticket to luncheons and evening events. Access to these functions will be denied if you are without your name badge.

### No Smoking Policy

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

## ROME EVENING EVENTS

### SUNDAY, JUNE 5TH

Please join us for a Welcome Reception and Dinner on the campus yard of the LUISS Business School.

### MONDAY, JUNE 6TH

On Monday evening, attendees will have the opportunity to explore the Chiostro del Bramante, one of the high points of Renaissance architecture in Rome designed by Donato Bramante around 1500. Within the Chiostro, attendees will also be able to view a celebrated work of art created by Raphael around 1515, a painting almost six metres wide known as the Sibyls fresco, that is visible from a specially adapted window with an audiovisual guide provided. Dinner will be served throughout the evening while guests mingle among the artwork.



### TUESDAY, JUNE 7TH

On Tuesday evening, please join us for a brief closing reception following the last parallel session.



# JOIN THE CONVERSATION



@Strategic\_Mgmt



Group: Strategic Management Society



Channel: Strategic Management Society

The individuals listed below worked with the Conference Track Chairs Sharon Alvarez, Paolo Boccardelli, Brian Boyd, Elias Carayannis, Massimo Colombo, Giovanni Battista Dagnino, Valentina Della Corte, and Karen Scatterly to review proposals for the conference. We appreciate and gratefully recognize the amount of time and effort spent making this a successful event.

**Keivan Aghasi**  
Polytechnic University of Milan

**Spiros Alexopoulos**  
Hellenic Gas Transmission System Operator (DESFA) sa

**Ryan Angus**  
University of Utah

**Maria Carmela Annosi**  
KTH Royal Institute of Technology

**Ilgaz Arikan**  
Kent State University

**Elisa Arrigo**  
University of Milano-Bicocca

**Daniela Baglieri**  
University of Messina

**Maria Bengtsson**  
Umeå University

**Angelo Bonfanti**  
University of Verona

**Doug Bosse**  
University of Richmond

**Federica Brunetta**  
LUISS Guido Carli University

**Peter Bryant**  
IE Business School

**Vincenzo Buttice**  
Polytechnic University of Milan

**Francesco Campanella**  
Second University of Naples

**David Campbell**  
University of Applied Arts Vienna

**Federico Caniato**  
Polytechnic University of Milan

**Antonio Capaldo**  
Catholic University of the Sacred Heart

**Francesco Caputo**  
University of Salerno

**Clint Chadwick**  
University of Kansas

**Leong Chan**  
Utah Valley University

**Marco Clemente**  
Aalto University

**Leonardo Corbo**  
Catholic University of Portugal

**Annalisa Croce**  
Polytechnic University of Milan

**Craig Crossland**  
University of Notre Dame

**Benedetta Cuzzo**  
University of Cassino and Southern Lazio

**Giovanni Battista Dagnino**  
University of Catania

**Tugrul Daim**  
Portland State University

**Naga Lakshmi Damaraju**  
Indian School of Business

**Julio de Castro**  
IE Business School

**MANLIO DEL GIUDICE**  
Link Campus University

**Gregory Dess**  
University of Texas at Dallas

**Giada Di Stefano**  
HEC Paris

**Magdalena Dobrąska**  
Copenhagen Business School

**Federica Evangelista**  
University of Cassino and Southern Lazio

**Giulio Ferrigno**  
University of Catania

**Riccardo Fini**  
University of Bologna

**Timothy Folt**  
University of Connecticut

**Federico Frattini**  
Polytechnic University of Milan

**Martin Ganco**  
University of Wisconsin-Madison

**Shayne Gary**  
University of New South Wales

**Brett Anitra Gilbert**  
Rutgers University

**Devi Gnyawali**  
Virginia Tech

**Benjamin Gomes-Casseres**  
Brandeis University

**Steve Gove**  
University of Vermont

**Denis Grégoire**  
HEC Montréal

**Evangelos Grigoroudis**  
Technical University of Crete

**Massimiliano Guerini**  
University of Pisa

**Gianluigi Guido**  
University of Salento

**Stefan Haefliger**  
City University London

**Aaron Hill**  
Oklahoma State University

**Manuela Hoehn-Weiss**  
Oregon State University

**Sul Kassicieh**  
University of New Mexico

**David King**  
Iowa State University

**Fotis Kitsios**  
University of Macedonia

**Peter Klein**  
Baylor University

**William Lamb**  
Babson College

**Alessandra Lardo**  
University of Cassino and Southern Lazio

**Christian Lechner**  
Free University of Bozen-Bolzano

**Maria Isabella Leone**  
LUISS Guido Carli University

**Emanuele Lettieri**  
Polytechnic University of Milan

**Elizabeth Lim**  
Georgia State University

**Andrea Lipparini**  
University of Bologna

**Giovanna Lo Nigro**  
University of Palermo

**Rosa Lombardi**  
Link Campus University

**Annachiara Longoni**  
ESADE Business School

**Davide Luzzini**  
Polytechnic University of Milan

**Mats Magnusson**  
KTH Royal Institute of Technology

**David Major**  
Indiana University

**Antonella Martini**  
University of Pisa

**Sharon Matusik**  
University of Colorado-Boulder

**Dirk Meissner**  
National Research University - Higher School of Economics

**Michele Meoli**  
University of Bergamo

**Antonio Messeni Petruzzelli**  
Polytechnic University of Bari

**Anna Minà**  
University of Rome

**Denisa Constanta Mindruta**  
HEC Paris

**Ali Mohammadi**  
KTH Royal Institute of Technology

**José F. Molina-Azorin**  
University of Alicante

**Solon Moreira**  
IESE Business School

**Caterina Moschieri**  
IE Business School

**Louis Mulotte**  
Tilburg University

**Samuele Murtinu**  
Catholic University of Milan

**Philippe Mustar**  
MINES ParisTech

**Lucia Naldi**  
Jönköping University

**Andre Nemeh**  
ESC Rennes School of Business

**Arielle Newman**  
University of Utah

**Melita Nicotra**  
University of Catania

**Ioannis Nikolaou**  
Democritus University of Thrace

**Anna Nosella**  
University of Padova

**Mohammad Nurunnabi**  
Prince Sultan University

**Allan O'Connor**  
University of Adelaide

**Raffaele Oriani**  
LUISS Guido Carli University

**Matteo Palmaccio**  
University of Cassino and Southern Lazio

**Armando Papa**  
University of Naples Federico II

**Alessandra Perri**  
Ca' Foscari University of Venice

**Enzo Peruffo**  
LUISS Guido Carli University

**Pasquale Massimo Picone**  
University of Catania

**Helena Pinto de Sousa**  
IE Business School

**Luca Pirolo**  
LUISS Guido Carli University

**Laura Poppo**  
University of Kansas

**John Prescott**  
University of Pittsburgh

**Richard Priem**  
Texas Christian University

**Timothy Quigley**  
University of Georgia

**Larissa Rabbiosi**  
Copenhagen Business School

**Paavo Ritala**  
Lappeenranta University of Technology

**Elizabeth Rose**  
University of Otago

**Cristina Rossi Lamastra**  
Polytechnic University of Milan

**Paola Rovelli**  
Polytechnic University of Milan

**Francesco Rullani**  
LUISS Guido Carli University

**Brian Saxton**  
John Carroll University

**Vittoria Giada Scalera**  
Polytechnic University of Milan

**Francesco Schiavone**  
Parthenope University of Naples

**Andreas Schwab**  
Iowa State University

**Kourosh Shafi**  
Polytechnic University of Milan

**Angelo Solarino**  
University of Michigan

**Uriel Stettner**  
Tel Aviv University

**Yi Tang**  
Hong Kong Polytechnic University

**Annika Tidström**  
University of Vaasa

**Raffaele Trequattrini**  
University of Cassino and Southern Lazio

**Karynne Turner**  
LUISS Guido Carli University

**Elisa Ughetto**  
Polytechnic University of Torino

**Francesca Vicentini**  
Link Campus University

**Ivanka Visnjic**  
ESADE Business School

**Patrik Wikstrom**  
Queensland University of Technology

**Saïd Yami**  
University of Lille 1

**Helena Yli-Renko**  
University of Southern California







## SPECIAL CONFERENCE ROME BEST PAPER PRIZE FINALISTS

### MONDAY

#### SESSION 34 | 8:30 – 9:45

**Stars and their Constellations: Determining Relative Value-Add in Team-Based Science**

Janet Bercovitz, *University of Illinois at Urbana-Champaign*

Denisa Constanta Midruta, *HEC Paris*

Maryann Feldman, *University of North Carolina at Chapel Hill*

### MONDAY

#### SESSION 4 | 8:30 – 9:45

**The Dark Side of Flexibility: How Product Module Boundaries affect the Evolution of Collaborative Ventures**

Richard Tee, *LUISS Guido Carli University*

Pinar Ozcan, *University of Warwick*

### MONDAY

#### SESSION 15 | 14:00 – 15:15

**When Vicarious Learning Rewards the Originating Firm: Exploring Learning Opportunities Available to the Licensor**

Sara Lombardi, *LUISS Guido Carli University*

Paola Belingheri, *LUISS Guido Carli University*

Maria Isabella Leone, *LUISS Guido Carli University*

### MONDAY

#### SESSION 16 | 17:00 – 18:15

**The Effect of Founder Prior Experience on Search Pattern of New Ventures in LIB Industry**

Sung Namkung, *Temple University*

MB Sarkar, *Temple University*

Nandini Lahiri, *Temple University*

### TUESDAY

#### SESSION 17 | 8:30 – 9:45

**Where Do Heterogeneity Effects Come From? The Missing Link Between Top Executive Tenure and Choice**

Ithai Stern, *INSEAD*

Razvan Lungeanu, *Pennsylvania State University*

### TUESDAY

#### SESSION 38 | 10:15 – 11:30

**Job-Related Diversity and Team Performance: An Empirical Analysis of the US Music Industry**

Luigi Nasta, *LUISS Guido Carli University*

Luca Pirolo, *LUISS Guido Carli University*

Patrik Wikstrom, *Queensland University of Technology*

**All of the conference sessions will be held on the campus of the LUISS Business School.**

LUISS Business School Campus  
Viale Pola no.12  
00198, Rome – Italy

## Travel info for Hotels:

### Best Western Art Hotel Noba

#### Taxi:

A taxi from the hotel to the campus will take between 15 to 20 minutes depending on traffic and will cost between 8-20 Euros (as Italian taxi fares are based on time rather than distance).

#### Bus:

There are two public bus lines, the 60 and the 82, that can bring you to the LUISS Business School campus. The stop is located in front of the hotel and is named "Nomentana/Val D'Aosta." This route will take approximately 15 minutes, and a bus ticket will cost 1,50 Euro.

\*Buses will be provided from the Best Western Art Hotel Noba to the campus in the morning, and return back to the hotel in the late afternoon. Please see the bus schedule hand out you received at registration for additional information on this bus service.

### The Mercure Corso Trieste

The Mercure is only a 5 minute walk from the LUISS Business School. Please reference the map for how to access the campus.



## **SUNDAY, JUNE 5TH, 2016**

- 09:00 — 14:30 Doctoral Workshop
- 17:00 — 18:30 Meet the Editors Panel Session  
(Open to All Conference Attendees)
- 19:00 — 20:30 Conference Opening Reception

## **MONDAY, JUNE 6TH, 2016**

- 08:30 — 09:45 Parallel Paper/Common Ground/  
Panel Sessions
- 09:45 — 10:15 Coffee Break
- 10:15 — 11:30 Parallel Paper/Common Ground/  
Panel Sessions
- 11:45 — 12:45 Opening Remarks & Plenary Session
- 12:45 — 13:45 Lunch
- 14:00 — 15:15 Parallel Paper/Common Ground/  
Panel Sessions
- 15:30 — 16:30 Plenary Session
- 16:30 — 17:00 Coffee Break
- 17:00 — 18:15 Parallel Paper/Common Ground/  
Panel Sessions
- 18:45 — 22:00 Gala Dinner

## **TUESDAY, JUNE 7TH, 2016**

- 08:30 — 09:45 Parallel Paper/Common Ground/  
Panel Sessions
- 09:45 — 10:15 Coffee Break
- 10:15 — 11:30 Parallel Paper/Common Ground/  
Panel Sessions
- 11:45 — 12:45 Plenary Session
- 13:00 — 14:00 Lunch
- 14:15 — 15:30 Parallel Paper/Common Ground/  
Panel Sessions
- 15:45 — 17:00 Parallel Paper/Common Ground/  
Panel Sessions
- 17:00 - 18:00 Closing Reception

SESSION 46

EDITORS PANEL

TRACK Q	Date	Sunday, Jun 5
	Time	05:00 - 06:30
Plenary Panel	Room	Aula Magna Mario Arcelli

Editors Panel

Chair

Giovanni Battista Dagnino, *University of Catania*

Panelists

Sharon Alvarez, *University of Denver*

Pamela Barr, *Georgia State University*

Devi Gnyawali, *Virginia Tech*

Dovev Lavie, *Technion-Israel Institute of Technology*

Torben Pedersen, *Bocconi University*

Andrea Prencipe, *LUISS Guido Carli University*

The panel features a representative editor for each of the SMS journals, SMJ, SEJ, GSJ, as well as other major management journals such as AMJ, JMS, and JoM. The panel will discuss the specific goals and objectives of each of the journals, with particular reference to the new academic environment we experience and the way editors are taking a series of initiatives to shape up a consistent electronic presence for the journals. The editors will also talk about the expectations of the journals for potentially publishable papers in strategic management. Open discussion will address the process of writing for publication in scholarly journals, the editorial policies of the research outlets, and future directions for the dissemination of scholarly research.



**Giovanni Battista Dagnino** is Professor in the Department of Economics and Business of the University of Catania, Italy, where he is the Coordinator of the PhD Program in Economics and Management. In addition, he is a faculty member of the European Institute for Advanced Studies in Management in Brussels, Fellow of the Strategic Planning Society in London, and Friend of the European Investment Bank Institute in Luxembourg. He has held several visiting positions, including at the Tuck School of Business at Dartmouth, Wharton School, London Business School, and IESE Business School. He is associate editor of Long Range Planning and serves on the editorial boards, among others, of Strategic Management Journal, Journal of Management and Governance, International Journal of Strategic Business Alliances, and International Studies of Management and Organization.



**Sharon Alvarez** is the Walter Koch Endowed Chair in Entrepreneurship at the Daniels College of Business, University of Denver. She previously served as an Associate Professor of entrepreneurship and management, and the Academic Director of the Center for Entrepreneurship at the Max M. Fisher College of Business, The Ohio State University. She was a Max Planck Scholar at the Max Planck Institute for Entrepreneurship and Economic Systems Research, a visiting professor at Sun-Yet-Sen University in China, and is currently a visiting professor at University of Alberta. Her current research includes entrepreneurship theory of opportunities, firm, and market emergence. She is an Associate Editor for Strategic Entrepreneurship Journal and she has published in several leading journals.



**Pamela Barr** is Professor and Interim Chair of the Department of Managerial Sciences at the J. Mack Robinson College of Business, Georgia State University in Atlanta, Georgia U.S.A. Her research interests include strategy formulation, strategic change and decision making, with particular emphasis on the role of managerial and organizational cognition in these processes.

Her work has been published in several journals including Strategic Management Journal, Organization Science, Academy of Management Review and Journal of Management Studies. She is an Associate Editor of Strategic Management Journal and a member of the Editorial Review Boards of Academy of Management Journal and Academy of Management Discoveries.



**Devi R. Gnyawali** is R. B. Pamplin Professor of Management and Director of Graduate Programs at the Department of Management, Pamplin College of Business, Virginia Tech. His current research focuses on two main areas in strategic management: the role of a firm's

internal and relational resources on its ability to generate innovations and achieve competitive advantage and the drivers, nature, and implications of inter-firm co-opetition. Currently he serves as an Associate Editor of Journal of Management and on the editorial board of Academy of Management Review. He has also worked as an international consultant in various countries, including Singapore, Thailand, Philippines, Germany, and Malawi.



**Dovev Lavie** is a Full Professor and Vice Dean at the Faculty of Industrial Engineering and Management at the Technion, a Sloan Industry Studies Fellow, and a recipient of the SMS Emergent Scholar Award, INFORMS TMS Best Dissertation Award, and the Academy of Management Newman Award. He earned his Ph.D. at the Wharton School and served as an assistant professor at the University of Texas

at Austin. He is Associate Editor of the Academy of Management Journal and a Special Issue Editor at the Strategic Management Journal, has served on the boards of the Strategic Management Journal, Academy of Management Review, Administrative Science Quarterly, and Organization Science. He has also served as Program Chair and IG Chair for the SMS, on the Research Committee of the Academy of Management BPS Division, and as co-founder and organizer of the Israel strategy Conference.



**Torben Pedersen** is Professor of Global Strategy at Department of Management & Technology, Bocconi University, Italy. He has published over 100 articles and books about managerial and strategic aspects of globalization. His research has appeared in prominent journals such as Strategic Management Journal, Academy of Management Journal, Organization Science, Journal of International Business Studies, and Journal of Management. His research interests are located at the interface between strategy, knowledge management and international business with a particular emphasis on topics of globalization, offshoring and outsourcing. He has been a visiting scholar at several universities around the world. He was 2009 AIB Program chair and has served as Vice President for AIB and Vice Chairman of EIBA.



**Andrea Prencipe** is a Full Professor of Organization and Innovation at LUISS Guido Carli University (I) and a Visiting Professor at Rotterdam School of Management (NL). He is the Director of the PhD Programme in Management and Leader of the Organisation Group at LUISS, and has held academic positions at SPRU, INSEAD (F), and University G. d'Annunzio (I). His research interests revolve around the organization of

innovation; project-based organizations; and the relationships between regional social capital and firms' innovation performance. He sits on the editorial board of Industrial and Corporate Change, Organization Science, Strategic Management Journal, International Journal of Project Management, Research Policy and Long Range Planning. He received his PhD from the University of Sussex.

19:00 – 20:30

CONFERENCE OPENING RECEPTION





## SESSION 14

**COOPETITION CAPABILITIES**

<b>TRACK B</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	08:30 - 09:45
<b>Paper</b>	<b>Room</b>	212
<b>Chair</b>	Stella Zulu-Chisanga, <i>Leeds University</i>	

**Conceptualizing Coopetition Capability in Small and Medium-Sized Enterprises in Developing Economy Environments**

Stella Zulu-Chisanga, *University of Leeds*  
 Nathaniel Boso, *University of Leeds*  
 Constantinos N. Leonidou, *University of Leeds*  
 Magnus Hultman, *University of Leeds*

The primary aim of this study is to explore the conceptual domain of the coopetition capability concept, and empirically examine how small and medium-sized enterprises in developing economies develop and benefit from coopetition capability. Using multiple case studies of 25 small and medium-sized enterprises (SMEs) in two Sub-Sahara African economies, evidence suggests that coopetition capability is important for SMEs as it helps SMEs develop and nurture successful relationships with competitors while at the same time helping SMEs boost their performance. Additionally, we find that coopetition capability is driven by coopetition learning processes which also condition its performance outcomes.

**CEO Coopetition Mindset and Firm Coopetition Behaviors: The Moderating Roles of Institutional and Market Environments**

Weiguo Zhong, *Peking University*  
 Wei Zheng, *Peking University*  
 Jiangyong Lu, *Peking University*

From the sensemaking theories, a firm's strategies are tied to Chief executive officer's (CEO's) mindsets, the lens through which CEO views the environment and makes decisions. However, few coopetition studies have prescribed the type of managerial mindsets needed to make firms realize the coopetition in specific institutional and market environments. To fill this gap, we develop a sensemaking model of coopetition that connect CEO coopetition mindset with specific institutional and market environments and firm coopetition behaviors. We will test the model with a sample of over 5,000 firms from 31 industries in China. Our results will highlight the role of CEO coopetition mindset in enabling the firms coopetition behaviors and examine the moderating effects of institutional and market environments.

**Coopeting to Innovate: The Case of Corporate Accelerator Programs**

Moyra Marval, *ESCP Europe Business School - Paris*  
 Martin Kupp, *ESCP Europe*

Firms face the challenge to establish collaborative relations with existing competitors, but also with new players that may disrupt the market. Corporate accelerator programs are one of the latest forms adopted by large firms to engage with promising new ventures /potential future competitors. Previous forms of venture support such as corporate venture capital and company incubators have failed to reap expected benefits. As collaboration between entrepreneurs, corporate business units, and investors has proven to be central for the success of these initiatives, we set out to study the cooperative practices emerging in corporate accelerators through multiple case studies, collecting data at the corporation, accelerator and startup level. We identify mechanisms used at different levels to enable/discourage certain collaborations and develop a framework of cooperative strategies.

**Coopetition and Inter-Firm Proximity in Dyadic Relations – A Temporal Perspective**

Thomas Martin Fojcik, *University of Duisburg-Essen*

Coopetition has gained momentum in academic research. However, studies are widely missing that consider coopetition over time. But a temporal perspective is crucial for a better understanding and framing of coopetition, because firms continuously learn from each other, change roles and alter their relationship related to power, dependency or trust in cooperative contexts. Thus, initially initiated cooperative relations remain

not stable over time, but are subject to various changes. In this context, less attention is paid regarding the consideration of inter-firm proximity in cooperative relations. Accordingly, an empirical study was conducted in the automotive supply industry to analyze the interrelation between inter-firm proximity and cooperative relations over time. The analysis and its results will be summarized in the following paper.

## SESSION 4

**INNOVATION AND ENTREPRENEURIAL ECOSYSTEMS**

<b>TRACK C</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	08:30 - 09:45
<b>Paper</b>	<b>Room</b>	213
<b>Chair</b>	Elias Carayannis, <i>George Washington University</i>	

**Effective Efficiency in Innovation Ecosystems: When, How, and Why**

Elias Carayannis, *George Washington University*  
 Evangelos Grigoroudis, *Technical University of Crete*

The measurement of innovation performance and efficiency in national and regional ecosystems remains a high priority in order to develop integrated benchmarking tools in the knowledge-based economies. However, innovation efficiency and innovation performance are not necessarily related, since low performers may achieve high efficiency if inputs are relatively low compared to outputs. This potential gap may provide valuable information about the different stages of innovation process or the organization pattern of innovation activities. This study presents a gap analysis of performance and efficiency of the European regional innovation systems in order to study when innovation efficiency is effective and help the development of an innovation efficacy index. Also, we propose an entropy-based measure for studying the differences in regional performance within a national innovation ecosystem.

**Model Development in Entrepreneurial Ecosystems**

Sul Kasscieh, *University of New Mexico*  
 Elias Carayannis, *George Washington University*  
 Evangelos Grigoroudis, *Technical University of Crete*

In both national and regional levels, policy makers face an assignment optimization problem regarding the necessary expenditure and investments. The expenditures are to satisfy the needs of the population in medical, welfare and other areas whereas the investments are in education, infrastructure and technological developments that enhance the tax base at some future date thereby contributing to the available resources that can be used in the future. Among others, investments may include support for the creation of new businesses that can add to the wealth and job creation of the region. In this paper, we examine which factors contribute to having a vibrant entrepreneurial ecosystem and we discuss an optimization formulation that models the decision making problem faced by policy makers.

**The Decision to Crowdsource Product Design and its Market Impact**

Bradley Allen, *University of Texas at San Antonio*  
 Deepa Chandrasekaran, *University of Texas at San Antonio*  
 Suman Basuroy, *University of Texas-San Antonio*

This paper explores the antecedents and consequences of design crowdsourcing. Using a unique data set from Quirky.com, a community-driven new product development website, we examine which form and functional aspects of the original product idea serve as antecedents of the managerial decision to crowdsource design, and the financial implications of that decision. The key finding is that design crowdsourcing influences sales only for products that have low initial marketability. These results add credibility to the economic relevance of crowdsourcing, and indicate that customers can serve as a resource for further developing product concepts, especially those that seem to perform poorly during pre-testing.

## ★ The Dark Side of Flexibility: How Product Module Boundaries affect the Evolution of Collaborative Ventures

Richard Tee, *LUISS Guido Carli University*  
Pinar Ozcan, *University of Warwick*

This paper focuses on how product module boundaries affect the dynamics of competition and cooperation in multi-partner collaborative ventures. Based on a longitudinal investigation of the Symbian collaboration, we provide a framework that traces the evolution of collaborative ventures and the role of module boundaries. We find that the use of modular designs can trigger additional complexity in the collaboration, which in turn creates more competitive behavior. As the collaboration is restructured in response to these dynamics, it becomes increasingly difficult to set module boundaries. Together, these difficulties subsequently limit the ability of the venture to create both create and capture value. Overall, our framework helps understand how cooperation and competition co-evolve with product design, highlighting the dark side of flexibility.

### SESSION 39

## BEHAVIORAL THEORY AND CREATIVITY

<b>TRACK D</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	08:30 - 09:45
<b>Paper</b>	<b>Room</b>	218
<b>Chair</b>	Allegre Hadida, <i>University of Cambridge</i>	

## (Mental) Model Behavior: Cognitive Bias, Collaboration and Strategic Decisions in High Velocity Industries

Angus Finney, *London Film School*  
Allegre Hadida, *University of Cambridge*

How do mental models and cognitive bias impact collaboration and strategic decision-making in high velocity industries? We adopt a qualitative research approach and rely on the strategy literature on cognition and bias to outline the conditions under which mental models and bias negatively impact collaboration and decision-making, or alternatively, support and inspire them. Our findings draw on a detailed case study of 2010 British movie "The King's Speech" to suggest that cognitive behavioral theory provides significant insights into the understanding of collaboration and strategy in high velocity industries and in the creative industries. Managers and entrepreneurs capable of 'switching gears' and embracing the role cognition plays in strategy are susceptible of reducing cognitive bias, and gaining both creative and commercial competitive advantages.

## Designers, Design Thinking and Innovation Outcome

Karin Beukel, *University of Copenhagen*  
Cecilie Fjaellegaard, *Copenhagen Business School*  
Lars Alkaersig, *Technical University of Denmark*

The paper develops and tests a theoretical framework explaining how designers' attention and learning affect innovation outcomes, namely patenting. We investigate how the hiring of a designer influences patenting activities in the firm hiring the designer, and differentiate between designers being hired by firms exhibiting different levels of state dependence in terms of their innovation activities. We test this utilizing data on all IP active firms in Denmark between 2000-2010 (n=119,709). We link mobility data of all individuals employed in the firms (+2mio individuals), identify firms hiring designers and look at the effect conditional of type of firm. To strengthen the empirical estimations we use two different instrumental variables. Early results indicate that designers' attention to design processes can spillover and influence technological innovation outcome.

## The Anger of the Crowd: Psychological Contract Violation in Reward-Based Crowdfunding Campaigns

Tabitha James, *Virginia Tech*  
Linda Wallace, *Virginia Tech*  
Marc Junkunc, *Virginia Tech*  
David Townsend, *Virginia Tech*

Psychological contract violation (PCV) plays a central role in shaping relationships between transaction partners on crowdfunding platforms for creative projects like Kickstarter. Campaign managers face considerable

risks associated with PCV since they must wisely balance the need to generate hype for their products while setting realistic expectations among backers. Using data on Kickstarter technology campaigns from the years 2009-2014, we explore the evolution of PCVs in the crowdfunding environment by qualitatively examining the interaction of backers and creators in forums prior to and after the completion of the Kickstarter campaign. Overall, we find considerable evidence of the importance of PCV in shaping the relationship between backers and campaigns. Implications of these findings for PCV theory and the literature on crowdfunding are discussed.

## War and Peace: How Creative Projects and Routines Unfold in Organizational Conflicts

Patrick Oehler, *Technical University of Munich*  
Jutta Wollersheim, *Technical University of Munich*  
Isabell Welp, *Technical University of Munich*

This study explores how conflict causally affects choices in organizational action trajectories. We differentiate between two different forms of action trajectories, (1) routines and (2) creative projects and connect the organizational theory with creativity research to predict how different states of conflict shift organizational actions from routines to creative projects, and vice versa. We test our predictions in a laboratory experiment based on the computer game Minecraft, which participants play after having been subjected to conflictual processes centered on (1) task conflict, (2) interpersonal conflict or (3) no conflict. Teams repeatedly face tasks, which can be solved by means of routinization and creativity. Our findings provide a better understanding of how conflict can be strategically used within organizations to foster change.

### SESSION 47

## LEARNING, INNOVATION AND GLOBALIZATION

<b>TRACK E</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	08:30 - 09:45
<b>Common Ground</b>	<b>Room</b>	219
<b>Facilitator</b>	Shahzad Ansari, <i>University of Cambridge</i>	

## Learning from Joint Component Usage: A Theory of Vicarious Performance Feedback

David Clough, *INSEAD*

A frequently occurring form of coopetition is the use of a key component from one supplier by two or more firms that compete in an end market, an arrangement we refer to as joint component usage. We suggest that joint component usage facilitates the competitors' ability to make inferences about the (uncertain) quality of the component. Each firm can observe the performance of the supplier's other customers, and use this to supplement the inferences they make from their own performance. We develop a theory of vicarious performance feedback, and test it in the context of Formula 1 racing. We propose—and find supporting evidence—that firms are more likely to disengage with a supplier if that supplier's other customers exhibit performance below their historic levels.

## Frugal Globalization: The Indian Way

Shounak Roy Chowdhury, *O P Jindal Global University*  
Harish Rao, *Jindal Global Business School*

Increasingly, Indian small and medium-sized enterprises (SMEs) are leveraging the forces of globalization to create an international footprint. Frugality characterizes these international forays; they achieve these internationalization forays with a budget of less than half a million. Our study explores how Indian SMEs internationalize. We find that the expansions involve seven key principles: (1) utilizing social networks for facilitating market entry and penetration, (2) securing market size, not share; (3) maintaining short-monetizing cycles, even at the cost of margins; (4) building business, not brands; (5) maintaining business and operational flexibility; (6) selling through aggregators and avoiding direct to customer channels; and (6) discreetness. We maintain that further study could help unravel and enhance the existing notions of internationalization.



## Co-Creation Across the Supply Chain to Foster Reverse Innovation

Carsten Gelhard, *University of Twente*  
 Carsten Zimmermann, *University of San Diego*  
 Sebastian Kortmann, *University of Amsterdam*

We analyze the co-creation process to foster reverse innovation. Our contribution to the strategic management literature is threefold: We, first, introduce the construct of reverse innovation and its specific dimensions to the strategic management and supply chain management literatures. Second, we analyze important antecedents for reverse innovation. Specifically, we highlight the role of ambidextrous supply chain practices that involve a balance and successful co-ordination of exploration and exploitation supply chain practices. Third, we emphasize the mediating role of value co-creation that can involve key customers and suppliers. This mediating effect in combination with offshore and outsourcing knowledge has a strong and positive effect on reverse innovation.

## Crowdsourcing and Firm Performance

Francesco Cappa, *LUISS Guido Carli University*  
 Raffaele Oriani, *LUISS Guido Carli University*  
 Michele Pinelli, *LUISS Guido Carli University*

In the last years, it became progressively clear that the process of innovation involves complex social practices in which the interactions between multiple parties play a central role: external contributors are able to come up with brilliant ideas and extreme outcomes. Thus, firms are increasingly using crowdsourcing as an open innovation tool for gathering fresh ideas and for achieving explorative outcomes. In this study we test whether a positive stock reaction follows the launch of crowdsourcing projects. Through an event study, we demonstrate that crowdsourcing projects announcements trigger positive price shocks, reflecting investors' positive expectations about companies' future profits; and we also highlight what factors moderate such reaction.

## Interface as a Key in the Battle for Dominance: How Firms Achieve Leadership

Renato Kogeyama, *Getúlio Vargas Foundation*  
 Diego Altieri, *Brazilian School of Public and Business Administration*

Prior literature has examined the implications of technology-based competition in Schumpeterian environments, in which firms struggle to maintain their leadership through the frequent introduction of innovations. What remains relatively under-examined is how firms can prevail in the battle for dominance in settings marked by both high uncertainty about future technological trajectories and evolving firm boundaries. This study expands scholars' understanding by examining the role of a firm's position in technological interfaces as a gateway to market leadership. We test our arguments using an extensive dataset on new mobile devices introduced into the US market between 1994 and 2014. We collected fine-grained information about these innovations, which we use to trace the trajectory of the competing technologies in the telecommunications devices market.

## Orchestrating Ambidexterity at the Confluence of Open & Closed Innovation Systems

Andrew Earle, *University of New Hampshire*  
 Zoran Perunovic, *Technical University of Denmark*  
 Sofia Fürstenberg, *A.P. Moller-Maersk*

The challenge of integrating exploratory and exploitive activities in pursuit of ambidexterity is a central topic in innovation-oriented strategy research. This burgeoning literature not only explores theoretical underpinnings, but also offers considerable practical guidance for firms facing this challenge. As useful as this organization-level research is, in many contexts the locus of innovation is rapidly moving beyond individual organizations to networks, communities, and ecosystems. In recognition of this shift and in light of limited guidance from existing literature, we propose exploring the theoretical and practical consequences of pursuing ambidexterity in ecosystems featuring the confluence of closed, open, and hybrid innovation models as a useful route forward for innovation-oriented strategy research. We support this exploration with extensive, multi-method, longitudinal data from the global maritime industry.

## SESSION 34

## METHODOLOGICAL ADVANCES AND CONSIDERATIONS

<b>TRACK R</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	08:30 - 09:45
<b>Paper</b>	<b>Room</b>	11A
<b>Chair</b>	Janet Bercovitz, <i>University of Illinois at Urbana-Champaign</i>	

## Dynamic Capabilities and the Evolution of the Research Field: A Historiographical Analysis of Co-citation Authors

Eduardo Veiga Bueno, *Pontifical Catholic University of Paraná*  
 Renato dos Santos, *Pontifical Catholic University of Paraná*  
 Heitor Kato, *Pontifical Catholic University of Paraná*  
 Rúbia Corrêa, *Pontifical Catholic University of Paraná*

Studies on dynamic capabilities have been the subject of much debate and intertwined incursions. In this sense, this paper aims to provide a historiographical author co-citation analysis on dynamic capabilities. It was verified the influence of the most cited studies and their relation with other research, highlighting the main perspectives of the field of study. The analysis of trends on the topic was performed at three different periods, 1997-2002, 2003-2008 and 2009 to 2015. A visualization and bibliometric analysis software (HistCiteTM) was used to organize the research results and place the findings into a context.

## ★ Stars and their Constellations: Determining Relative Value-Add in Team-Based Science

Janet Bercovitz, *University of Illinois at Urbana-Champaign*  
 Denisa Constanta Mindruta, *HEC-Paris*  
 Maryann Feldman, *University of North Carolina-Chapel Hill*

This paper examines star scientists and team performance in the context of academic entrepreneurship. We employ a matching model of value creation to estimate complementarities underlying team formation. Through an extension of the matching model, we determine the contribution intervals of the stars and their constellations by creating counterfactual collaborations where stars, and respectively constellations, are reassigned to the best available partner under a scenario in which their actual partner is absent from the market. The value-added contribution of a party is determined by the "value-loss" created in the market by that party's absence. While results are, on average, supportive of a star-to-team spillover effect, our analysis raises the salience of team contribution as stars with a 'net contribution' are few.

## Two Agent Coopetition: Dynamics in a Markovian Process

Sergio Chi6n, *CENTRUM Católica - Graduate Business School*

This research proposal directs its attention to coopetition among executives of a firm. The aim is to contribute with the development of the micro foundation of coopetition for management purposes. The interaction between two agents is modelled under a theory of game setting and its dynamics is as a Markovian process. It is shown the steady state probability of the Markov model depending directly on the whole structure of incentives on the agents and on the coupled personalities characteristics of them. These probabilities will be the basis for the measurement of cooperation, competition and coopetition; for the management of the interaction of executives within the firm, and to set appropriate incentives in accordance to the industry.

09:45 – 10:15  
**COFFEE BREAK**



## SESSION 25

**START-UPS AS COUNTER-INTUITIVE**

<b>TRACK A</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	10:15 - 11:30
<b>Paper</b>	<b>Room</b>	212
<b>Chair</b>	Jeroen Neckebrouck, <i>Ghent University</i>	

**Business Models as Cognitive Frames in Nascent Technology Ventures**

Lien Denoo, *University of Southern California*  
 Helena Yli-Renko, *University of Southern California*  
 Andrea Belz, *University of Southern California*

In this study, we propose that business models serve as cognitive frames translating the founding team's experience base into startup action. Using a unique data set of nascent technology ventures, we find that business model development not only significantly increases the ventures' early-stage performance but also fully mediates the relationship between startup experience and startup progress. Moreover, our results indicate that more developed business models significantly increase the number of potential customers identified by the nascent technology ventures. Our study both draws from and contributes to the literatures on business models, framing theory, and human capital. This work has implications for discussions of policy and practice for university technology spinoffs and the associated entrepreneurial communities.

**How to Lose Our Innovative Capability? Centralization During Crisis**

Zoltan Bakonyi, *Horvath & Partners Management Consulting*

In the time of crisis companies centralise because they would like to gain efficiency. The short term advantages of concentration of authority (such as whole company focus, easier communication, and higher decision speed) override its longer term downsides such as less innovation and flexibility. On the other hand firms prefer decentralisation during prosperity therefore organisations change according to the economic cycles. Based on interviews with Hungarian and British senior managers a theoretical model is formulated which describes the relationship between centralisation and economic cycles. The perfect timing of restructuring authority can provide competitive advantage for the companies as a tool to adapt to the environment.

**Recruiting Human Capital in Uncertain Entrepreneurial Settings: A Network Approach**

Heidi Herrick, *University of Utah*  
 Ryan Angus, *University of Utah*  
 Jay Barney, *University of Utah*  
 Barclay Burns, *University of Utah*  
 Mo Chen, *University of Utah*

There is scholarly interest in how entrepreneurs enroll human capital to form and exploit opportunities. Work has begun to shift away from the stage of an entrepreneurial endeavor to focus on the informational context within which the entrepreneur is operating, that being risk and uncertainty. To address the informational context of enrolling human capital the paper develops a model that simulates the role of strong and weak ties under conditions of risk and uncertainty. Results suggest that strong ties are more effective than weak ties in recruiting human capital under conditions of uncertainty, while weak ties are more effective under conditions of risk.

**When Two Worlds Collide: Employment Decisions In Private-equity Backed Family Firms**

Sophie Manigart, *Vlerick Business School*  
 Jeroen Neckebrouck, *Ghent University*  
 Miguel Meuleman, *Vlerick Business School*

This research explores the influence of divergent principal interests on decision making in private firms. Investigating unique panel data on employment levels and employment terms in private equity backed family firms (from 1996 to 2013), findings reveal that family control strongly weakens the positive impact of private equity on employment levels when private equity investors acquire a minority position. Alternatively, when private equity investors acquire full control, employment increases more in previously family controlled firms compared to nonfamily firms.

Neither majority nor minority private equity investments induce a change in employment terms such as wages or the usage of temporary contracts.

## SESSION 19

**STRATEGIC ALLIANCES AND JOINT VENTURES**

<b>TRACK B</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	10:15 - 11:30
<b>Common Ground</b>	<b>Room</b>	219
<b>Facilitator</b>	Laura Poppo, <i>University of Kansas</i>	

**A Tree Induction Analysis of Exclusivity in Technology Licensing**

Deepak Somaya, *University of Illinois at Urbana-Champaign*  
 Carla Fernandez-Corralles, *University of Illinois at Urbana-Champaign*  
 Ramanath Subramanyam, *University of Illinois at Urbana-Champaign*

While prior research has significantly advanced our understanding about exclusivity in licensing, there are still significant gaps in our knowledge about how licensing exclusivity is impacted by the interplay between different contextual and intrinsic attributes of licenses. Exclusivity in licensing can be highly complex and contingent, potentially reflecting the interactions between different theoretical explanations, and the boundary conditions that apply to each theory. The exploration of such contingencies and complexities is hampered in conventional econometric analyses, which we seek to overcome by employing a novel empirical technique called decision tree induction, a powerful machine learning tool for uncovering nested "multiple theoretical viewpoints". Implications for the empirical and theoretical literature on licensing, and for inductive theory development by leveraging "big data" are discussed.

**Coopetition and Inter-Organizational Project Performance: The Interplay between Project- and Firm-level Coopetition**

Marc Hummel, *EBS University*  
 Markus Kreutzer, *EBS University*

Coopetition, the simultaneous pursuit of cooperation and competition between firms, has been conceptualized in prior studies mostly at a single level of analysis without taking multi-level interactions into account. In this proposal, we differentiate between coopetition at the project level and coopetition on the firm level and theorize about their joint influence on the performance of inter-organizational projects. We propose that a balanced strong coopetition on the project level, i.e., a combination of high cooperation and high competition, is positively related to project performance and that this link is moderated by the firm level coopetitive intensity.

**Managing Coopetition Paradox through Attention**

Andre Nemeh, *ESC Rennes School of Business*  
 Said Yami, *Lille1 University*

Previous research highlighted the complexity of coopetition as a phenomenon full of tensions. Attempts have been done to understand how to manage coopetition successfully but their results don't go beyond indicating the sources, intensity and level of these tensions. This study mobilise the Attention-Based View (ABV) in order to understand how managers' attention at different organizational levels shapes benefits from coopetition? Based on the case study of a cooperative project between four rival/partners, this research shows that understanding the situated attention (cognitive and structural) aspect of managers at different levels (top, middle and project coordinator) is vital to manage coopetition. The role of middle managers as a buffering layer in managing coopetition is a contribution of this study.

**Towards a Theory of the Co-opetitive Firm: Learnings from Labour Managed Firms**

Marco Berti, *University of Technology Sydney*  
 Christos Pitelis, *Brunel University*

In this paper we argue that the extant literature on co-opetition is limited in that it emphasises inter-organisational relations, at the expense of intra-organisational ones and that an analysis of Labour Managed Firms (LMFs) can contribute to our





understanding of the phenomena of intra-organisational co-opetition, and to the development of a theory of the firm that incorporates co-opetitive capabilities. In particular, the governance systems that emerge in LMFs to address the problem of aligning the interests, motivations and needs of agents who are contributing not only capital but also labour and knowledge, creates the condition for an intrinsically co-opetitive firm, capable to developing and deploying a specific set of capabilities both in term of intra-firm knowledge sharing and in terms of inter-organizational collaboration.

### Contracting for Innovation: The Effects of Prevention & Promotion Contracts on Cooperation & Trust

Libby Weber, *University of California, Irvine*

Christopher Bauman, *University of California, Irvine*

Trust and cooperation are critical for interorganizational innovation, which is primarily governed through contracts. Yet scholars debate whether contracts increase or decrease trust in repeated exchanges. We conduct an experiment using regulatory focus theory to hypothesize differences in trust and cooperation under prevention versus promotion contracts. Study 1 found greater cooperation and trust under promotion than prevention contracts. Study 2 found a greater rebound for cooperation under a prevention than a promotion contract, following an initial violation without a contract. Study 3 found greater trust rebuilding after a violation, when prior exchanges were under prevention than promotion contracts. Our results show prevention and promotion contracts can differently develop and re-establish trust and cooperation, and can be used strategically to address different challenges in interorganizational innovation.

### Liberty in Law? Intellectual Property Rights and Global Alliance Networks

Sarath Balachandran, *University of Pennsylvania*

Exequiel Hernandez, *University of Pennsylvania*

Do intellectual property rights (IPR) complement or substitute social network mechanisms of knowledge protection? Using a sample of 11,035 firms from thirteen countries, we explore how the composition and structure of international alliance networks change in response to the passage of laws that strengthen formal IPR protection. We find that, when IPR laws are strengthened, firms form more international alliances with partners from a greater diversity of countries. We find that the significance of centrality (status) as a predictor of alliance formation declined after the law changes, thus the law democratizes access to foreign partners. Network closure on the other hand increased with the strengthening of IPR laws suggesting that cohesion or embeddedness based mechanisms of protection from expropriation serve as complements to formal mechanisms.

#### SESSION 6

### COOPETITION IN DIFFERENT CONTEXTS

<b>TRACK C</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	10:15 - 11:30
<b>Paper</b>	<b>Room</b>	213

**Chair** Ricarda Bouncken, *University of Bayreuth*

### Coopetition in Family Business: The Ambivalent Role of Family Involvement

Federica Alfano, *LUISS Guido Carli University*

Enzo Peruffo, *LUISS Guido Carli University*

Bridging literatures on coopetition and family business this paper investigates the relationship between family involvement and firm coopetition. In it we use a sample composed by Italian family and nonfamily firms for verifying if different levels of family involvement play a role in fostering or preventing coopetition. The work aims to shed new light on an unexplored theme: the dyadic relationship between family and firm engagement in coopetition strategy. Particularly, at the family level, we propose that the same intertwined nature of family business may help family members to recognize coopetition as a win-win strategy as well as to hamper it. At the family member level, we investigate if demographic characteristics may impact on the decision of engaging or not the strategic choice.

### Coopetition for Business Model Innovation: The Role of Joint Knowledge Creation and Knowledge Protection

Ricarda Bouncken, *University of Bayreuth*

Paavo Ritala, *Lappeenranta University of Technology*

Viktor Fredrich, *University of Bayreuth*

Collaboration between competitors – i.e. coopetition – delivers advantages for the generation of new business models that change and disrupt how value is created and captured. In this study we examine the role of joint knowledge creation in coopetition and firm level knowledge protection in coopetition on the innovation of new business models. We measure coopetition by using the assessment of objective competitive and collaborative overlap, as well as the assessment of subjective coopetition intensity. Our results show that coopetition improves business model innovation, and that this relationship is affected by joint learning among firms, as well as by knowledge protection. The survey results also show interesting differences in the effects between objective and subjective assessment of coopetition.

### Coopetition in Hardware Open Source Setting

Gianni Lorenzoni, *University of Bologna*

Hardware open source is a quite new issue. Arduino is a first mover in the field offering all the necessary information to manufacture and operate an interactive board. Arduino contributed to the creation of a cooperative field enabling the entrance of new players and influencing an industry standard creation, without reaching a dominant market position. The paper documents the formation of the Arduino ecosystem, giving special attention to the impact of coopetitors' behavior, mimicking the Arduino platform. It shows how the user community has a distinctive impact in the unfolding of the Arduino business model. Moreover, how the coopetitors' behavior enables the diffusion of the Arduino label and the milking of the Arduino technology, as well.

### Conditions That Lead to Coopetition Strategies

Anna Minà, *University of Rome*

Roger Dunbar, *New York University*

A firm has a cooperative relationship with another firm as it has both cooperative and competitive relationships with that firm. By content analyzing empirical research on coopetition, we identify the conditions that lead to such relationships. Our analysis also suggests that given different underlying conditions driving coopetition, firms structure themselves differently to support their cooperative relationships.

#### SESSION 7

### THE DIGITAL REVOLUTION: PLATFORMS, INNOVATION ECOSYSTEMS AND THE CHALLENGES THEREIN

<b>TRACK C</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	10:15 - 11:30
<b>Parallel Panel</b>	<b>Room</b>	218

### The Digital Revolution: Platforms, Innovation Ecosystems and the Challenges Therein

#### Chair

Carmelo Cennamo, *Bocconi University*

#### Panelists

Christopher Tucci, *Ecole Polytechnique Federale de Lausanne*

Giovanni Battista Dagnino, *University of Catania*

Gianvito Lanzolla, *City University London*

Annabelle Gawer, *University of Surrey*

Pierfrancesco Baviera, *Telecom Italia*

The business's world is increasingly digitizing, going through a "digital revolution" that is affecting the fundamental way companies create innovation and compete, dismantling the contours of sectors and industries as we knew them, and creating new opportunities while destroying long-successful business models. Firms are responding to these challenges by increasingly transforming their business models towards building platforms and supportive ecosystems of independent complementors. While the rising to the top of companies like Google, Apple or Amazon highlights the potential benefits associated with

these new models, new collaborative and competitive challenges as well as enhanced organizational complexity arise within ecosystems. With this panel, we will start addressing these issues from various fruitful perspectives.

## SESSION 43

**COOPETITION STRATEGIES 2**

<b>TRACK E</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	10:15 - 11:30
<b>Paper</b>	<b>Room</b>	11A
<b>Chair</b>	Patrycja Klimas, <i>University of Economics in Katowice</i>	

**Coopetition: The Little Explored Impact of Changing Government-Business Relations**

Jennifer Kroeker-Hall, *University of Victoria*

Interorganizational collaborations have become an important part of corporate strategy to cope with greater uncertainty and change due, for example, to economic, social, political and environmental global dynamics. However, research has been minimal on an increasingly important relationship between business and government. Thus we explore the concept of coopetition in the public sector in response to increasing partnership with, influence on, and organizational hybridization with, the private sector. Our work looks to fill this gap by presenting a systematic literature review and a synthesis of research and conceptual development with a focus on a general overview of coopetition as a strategic management tool to enhance business-government relationships.

**Managing Coopetition with Employees: An Knowledge Appropriation Perspective**

Kuok Kei Law, *Open University of Hong Kong*

Ka Wan Ng, *City University of Hong Kong*

This paper conceptualizes the management of knowledge appropriation tensions between a firm and its employees as an important manifestation of coopetition management. It addresses the deficiencies of the knowledge management (KM) literature in analyzing the nature and dynamics of different knowledge appropriation strategies and the coopetition literature in examining the cooperative relationship between a firm and its employees. Theoretical propositions are developed to illustrate how the firm's adoption of a tighter appropriation regime (i.e. a more competitive approach) vis-à-vis a looser appropriation regime (i.e. a more cooperative approach) will affect its cooperative relationship with the employees and subsequently its long-term KM and innovation performances.

**Garage Entrepreneurs and the Competitive/Coopetitive Environment for Entry**

Kevin Miceli, *University of North Carolina at Chapel Hill*

The idea of the independent inventor developing a technology in his or her garage remains a strong image in the entrepreneurship culture. This proposal studies the decision making process of such an independent inventor on the path to becoming a garage entrepreneur, specifically in evaluating their competitive context. After overcoming one of the core challenges in entrepreneurship research – identifying the risk set of individuals who has the potential to become entrepreneurs – I analyze the competitive environment in the technological area that the nascent entrepreneur is operating. I propose that, conditional on having a technology in hand, the potential competitors and partners influences the inventor's decision to move forward towards entrepreneurship.

**Academic Foundations of Coopetition: Emerging Trends**

Mehmet Ali Koseoglu, *Hong Kong Polytechnic University*

Mehmet Yildiz, *Ankara Yildirim Beyazit University*

Fevzi Okumus, *University of Central Florida*

Mehmet Barca, *Ankara University of Social Science*

This study delves into the evolution of intellectual structure of approaches to coopetition. This study reports on a citation and co-citation analysis of scholarly articles focusing on coopetition, which have been published in the indexed journals within well-known databases. The main aims of this current study are to explore the leading scholars, the main trends and preferred research methods in the field of coopetition.



## SESSION 50

## FACING OR CREATING NEW CHALLENGES IN AN EVER CHANGING ENVIRONMENT

TRACK Q	Date	Monday, Jun 6
	Time	11:45 - 12:45
Plenary Panel	Room	Aula Magna Mario Arcelli

## Facing or Creating New Challenges in an Ever Changing Environment

## Chair

Jay Barney, *University of Utah*

Valentina Della Corte, *University of Naples Federico II*

## Panelists

Andrea Andorno, *Meridiana*

Armando Brunini, *Naples International Airport - GESAC*

Nevena Marsili, *Quadrivio Capital*

Global competition. Financial meltdowns. Technological innovation. Crisis management. These are the currency of strategic leaders in the 21st century. Building an organization that can address these kinds of challenges is one of the central tasks of today's senior managers. This session brings together leaders from firms in diverse sectors—including air travel, food, and retail—to discuss lessons learned about building organizations that can survive and thrive in these settings. These discussions hold the promise of informing both scholars and practitioners.



**Jay Barney** is a Presidential Professor of Strategic Management and Pierre Lassonde Chair of Social Entrepreneurship at the University of Utah. He previously served as the Professor of Management and held the Chase Chair for Excellence in Corporate Strategy at the Max M. Fisher College of Business, The Ohio State University. He has been an associate editor for

the *Journal of Management*, a senior editor for *Organization Science*, a co-editor at the *Strategic Entrepreneurship Journal*, and has been published in numerous leading publications. In addition to his teaching and research, he presents executive training programs throughout the US and Europe. He has received honorary doctorate degrees from the University of Lund, the Copenhagen Business School, and Universidad Pontificia Comillas (Madrid), and has had honorary visiting professor positions in New Zealand and China.



**Valentina Della Corte** is an Associate Professor of Business Management at the University of Naples Federico II. She teaches Strategic Management and Marketing, Tourism Business Management, Revenue Management and Heritage Management and is the author of numerous articles in specialized journals, both nationally and internationally. She also serves as a reviewer of several journals and international

conferences. She is on the Editorial Board of *Journal of Governance and Regulation*, *International Journal of Marketing Studies* and *Open Journal of Business and Management*. Her research is focused on the evolution of resource-based theory, strategic networks, strategic human resource management and marketing literature with related applications in the tourism industry and cultural heritage industry.



**Andrea Andorno** is an airline executive with solid experience in driving cross-functional initiatives. Since March 2013 he has been the Chief Commercial Officer at Meridiana. He is responsible for the commercial strategy and development of the airline. His area of responsibility includes: product design, marketing, pricing & revenue management, network planning, worldwide sales as well as customer service. Before Meridiana he worked 10 years in the Alitalia covering several positions within the aviation group such as Vice President Finance (corporate finance activities including strategy, M&A, structured finance, treasury and risk management). Prior to Alitalia he worked 5 years in KPMG mainly focusing on corporate finance and transactions services. He has a First class degree in Economics. Final grade 110/110 cum laude from University of Genoa (1997).



**Armando Brunini** graduated with honours in Economics and Business at the University of Naples in 1986. He began his career in the management consultancy sector working for KPMG, PWC and subsequently AT Kearney. In the second part of his career he focused on the aeronautical industry holding several top management roles: Head of Strategy in Aeroporti di Roma, Executive Vice President-Commercial in the airline Eurofly and Managing Director of Bologna Airport (in this period he also served as member of SAGAT - Turin Airport Board of Directors). Appointed in April 2013, Armando Brunini is currently CEO of GE.S.A.C. S.p.A. (Naples airport management company). He also has "non executive" positions in the Boards of SEA Spa (Milan Airports), ACI Europe, Confindustria and is Chairman of Naples Convention Bureau.



**Nevena Marsili** heads Quadrivio Capital's private equity funds of funds, managed accounts and liquidity solutions. At Quadrivio Capital, she is responsible for all secondaries, primary investments and co-investments. Prior to joining Quadrivio Capital in 2013, Nevena Marsili was with IDEa Capital Funds in Milan, focusing on primary and secondary investments in a wide range of private equity funds globally. Previously, she was an Investment Associate with Collier Capital in London, where she worked on all aspects of the secondary transaction process. Prior to that, Nevena Marsili was with Campbell Lutyens' private equity advisory team in London and Morgan Stanley's investment banking team in New York. She holds an A.B. from the Woodrow Wilson School of Public and International Affairs at Princeton University.



**Torben Pedersen** is Professor of Global Strategy at Department of Management & Technology, Bocconi University, Italy. He has published over 100 articles and books about managerial and strategic aspects of globalization. His research has appeared in prominent journals such as *Strategic Management Journal*, *Academy of Management Journal*, *Organization Science*, *Journal of International Business Studies*, and *Journal of Management*. His research interests are located at the interface between strategy, knowledge management and international business with a particular emphasis on topics of globalization, offshoring and outsourcing. He was previously employed by Copenhagen Business School and has been a visiting scholar in Australia (UNSW), Finland (Helsinki), Italy (Padova University), New Zealand (Auckland University), Spain (Valencia University), Sweden (Gothenburg University) and USA (Stanford University). He was 2009 AIB Program chair and has served as Vice President for AIB and Vice Chairman of EIBA.

12:45 – 13:45  
LUNCH

## SESSION 24

## QUALITATIVE ANALYSIS

<b>TRACK A</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	14:00 – 15:15
<b>Paper</b>	<b>Room</b>	212
<b>Chair</b>	Regina Gattringer, <i>Johannes Kepler University</i>	

**Adaptive Processes and Relational Complexities: New Contingencies in Open Innovation Network Research**

Stephanie Scott, *Durham University*  
 Mathew Hughes, *Durham University*  
 Paul Hughes, *Durham University*

This paper focuses on illustrating network dynamics and relational complexities that contribute to the development of open innovation networks; particularly within the context of a university-business research collaborations. Specifically, this study provides an examination of a self-organized and growing network to understand how aspects of governance, management, functionality and sustainability evolve, challenging the sustainability of the network. A chronology and thematic analysis of archival documents, interviews, and participant observations reveals four phases of the network's development. The transition from each phase was characterized by key points that demanded actions to shift the organizational focus and to maintain the vitality of the relational exchange for continued value creation. These findings suggest that multifaceted adaptive processes are essential to sustainability, but are often overlooked in network studies.

**Corporate Cultural Features Conducive For Participation In Open-foresight**

Melanie Wiener, *Johannes Kepler University*  
 Regina Gattringer, *Johannes Kepler University*  
 Franz Strehl, *Johannes Kepler University*

Open-foresight, as a new approach for companies to jointly look into the future, is a response to limitations of traditional corporate-foresight. In open-foresight companies share their expectations and knowledge concerning future developments. Literature shows evidence of the success of open-approaches. However, no clear evidence of an "open-foresight-friendly" culture has yet been presented. Our goal is to increase the understanding of the influences of corporate culture on the degree of openness to engage in open-foresight. Based on two theory-driven in-depth case studies we identify cultural factors that influence the willingness to participate in open-foresight. We expect the following dimensions to have influence: (1) a corporate culture characterized by a clan- and adhocracy-culture is fostering openness, while (2) a market-culture inhibits openness for open-foresight participation.

**Fostering and Hindering Factors: Success of Early Stage Internet-enabled Startups in Berlin**

Nancy Richter, *Alexander von Humboldt Institute for Internet and Society*  
 Thomas Schildhauer, *Alexander von Humboldt Institute for Internet and Society*  
 Lucie Volquartz, *Independent researcher*  
 Konstanze Neumann, *Alexander von Humboldt Institute for Internet and Society*

New market entrants like startups are important for producing radical and disruptive innovation. Radical innovation is needed to compete in markets that may be highly disrupted by the internet, mobile computing, social media and other new technology platforms. In our research we have identified the main enabling and hindering factors for internet-enabled startups in Berlin via an assessment methodology. Deriving from interviews with 197 startup teams we were able to find 112 assessments directly dealing with fostering and hindering factors and a total of 39 factors, twelve of which seem to play an important fostering and hindering role. The data enables policy makers to guide their decisions and to improve the overall startup community in Berlin and Germany.

**Business Incubators, Collaboration, and Uncertainty in Resource-constrained Environments**

Roberto Hernandez Chea, *University of Copenhagen*

The impact of business incubators as strategic policy instruments is a global phenomenon that has become relevant for regional economic development. Theories have not yet gain insights of how uncertainty occurs in the business incubator management in terms of resource mobilization, especially in resource-constrained environments. Drawing on resource dependence theory and the logic of embeddedness, we develop an analytical framework to understand the resource mobilization process and the uncertainties affecting such process. Results from a cross-case analysis indicate that resource mobilization is a step-wise process related to goals and actions of interorganizational relations. We found three types of uncertainties affecting the resource mobilization process. We also identify factors shaping uncertainties at the individual, organizational, and interorganizational levels. Keywords: Business incubators, interorganizational relationships, resources, uncertainties.

## SESSION 15

## ORGANIZATIONAL LEARNING

<b>TRACK B</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	14:00 – 15:15
<b>Paper</b>	<b>Room</b>	213
<b>Chair</b>	Henning Piezunka, <i>INSEAD</i>	

**★ When Vicarious Learning Rewards the Originating Firm: Exploring Learning Opportunities Available to the Licensors**

Sara Lombardi, *LUISS Guido Carli University*  
 Paola Belingheri, *LUISS Guido Carli University*  
 Maria Isabella Leone, *LUISS Guido Carli University*

Why should companies license-out their technology? While scholars mostly emphasize the financial benefits available to the licensor, this paper affirms that licensing-out allows the licensor to benefit from the vicarious learning opportunities spelled out by its downstream technology buyers, thus broadening its knowledge base and fostering its innovation capability. We analyze this phenomenon by looking at 245 licensing agreements, registered to the Security Exchange Commission (SEC) between 1986 and 2014 and identifying all cases in which the initial licensor licensed back a technology from its initial licensee in a second round, as a consequence of learning vicariously from its initial licensees. Our data provides evidence of our argument.

**Tacit Knowledge Transfer in Coopetition: An Empirical Investigation of the Role of BG Affiliation**

Amit Kumar, *Indian Institute of Management Ranchi*  
 Swarup Dutta, *Indian Institute of Management Ranchi*  
 Shashank Kumar, *Indian Institute of Management, Ranchi*

There is little evidence on the issue of whether the coopetition (collaboration between competing firms) strategy of affiliated firms differs from those of nonaffiliated firms, and if so, whether BG affiliation affects the relationship between coopetitive relationship strength (CRS) and the extent of tacit knowledge transfer (TKT). A clearer understanding of coopetitive behavior of affiliated and nonaffiliated firms may therefore shed new light on findings regarding their innovation capability. Using novel data on various Indian manufacturing and service firms, this working paper investigates the interfirm relationships between CRS, extent of TKT and innovation capability as well as examines the moderating effect of BG affiliation and coopetitive experience. Our preliminary results support the majority of our hypotheses and have important managerial implications for future research.





## Coopetition and Search: The Search-Inhibiting Effect of Joint Component Usage

Henning Piezunka, *INSEAD*  
David Clough, *INSEAD*

How does coopetition affect firms' search? One form of coopetition is joint component usage, in which competing firms rely on the same component. Though joint component usage is common, it is unclear whether it fosters or inhibits firms' search for product improvements. Our examination in the context of the Formula One racing series reveals that joint component usage tends to inhibit firms' search: competing F1 constructors that jointly use the same engine model fail to improve as quickly as firms that do not engage in joint component usage. The effect is contingent on the occurrence of environmental jolts, the organizational structure, the relative standings of the firms, and the presence of residual competitive tension. We discuss the implications for research on coopetition and search.

## The Dynamic Interactions of Foreign and Local Rivals in Emerging Markets

Jie Wu, *University of Macau*  
Ka Fai Lao, *University of Macau*  
Jiatiao Li, *Hong Kong University of Science and Technology*  
Feng Wan, *University of Macau*  
Shuaihe Zhuo, *University of Macau*

This study examines how the local firms respond to the entry of multinational enterprises through innovation search in emerging markets. Grounded on the organizational learning theory, we posit that the entry of foreign firms significantly reduces the survival rate of local firms in the short term, but this effect gradually diminishes as local firms develop the adaptive innovation search over time. The negative effect of foreign entry decreases when environmental complexity is high and when the contexts of local and foreign markets are vastly different. Our simulation results also show that local firms with innovation search better deal with the negative impact of foreign entry and catchup with foreign rivals over time. We discussed the implications of these findings for the theories and managerial practices.

### SESSION 8

## RIVAL OR COOPERATORS? OR EVEN BETTER COOPETITORS!

<b>TRACK C</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	14:00 – 15:15
<b>Paper</b>	<b>Room</b>	218
<b>Chair</b>	Christian Lechner, <i>Free University of Bozen-Bolzano</i>	

## Be Rivals or Cooperate? Dynamic Hybrid Patent Strategies

Francesco Baldi, *LUISS Guido Carli University*  
Lenos Trigeorgis, *University of Cyprus*

We address a research gap at the interplay between competition and cooperation in the context of strategic patent use, using option games to also capture the tradeoff between commitment and flexibility. We examine the optimality of different patent strategies (fight, cooperate, wait, abandon) based on demand realization and industry dynamism and whether innovation is radical or incremental, identifying circumstances under which strategic patenting is best used to compete or to cooperate. Dynamic hybrid strategies obtain, involving switching from one type of compete mode to another or from competition to cooperation as demand rises or as the innovation advantage gets small. A dynamic switch (pivot) strategy is more valuable in a dynamic, volatile and competitive environment.

## With Whom Are You Cooperating With: Innovation and Efficiency Gains with Different Partners

Christian Lechner, *Free University of Bozen-Bolzano*  
Christian Linder, *Free University of Bozen-Bolzano*  
Elisa Villani, *Free University of Bozen-Bolzano*

Innovation is no longer the exception to the norm but the rule. For most companies, the variance of innovation output is relatively low; thus, efficiency in all innovation processes becomes mandatory. One strategy to generate faster and cheaper innovation is to collaborate with partners

such as competitors, suppliers, customers, or research institutions. This study analyzes efficiency gains resulting from three different types of collaborations. Using an Istat data sample of 15,002 firms we found evidence that innovation output depends on the motivation to collaborate for innovation (i.e., market or knowledge intentions). Second, we show that collaborating with suppliers and customers is the most efficient strategy. This study contributes to a better understanding of how resource heterogeneity and resource complementarity affect innovation outcomes.

## Inducing Ideation Collaboration through Competition?

Magnus Bergendahl, *KTH Royal Institute of Technology*  
Mats Magnusson, *KTH Royal Institute of Technology*  
Jennie Björk, *KTH The Royal Institute of Technology*  
Magnus Karlsson, *Royal Institute of Technology*

Collective ideation practices aim to access and use creativity and knowledge from multiple contributors. Limited knowledge is available about the underlying mechanisms used to drive collective ideation activities. Competition and collaboration are two mechanisms seen to influence ideation, but their specific effects and inter-relationships are still unclear. The aim of this article is to investigate inter-relationships between competition and collaboration in ideation. Based on an experiment with idea generation in groups, investigating different competition mechanisms, it was found that individual competition increases idea quantity and that competition between groups induces in-group collaboration. Moreover, it was found that the combination of individual and group competition enables complementary use of competition and collaboration, resulting in high ideation performance in terms of the number and quality of ideas.

## Competitive Aggressiveness and Firm Performance: The Contingent Role of Competitors and Collaborators

Goce Andrevski, *Queen's University*  
Walter Ferrier, *University of Kentucky*

Previous competitive dynamics research has generated inconsistent empirical findings for the relationship between competitive aggressiveness and firm performance. One reason for the inconsistent findings is that previous research has focused primarily on the benefits from competitive aggressiveness, ignoring the costs. This study shows that competitive aggressiveness affects firm profitability in a curvilinear, inverted U-shaped pattern; as competitive aggressiveness increases, profitability initially increases and then diminishes at high levels of competitive aggressiveness. We also find that competitors and collaborators moderate this relationship. When firms exceed the rivals' aggressiveness, profitability increases, whereas when rivals match or exceed the firm's aggressiveness, profitability decreases. In addition, for firms pursuing high competitive aggressiveness, sparse networks are more advantageous than dense networks.

### SESSION 11

## ENTREPRENEURSHIP, VENTURE CAPITAL, AND INNOVATION

<b>TRACK C</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	14:00 – 15:15
<b>Common Ground</b>	<b>Room</b>	219
<b>Facilitator</b>	Henk Volberda, <i>Erasmus University Rotterdam</i>	

## When Entrepreneurs Are Part of the Plan: CVC as Strategic Tool in Innovation Management

Charlotte Jacobs, *Getúlio Vargas Foundation*  
Ronaldo Parente, *Florida International University*

With few exceptions, corporate venture capital (CVC) has been approached as a tool to improve the corporate investor's innovation performance. We suggest that companies use CVC also as a strategic tool in their innovation management strategy. Using a cross-sectional sample of companies operating in a high-tech environment including the pharmaceutical, the internet, telecommunication, and oil and gas industry we analyze the mediated relation between CVC investments, the speed of acceptance of new technologies on market, network, and firm level, and the speed of innovation in those branches targeted by corporate investors. The latter effect is positively moderated when cooperative relations between corporate investors are present. Using an

alternative approach to study CVC and presenting other outcomes we enhance our limited understanding of this phenomenon.

### Can Strategically Identical Start-Ups Avoid Price Competition and Appropriate Value?: A Randomized Coopetition Strategy (RCS)

Jiulin Teng, *HEC Paris*

I provide a coopetition explanation to why some strategically identical start-ups survive while others fail. Building on a game theoretic model of the multilateral interaction between multiple identical start-ups (sellers) and one buyer, I reveal the sources of the sellers' conflict of interest which leads to price competition. Inspired by auction theory and correlated equilibrium, I present a randomized coopetition strategy (RCS) that takes advantage of randomness and realigns the sellers' interests by neutralizing these sources. RCS confirms it is strategic manoeuvre rather than strategic factors that separate the polarizing fates of strategically identical start-ups. It satisfies a set of qualities that ensure the integrity of the market environment; hence, RCS is more efficient than price competition yet fully legal unlike collusion.

### Early Cvc Funding And The Trade-off Between Innovation Performance And Ipo Likelihood For New Ventures

Ji Youn Kim, *University of Kentucky*  
H. Dennis Park, *Drexel University*

We explore how early relationships with corporate investors influence a new venture's long-term strategic orientation and outcomes. We develop hypotheses and provide empirical evidence that receiving CVC funding early in a new venture's life increases a new venture's long-term innovation performance but is negatively associated with the venture's likelihood of IPO. We also find that the detrimental effect of early CVC funding on the likelihood of IPO is more pronounced when the venture founders lack prior entrepreneurial experience.

### Rags, Riches or Just Right: Coopetition and Effective Internal Corporate Venture Resource Strategy

Jyoti P. Gupta, *Indiana University*

Effective resource allocation strategies position Internal Corporate Ventures (ICVs) for success. However given omniscient precision is difficult to achieve, coopetition is used to navigate entrepreneurial uncertainty. In this paper internal coopetition between the parent firm and ICV is explored through the ISE framework, an acronym for Insufficient, Sufficient and Excess, and a relationship is proposed with ICV Performance. Additionally, ICV Development Stage and ICV Halo Effect are presented as moderators. Overall, this paper contributes to ICV and internal coopetition literatures via integration of coopetition and ICV resource strategy. Furthermore ICV Performance propositions and proposed moderation effects are provided. Finally, the ICV ISE Resource Strategy framework is introduced and the Halo Effect is newly applied to the ICV context.

### Too Costly To Convince: How Do Entrepreneurs Market Breakthrough Innovation Through Partnership?

Yujin Kim, *University of California-Berkeley*

This research examines the strategic conditions that drive entrepreneurial innovators to pursue novel innovation rather than exploitative counterpart. Startups often commercialize innovation in a cooperative setup. Because radical breakthrough innovation is more difficult to communicate than its incremental counterpart, entrepreneurial innovators may avoid breakthrough innovation for which the cost of developing credible information is exceedingly high. In the context of the Orphan Drug Act (ODA), this study uses a difference-in-difference approach to measure changes in the novelty of innovations brought to the market when the policy decreases the cost of experimentation. This empirical study finds that, in ODA-affected areas, startups bring more breakthrough drugs to markets and hold novel projects longer before contracting with partners, achieving superior collaboration outcomes.

### A Meso-Level Focus On Innovation: Can A Shared Group Identity Promote Innovative Solutions?

Laura Poppo, *University of Kansas*  
Hilary Schloemer, *University of Kansas*  
April Yan Huang, *University of Kansas*

In this proposal, we considering a meso-level of analysis -- how individual attention and effort can be focused towards the group task, which has been under-examined yet is essential to understanding many forms of innovation. We focus on the group social psychological lever of group member identification, their perceptions of "oneness with or belongingness to some human aggregate" (Ashforth and Mael, 1989: 21), as a way to overcome the motivational and cognitive challenges inherent in group innovation. We examine how group identity impacts internal and external search, knowledge-sharing and integration, and ultimately the generation of innovative process improvements.

#### SESSION 40

### ECOSYSTEMS STRATEGIES

TRACK E	Date	Monday, Jun 6
	Time	14:00 – 15:15
Paper	Room	11A
Chair	Erkko Autio, <i>Imperial College London</i>	

### A Typology of Innovation Ecosystems

Pek-Hooi Soh, *Simon Fraser University*  
Tao Wang, *Simon Fraser University*

The paper develops a typology of innovation ecosystems and introduces new strategy concepts to address the gap in ecosystem research. Traditional models of innovation and strategy analysis offer an incomplete explanation about how start-ups compete and grow in an innovation ecosystem. The ecosystem view of competition and cooperation among firms across related industries challenges some of the basic assumptions of existing models. To systematically define the structure of innovation ecosystems, we extend existing concepts like value chain analysis and complementarity. The typology is presented in two dimensions, namely, knowledge strategy and complementarity in consumption. The discussion is focused on the properties of open innovation ecosystems, which create entrepreneurial opportunities, and a new concept of boundary competition to differentiate a firm's competitive position within an ecosystem.

### Untangling Ecosystems as Locus of Entrepreneurship and Innovation: A Meta-analysis of Literature

Anna Minà, *University of Rome*  
Giovanni Battista Dagnino, *University of Catania*

The attention on business ecosystem and the intellectual ferment it has generated in the last decade motivate the need of developing a systematic overview of the literature, to systematize the state of the art on ecosystems. To this aim, in this paper we develop a content analysis of existing studies on ecosystem. Our pursue is to grasp the main features and key elements that characterize an ecosystem, and hence, to untangle under what boundary conditions firms can develop their entrepreneurial insights coupled with strategic thinking within the ecosystem.

### Playing the Ecosystem Game: Rethinking Strategic Control and the Temporality of Value

Brice Dattée, *EMLYON Business School*  
Erkko Autio, *Imperial College London*  
Oliver Alexy, *Technical University of Munich*

Innovation ecosystems are a contemporary phenomenon whose complex dynamics of on-going multi-lateral co-construction challenge our understanding of strategic control. We present the qualitative analysis of four embedded case studies of ecosystem creation by two global technology-based companies. We uncover the mechanisms used by actors to co-construct a vision of the future with other stakeholders while at the same time exercising dynamic control over the emergence dynamics by using three concurrent capabilities: influencing, monitoring, and updating. Our process model theorizes the emergence of novel ecosystems



and contributes to the literature on this novel phenomenon. Our focus on the temporality of value extends the theory of future-oriented strategies. Finally, our results also provide practical guidance to managers on the mechanisms to leverage to play the ecosystem game.

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### **Entrepreneurial Support Ecosystem and Business Incubator Coopetition Strategies**

Christina Theodoraki, *University of Montpellier*

Karim Messeghem, *University of Montpellier*

The concept of an entrepreneurial ecosystem is an emerging but underdeveloped theoretical construct that aims to explain the evolution of the ecosystem. The ecosystem concept is composed by different layers such as sub-ecosystems which interact with each other. Nevertheless, the entrepreneurial ecosystem has been mainly studied at the national level, but has not yet been explored in depth at the level of a specific sub-ecosystem: the entrepreneurial support ecosystem. The goal of this study is to advance the emerging theoretical concept of entrepreneurial ecosystems by examining the entrepreneurial support ecosystem and the coopetitive dynamics of its members by focusing on business incubators as “keystone player” of this specific type of ecosystem.

## SESSION 51

# THE GENERATION OF VALUE AND INNOVATION THROUGH COOPETITION AND COOPETITIVE MOVES

<b>TRACK Q</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	15:30 – 16:30
<b>Plenary Panel</b>	<b>Room</b>	Aula Magna Mario Arcelli

## The Generation of Value and Innovation through Coopetition and Coopetitive Moves

## Chair

Giovanni Battista Dagnino, *University of Catania*

## Panelists

Fabio Bulgarelli, *Utilitalia*

Andrea Cuomo, *STMicroelectronics*

Yves Doz, *INSEAD*

Kathleen Eisenhardt, *Stanford University*

Dovev Lavie, *Technion-Israel Institute of Technology*

In the last few years, generating new value by way of innovation has turned a daunting task for managers operating in business firms and public organizations. In fact, in rapidly changing environments strategy based only on competition or cooperation may result inadequate. These settings actually feature the use of hybrid approaches that, on one hand, involve the interplay of competitive and cooperative (i.e., coopetitive) moves. On the other hand, a traditional strategy conceived as a single-step strategy may possibly be not sufficient: managers are called to envision a sequence of dynamic strategic moves encompassing a series of competitive and cooperative moves. In this panel, a mix of academics, consultants, and practicing executives will discuss these new frontiers of strategic management and how they are reshaping, at both local and global levels, not only research, but also business practice in such areas as joint value creation, alliances, and ecosystems.



**Giovanni Battista Dagnino** is Professor in the Department of Economics and Business of the University of Catania, Italy, where he is the Coordinator of the PhD Program in Economics and Management. In addition, he is a faculty member of the European Institute for Advanced Studies in Management in Brussels, Fellow of the Strategic Planning Society in London, and

Friend of the European Investment Bank Institute in Luxembourg. He has held several visiting positions, including at the Tuck School of Business at Dartmouth, Wharton School, London Business School, and IESE Business School. He is associate editor of *Long Range Planning* and serves on the editorial boards, among others, of *Strategic Management Journal*, *Journal of Management and Governance*, *International Journal of Strategic Business Alliances*, and *International Studies of Management and Organization*.



**Fabio Bulgarelli** holds an MS Degree in Electrical Engineering. He is Managing Director of Utilitalia, the Italian Association of Local Utilities, from September 2015. Earlier, he managed Enel regulatory affairs worldwide, regulatory affairs and antitrust in Italy, and EU regulation from Enel Brussels branch. Previously, he was employed for five years at the Italian Energy Regulation Authority, two years at

Acquirente Unico Spa, and at Arthur Andersen Italy.



**Andrea Cuomo** is ST's Executive Vice President, Advanced Systems Technology (AST) and Special Projects, and has held this position since January 2012. He joined SGS Microelettronica, a predecessor company to STMicroelectronics, covering managerial roles in Product Management and Strategy, and rose to become VP for the Headquarters Region. In 1998, he

created the AST group, a key organization for developing ST's system knowledge and advanced architectures. In 2008, he was appointed Executive VP, General Manager, EMEA Sales & Marketing and AST. His board memberships include the International Advisory Boards at the HEC Paris Business School, the Swiss nanotechnology research program (Nano-Tera), the IP utilization arm of the Istituto Europeo di Oncologia (TTFactor), and ESADE Business School in Barcelona, Spain. In June 2015, he became Chairman of the Governing Board at EU's ECSEL Joint Undertaking. He also serves as Chairman of the Board at 3Sun, an Enel Green Power company.

**Yves Doz** is the Solvay Chaired Professor at INSEAD and a Professor of Strategic Management. He has researched and published widely on the strategy and organisation of multinational companies. His books include *The Multinational Mission*, with C.K. Prahalad, *From Global to Metanational*, with Jose Santos and Peter Williamson, *Fast Strategy*, with Mikko Kosonen, and most recently *Managing Global Innovation*, with Keeley Wilson. He is a Fellow of the Academy of



Management, of the Academy of International Business and of the Strategic Management Society.



**Kathleen Eisenhardt** is the S. W. Ascherman M.D. Professor and Co-director of the Stanford Technology Ventures Program at Stanford University. She is the coauthor of *Simple Rules: How to Thrive in a Complex World* and *Competing on the Edge: Strategy as Structured Chaos*, which won the George R. Terry Book Award. Kathleen conducts research at the nexus of strategy and organization theory with particular emphasis on entrepreneurial firms

and high velocity markets. Among her awards are the Dan and Mary Lou Schendel Best Paper Prize from SMS, and the Scholarly Contribution to Management award from AOM. She is a Fellow of the Strategic Management Society and Academy of Management, and has served as a Fellow of the World Economic Forum (Davos) and the Clinton Global Initiative.

**Dovev Lavie** is a Full Professor and Vice Dean at the Faculty of Industrial Engineering and Management at the Technion, a Sloan Industry Studies Fellow, and a recipient of the SMS Emergent Scholar Award, INFORMS TMS Best Dissertation Award, and the Academy of Management Newman Award. He earned his Ph.D. at the Wharton School and served as an assistant professor at the University of Texas at Austin. He is Associate Editor of the *Academy of Management Journal* and a Special Issue Editor at the *Strategic Management Journal*, has served on the boards of the *Strategic Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, and *Organization Science*. He has also served as Program Chair and IG Chair for the SMS, on the Research Committee of the Academy of Management BPS Division, and as co-founder and organizer of the Israel strategy Conference.



16:30 – 17:00  
COFFEE BREAK





## SESSION 16

## ENTREPRENEURIAL BEHAVIOR

<b>TRACK B</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	17:00 – 18:15
<b>Paper</b>	<b>Room</b>	212
<b>Chair</b>	Riccardo Fini, <i>University of Bologna</i>	

### Sleeping with the Enemy but Seeking to Break Free: Coopetitive Tensions between Incumbents and Disruptors

Patrick Reinmoeller, *Cranfield University*  
Shahzad Ansari, *University of Cambridge*

This paper contributes to research on coopetition by developing theory on how within the overall context of coopetitive arrangements, companies seek to reduce their dependence on firms they may be induced to cooperate with. This paper addresses the issue of how firms should design their organization and strategy to effectively innovate while collaborating with disruptive competitors. This type of collaborations are potentially carry risk, especially for incumbents, who face ambitious entrepreneurial competitors, and promise of benefit from the cooperation. Incumbents enter into coopetitive arrangements under the looming threat that they end up losing ground to their disruptors/partners. Our in-depth case study of a leading telecom provider. Unprecedented access allowed us to inductively develop our model based on archival data (1998-2015) and interview with executives.

### ★ The Effect of Founder Prior Experience on Search Pattern of New Ventures in LIB Industry

Sung Namkung, *Temple University*  
MB Sarkar, *Temple University*  
Nandini Lahiri, *Temple University*

New ventures' search strategies play a crucial role in their innovative performance. Yet, little is known about the antecedents to search strategies. Drawing on entrepreneurship, innovation, and industry evolution literature, my study fills this gap by examining how the various features of founder experience before entry into a focal industry affect the new ventures' technology search strategies in the global Lithium-Ion Battery (LIB) cell manufacturing industry from 1991-2014. Findings indicate that while new ventures with founders whose prior industry experience is 'relevant' to a focal industry are positively related to breadth and depth search strategies, new ventures with founders whose prior industry experience is 'diverse' are negatively related to breadth and depth search strategies.

### Lending a Hand: A Model of Value Creation, Value Capture, and Overcoming Bottlenecks in Ecosystems

Douglas Hannah, *University of Texas at Austin*

In many industries, networks of firms rely on one another to jointly create value. As a result, the performance of individual firms may be constrained by bottlenecks or innovation constraints that lie outside its boundaries. While prior research has documented firms working with partners to address these external bottlenecks, gaps remain with respect to how and when doing so is a viable strategy. Through a formal mathematical model, I examine two strategies for resolving external bottlenecks: (1) investing in improving partner capabilities, and (2) co-innovating to introduce novel systemic innovations. I examine the viability of each as a function of the variables identified in the prior literature, and offer contributions to research on ecosystems, modularity, and strategy in nascent industries.

### Parent-child Linkages and Child Performance: The Case of University Spin-offs

Daniela Bolzani, *University of Bologna*  
Riccardo Fini, *University of Bologna*  
Einar Rasmussen, *Nord University Business School*

To date few studies have examined the factors driving the performance of spin-off companies. In this paper, we examine the impact of parent-child linkages on the market performance of spin-off companies. We focus on companies established as a result of a technology transfer from academic institutions. Adopting a resource-based perspective, we test how and to what extent the effect of university ownership on spin-off market performance is moderated by the geographical distance and technological

proximity. We study the population of 551 academic spin-offs established between 2000 and 2008 by Italian STEM universities. We specify a two-stage GMM-system estimator, accounting for both survivorship bias and endogeneity. We find support for two of the three hypotheses. We discuss theoretical and practical implications of our findings.

## SESSION 10

## INDUSTRY DISRUPTION, CO-CREATION, AND MANAGEMENT RESPONSIVENESS

<b>TRACK C</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	17:00 – 18:15
<b>Paper</b>	<b>Room</b>	213
<b>Chair</b>	Yasemin Kor, <i>University of Cambridge</i>	

### How Does Co-creation With Customers Influence Disruptive Innovation? The Moderating Role of Customer Market Power

Cornelis Vincent Heij, *Erasmus University Rotterdam*

Co-creation with customers is considered as an important source of competitive advantage, and various scholars have examined how a firm's orientation towards in particular its larger customers influences disruptive innovation. This study fills the gap in the literature how co-creation with customers contributes to a firm's disruptive innovation performance and how customer market power moderates that relationship. Our preliminary findings based on a longitudinal survey indicate that co-creation with customers has a positive effect on disruptive innovation, but customer market power weakens that effect. These findings highlight the importance to differentiate between one the one hand co-creation between a firm and its customers and on the other hand the relative market power of those actors when examining the role of customers to realize disruptive innovations.

### Industry Disruption and Managerial Responsiveness Through Acquisitions

Yasemin Kor, *University of Cambridge*  
Danchi Tan, *National Chengchi University*

This empirical study examines a wave of acquisitions that took place in the U.S. food manufacturing industry between 1997 and 2007. Acquisitions enabled firms to enter the organic food market as a response to the shifting consumer demand for healthy-natural and organic-certified food along with the enactment of U.S. Organic Food Act. We identify alternative competitive and collaborative paths firms have taken and examine how these responses are empirically linked with firms' managerial experience and human capital. With this research, we aim to contribute to competitive strategy literature by demonstrating the alternative responses firms display after an industry disruption and how these competitive patterns are shaped by the expertise profiles of the top managers as key drivers of strategic adaptation.

### Future of Agricultural Commodities: Strategic Evaluation of Failure of New Farms in a Transition Economy

Jyothi Kodali, *Sarada Educational Institutions*

Using survey data from India, this study investigates whether the strategic factors associated with investors backed new farms failure in a transition economy are consistent with those arising from strategy literature using three established strategy perspectives. Strategy scholars suggest the nature of field crops, markets, competition, environment, and the abilities of management team affect the farm's failure chances. This study provides the first set of survey data demonstrating both the extent and limits that are responsible for new farms failure in a transition economy.

### Shaping Markets: Entrepreneurial Capabilities for Opportunity Creation

Suvi Nenonen, *University of Auckland*  
Kaj Storbacka, *University of Auckland*

Entrepreneurial firms' abilities to shape institutional arrangements are important initiators of market opportunities. In this paper we investigate what kind of capabilities do entrepreneurial firms need in order to shape their markets for opportunity creation. Based on an explorative case study of 21 firms from four countries, we identify 45 firm-level

capabilities, which are further categorized into six capability-sets: market visioning, value sensing and development, business model development, credibility building, championing change, and transformative leadership. The findings offer empirical insights on entrepreneurial and dynamic capabilities. Additionally, the present research suggests that entrepreneurial firms aiming to shape existing institutions often create outcomes that are beneficial to all actors in the market system, including their direct competitors, thus creating a logical link to co-competition and value-creating strategies.

## SESSION 49

**BUSINESS MODELS, CO-LOCATION AND INNOVATION FAILURE**

<b>TRACK C</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	17:00 – 18:15
<b>Paper</b>	<b>Room</b>	218
<b>Chair</b>	Timo Vuori, <i>Aalto University</i>	

**Capturing Value from Razor and Blade Business Models**

Florian Homann, *University of St. Gallen*  
 Stephan Winterhalter, *University of St. Gallen*  
 Oliver Gassmann, *University of St. Gallen*

Our study aims for a holistic analysis of all relevant elements of the razor and blade business model. In contrast to prior research that mostly discusses business models on an abstract level, we analyse the interplay between product and business model components and their interrelation with value creation, value capture and the protection of value capture. Building upon an in-depth study of eight cases, we develop archetypes of razor and blade business models based on the degree of separation of profit generation between base and complementary products. We advance a recently emerging discussion on capturing value from business model innovation by providing empirical evidence on how firms combine different formal and strategic forms of IP to protect their products and business models.

**Co-location and Cooperation Effects on SME's Export Performance**

Jose Brache, *Adolfo Ibáñez University*  
 Christian Felzensztein, *Kingston University London*

Recent studies have reported conflicting results on the impact of geographic co-location on export performance. Drawing on the cooperation, export performance, and economic agglomeration literature, this study provides a conceptual framework that explains the apparently disassociated findings of recent studies. The authors analyze SMEs from Chile and find that geographic co-location has an unexpected negative effect on export performance in the context of this emerging economy. The level of engagement with a trade association and direct inter-firm cooperation show a u-shaped effect on export performance. This paper contributes to the international management literature by presenting a theoretical approach that enfolds co-location and cooperation effects on SMEs' export performance under the same foundation.

**Corruption: Barrier of Innovation in Vietnam**

Thi Kim Son Le, *Toulouse 1 University Capitole*

Corruption measured by bribe payments is more likely as a barrier of innovation in Vietnam. The survey results from 1808 Vietnamese small and medium enterprises in 2011 and 2013 prove that innovators pay more bribes than non-innovators. Firms having only "improve current product" innovation also have a tendency to be victims of corruption. Conversely, innovators with only product and process innovation are not associated with bribe payments. Micro innovators are reported having to pay more of their sales as gifts for corrupt public officials than small innovators. Moreover, there is a negative influence of firm performance and profitability on bribes. Formal and urban firms also pay a greater percentage of their revenues as bribes than informal and rural ones.

**When Vitality Goes Hyped: The Role of Positive Emotions in Innovation Failure**

Natalia Vuori, *Aalto University*  
 Marina Biniari, *Aalto University*  
 Timo Vuori, *Aalto University*

We draw on the empirical context of a company's innovation activities to explore how well-intentioned emotion management practices can backfire. Focusing on the positive excitement the company created to engage employees in internal venturing activities, our data reveal the emergence of a self-serving system. Motivated employees, who engaged in venturing activities by enacting on their intrinsic entrepreneurial interests, were able to receive immediate emotional benefits. However, their positive emotions biased their judgments regarding their ventures' potentials. Further, they instrumentally rationalized the pleasure derived from engagement in venturing activities through collective means, such as events, to conceal performance setbacks. Critical tool in this process was the use of the lean startup ideology, which they applied to legitimize their practices and to boost emotionally their venturing engagement.

## SESSION 37

**INNOVATION AND ENTREPRENEURSHIP**

<b>TRACK D</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	17:00 – 18:15
<b>Common Ground</b>	<b>Room</b>	219
<b>Facilitator</b>	Valentina Della Corte, <i>University of Naples Federico II</i>	

**Collaborative Partner Diversity, Innovation, Opportunity Recognition, and the Moderating Role of Entrepreneurial Self-efficacy**

Richard Haans, *Tilburg University*  
 Tim de Leeuw, *Tilburg University*  
 Arjen van Witteloostuijn, *Tilburg University*  
 Arjan van den Born, *Tilburg University*

We apply a collaboration portfolio perspective to the context of small ventures in the creative industries and develop a non-linear effect of collaborative portfolio diversity on two distinct performance outcomes: venture innovative performance and opportunity recognition. We additionally explore two moderating effects of entrepreneurial self-efficacy on these relationships, posing that entrepreneurs with greater self-efficacy have both heightened optimal levels of collaborative portfolio diversity and a less negative curvilinear effect. Results from a large-scale survey among ventures in the Dutch creative industries show that entrepreneurs with low levels of self-efficacy exhibit a strong inverted U-shaped effect of collaborative portfolio diversity while a strictly positive effect is found for entrepreneurs with higher self-efficacy.

**Entrepreneurial Creativity: Sources, Processes and Implications**

Valentina Della Corte, *University of Naples Federico II*  
 Giovanna Del Gaudio, *University of Naples Federico II*  
 Nathan Meikle, *University of Utah*

Literature on entrepreneurial creativity has been widely developed in the last decades, with attention both to the process and to its origins and antecedents. The aim of this paper is to systematize the literature on the topic, in order to better clarify the concept of entrepreneurial creativity in its main features and components. The issue still shows rather fragmented contributions on the concept of entrepreneurial creativity in different disciplines, within a very complex multidimensional construct. Therefore, we propose a literature review whose main purpose is to get to an overview of the state-of-art on entrepreneurial creativity and to identify still unanswered issues within this stream of research.



## Love Can't Buy You Money: Economic and Social Exchange on Reward-based Crowdfunding Platforms

David Townsend, *Virginia Tech*  
 Marc Junkunc, *Virginia Tech*  
 Linda Wallace, *Virginia Tech*  
 Tabitha James, *Virginia Tech*

Reward-based crowdfunding platforms – where campaigns exchange rewards (often the campaign's core product) for financial backing – have become one of the largest and fastest growing segments of the crowdfunding industry. One of the largest platforms, Kickstarter, has facilitated over \$1.8 billion in transactions across more than 97,000 successfully funded creative projects since its inception. In this study, we extend arguments based in social exchange theory to contend that the simultaneous exchange of economic and pro-social/communal rewards (i.e., economic or communal rewards for funding) impacts the success of Kickstarter technology campaigns. Based on our empirical analyses we confirm that both social and economic exchange factors determine campaign success. Implications of these findings for social exchange theory and emerging research on reward-based crowdfunding platforms are discussed.

## Business Model Portfolio Management in Incumbent Firms

Wolfgang Sachsenhofer, *Vienna University of Economics and Business*  
 Nina Hampl, *Vienna University of Economics and Business*  
 Werner Hoffmann, *Vienna University of Economics and Business*  
 Ulrich Streibl, *OMV AG*

This paper attempts a fresh look at the business model concept in the context of incumbent firms. Incumbent firms – different to startups – operate several business models simultaneously, which are typically centered on strategic resources. The paper shows the importance of a change in perspective for corporate managers in viewing their corporation as a collection of multiple business models that operate under a corporate strategic logic, i.e. a portfolio of business models. We elaborate on the different dimensions of managing business model portfolios (BMPs): (1) the nature of business model interrelations (resource types and business model hierarchies) and (2) instruments for BMP management (business model reconfiguration, creation and elimination). We illustrate our theoretical concepts by examples drawn from the oil and gas industry.

## Does Coopetition Drive Innovativeness of Video Game Developers?

Patrycja Klimas, *University of Economics in Katowice*

The importance of innovativeness is discussed extensively in the literature. Yet, our knowledge about the driving forces of innovativeness remains limited. One of the relatively new branches of investigation are cooperative relationships being perceived as significant factor for innovativeness. However, despite the growing interest, coopetition still remains unexplored phenomena in case of creative industries in which innovativeness plays the leading role. Therefore, this paper focuses on coopetition, innovativeness and interdependencies between these two in case in one of creative industries. The author identifies the knowledge gaps, justifies the need for research on coopetition of video game developers and provides some preliminary findings indicating any significant interdependencies between coopetition and innovativeness.

## Open Innovation and Coopetition in Creative Industries: Evidences from the Technological Restoration of Cultural Goods

Francesco Capone, *University of Florence*  
 Luciana Lazzeretti, *University of Florence*

The aim of this paper is to investigate the role of openness in producing innovation and the importance of collaboration and competition processes in the business of technological restoration of cultural goods in Tuscany. Through an online survey administered to all the firms constituting the Technological District of Cultural Goods in Tuscany in 2015, Social Network Analysis has been applied to firms innovation and friendship networks in order to shed lights on the relevance of external collaborations in this business. The results underline that firms avoid to establish innovation collaborations with competitors, besides partnerships are more established with Research Centres and Universities. This result is also confirmed by the firms friendship network that is more developed with technicians and researchers.

### SESSION 30

## REAL OPTIONS IN COMPETITIVE AND COOPERATIVE STRATEGY

<b>TRACK R</b>	<b>Date</b>	Monday, Jun 6
	<b>Time</b>	17:00 – 18:15
<b>Parallel Panel</b>	<b>Room</b>	11A

## Real Options in Competitive and Cooperative Strategy

### Chair

Francesco Baldi, *LUIS Guido Carli University*

### Panelists

Christopher Tucci, *Ecole Polytechnique Federale de Lausanne*  
 Michael Leiblein, *Ohio State University*  
 Lenos Trigeorgis, *University of Cyprus*  
 Pasquale Lucio Scandizzo, *University of Rome Tor Vergata*

We propose a panel on the role and challenges of Real Options Theory (ROT) in strategic management. Based on a taxonomy of ROT research, we identify a number of important challenges as well as opportunities for ROT so as to enhance its impact on strategic management and potentially develop into a pillar theory in the field. The Panel will examine how ROT can inform the key tensions that managers face between competition and cooperation as well as between commitment vs. flexibility, also discussing how it can provide unique insights into other fundamental issues in strategy (e.g., growth, innovation). The aim of the Panel is to provide suggestions on future research directions that could enhance and integrate the thus-far distinct main approaches to ROT research, having specific regard to coopetition strategies.

19:00 – 22:00  
**GALA DINNER**

## SESSION 28

### CAPABILITIES - THE ROLE OF LEARNING AND KNOWLEDGE

<b>TRACK A</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	08:30 - 09:45
<b>Common Ground</b>	<b>Room</b>	213

**Facilitator** Henk Volberda, *Erasmus University Rotterdam*

#### Corporate Accelerators: A New Approach to Building Entrepreneurial Communities

William Page, *Sydney University*

Corporate accelerators are emerging as a new approach being used by corporates as a mechanism to create new entrepreneurial opportunities for their businesses. Through supporting accelerators the corporates are aiming to collaborate more closely with the entrepreneurial community and to potentially invest in startups as a way to foster innovation. Whilst there is a substantial amount of research on traditional corporate venturing, corporate accelerators and the manner in which they foster cooperation are still a relatively recent approach yet to be comprehensively investigated. Leveraging existing theoretical frameworks from corporate venturing literature and through a process of rigorous primary research, this paper aims to study how corporate accelerators are being used to build and support the development of entrepreneurial communities at a grass-root accelerator level.

#### The Role of Institutional Elements in Strategic Activities of Small Business Practitioners in Organizational Field

Marcio Marietto, *Anhembi-Morumbi University*

Fernando Serra, *University 9th of July*

This study offers different perspectives for observing the phenomenon of Strategic Practice in small stores located in an organizational field through the lens of Strategy-as-Practice and Institutional-Theory. Qualitative participant observation procedures were used in the largest Latin-American cluster of bridal stores and involved strategic work using the institutional elements of Wedding to provide the survival of these organizations. The results indicated that institutional and dynamic elements of symbolic ritual of wedding enable the interaction among practitioners in their strategic activities. This provides legitimacy and, consequently, the survival of organizations. We present a model which the propositions seek to direct future studies of S-as-P with the assumptions of IT. The study also contributes analyzing strategic activities of small business practitioners to increase potential for future researches.

#### Shall an Entrepreneur Choose Business Idea Source to Match His or Her Background?

Xiao Hu, *Tsinghua University*

Zhenzhen Xie, *Tsinghua University*

Delin Yang, *Tsinghua University*

This paper examines how business idea sources, entrepreneurs' background, and institutional environment interplay to influence the performance of entrepreneurial ventures. Taking an institutional perspective, we propose that when environment is rich in institutional voids, entrepreneurs choosing business ideas beyond their background expertise (i.e. adopting a complementary strategy) created more successful ventures. To the contrary, those choosing business ideas within their background expertise (i.e. adopting a consistent strategy) created more successful ventures in the presence of fewer institutional voids. An empirical study conducted with a unique dataset with information on 304 entrepreneurial ventures setup from 1988 to 2007 in China delivered results that support the above arguments. The results are robust across different samples and measures.

### Towards an Interaction-Learning Nexus in Entrepreneurship: The Mediating Role of Boundary Objects

Dietmar Grichnik, *University of St. Gallen*

Nicholas Dew, *Naval Postgraduate School*

Stuart Read, *Willamette University*

Charlotta Sirén, *University of St. Gallen*

We activate the concept of entrepreneurial opportunity, asking the critical question of 'what do entrepreneurs do with opportunities?' This fresh perspective takes the concept of opportunity into two important new directions of interaction and learning. We argue that one of the active roles of an entrepreneur is to objectify an opportunity, articulating it in concrete boundary object form to facilitate interaction with a range of stakeholders. Doing so starts a cycle of co-participative learning, by which entrepreneurs and stakeholders reflect on and transform boundary objects that embody an entrepreneurial opportunity. In the process, opportunity takes an actionable shape that advances the creation of a new venture, while simultaneously advancing the entrepreneur's understanding of how new ventures come to be.

### Mapping Knowledge in Italy: Innovation System, Global Connectivity and the Role of Individually Motivated Networks

Alba Marino, *University of Messina*

Ram Mudambi, *Temple University*

The process of knowledge-creation and knowledge-diffusion is still one of the main driving factors for economic growth and development. In a global world, knowledge spillovers could be facilitated by rising connectivity both through organizational "pipelines" and individual-base "personal relationships". Innovation is no more just a matter of geographical agglomeration, but it also relies on non-material networks based on cross-national linkages. In this work, we develop a longitudinal analysis of Italian innovation system over the last 40 years in terms of industry, assignees, inventors and networks using patent data from the USPTO. Preliminary results confirm the increasing role of the new global argonauts, as high skilled independent diaspora members, in leading the knowledge-creation process in the globalized world.

## SESSION 17

### COOPERATIVE STRATEGIES

<b>TRACK B</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	08:30 - 09:45
<b>Paper</b>	<b>Room</b>	212

**Chair** Ithai Stern, *INSEAD*

#### Managing Tensions of Competition And Cooperation: A Study of Coopetition to Improve Sustainability Impact

Lori DiVito, *University of Manchester*

While prior work has shown that competitor collaborations offer many benefits, it is still poorly understood. Our focus is on understanding how competitor firms overcome tensions in coopetition collaborations and create collaborative structures and processes that improve collaborative outcomes. We conducted a multiple case study of nine collaborative initiatives in four industry sectors: apparel, commodities (coffee), chemicals and professional services (financial and public administration). We held 29 in-depth interviews with intermediary organizations and competing member firms. We identified underlying tensions in cooperation and formalization and derive a typology of coopetition types. We find that the realization of collaborative goals is contingent on managing the balance of various tensions and that the collaboration purpose limits the level of cooperation or formalization that can be achieved.





## ★ Where Do Heterogeneity Effects Come From? The Missing Link Between Top Executive Tenure and Choice

Ithai Stern, *INSEAD*

Razvan Lungeanu, *Pennsylvania State University*

This study set out to explore the reasons behind the effects of top management team (TMT) heterogeneity. We tested our hypotheses using a sample of U.S. public pharmaceutical firms, focusing on tenure heterogeneity. Employees adopted the rules of action that were dominant in the industry at the time of their hiring and kept to these rules throughout their tenure in the organization.

## The Technology Steal Myth in Unbalanced Alliances

Christian Lechner, *Free University of Bozen-Bolzano*

Marilena Filippelli, *Free University of Bozen-Bolzano*

Enrico Tundis, *Free University of Bozen-Bolzano*

Common to literature on alliances between competitors and on unbalanced alliances in particular, is the assumption that firms are at risk of opportunistic behavior: it seems that firms are inclined to steal technology in the form of intellectual property. This assumption has made inroads in large parts of economic theory. We challenge this assumption both theoretically and empirically and call it the “technology steal myth”. We focus on unbalanced alliances between large and small firms where the appropriation hazard is perceived to be highest. We discuss contrasting theories of mutual dependence and social reputation that counter-balance the opportunism argument. In addition, we take an options approach. Most importantly, we will provide empirical evidence that technology stealing in unbalanced alliances is a myth.

## How Competition Networks and Technology Influence Operating Performance through Innovation: A Longitudinal Empirical Analysis

Mariana Giovanna Andrade Rojas, *IE Business School*

Abhishek Kathuria, *University of Hong Kong*

Hsiao-Hui Lee, *University of Hong Kong*

Prior research has proposed that operating performance is influenced by factors at the supply or organizational level of analysis. We extend this line of research by proposing that factors at the network level, especially at the competition network level of analysis affect firms’ operating performance through innovation. First, we suggest that competitive brokerage, which is a brokerage position within a competition network, positively influences innovation efficiency. Second, we propose that innovation efficiency mediates the relationship between competitive brokerage and operating performance. Third, we analyze how technology for operational integration (TOI), strengthens the benefits of competitive brokerage on innovation efficiency. To support our theory, we conduct panel regression analysis and demonstrate that operating performance can be attained through competitive brokerage, technology and innovation efficiency.

### SESSION 18

## INNOVATION STRATEGIES

TRACK B	Date	Tuesday, Jun 7
	Time	08:30 - 09:45
Common Ground	Room	218

Facilitator Marjorie Lyles, *Indiana University*

## Innovation Strategies Against Employee Mobility to Competitors: Evidence from a Loophole in Non-competes Enforcement

Hyo Kang, *University of California Berkeley*

Yongwook Lee, *Seoul National University*

This study examines how firms strategically respond to an unexpected change in non-competes enforceability. In 1998, California decided not to enforce non-competes even if they had been written between out-of-state employers and employees. It imposed a “loophole” for firms in other states that had been enforcing non-competes. We conduct difference-in-differences analysis and find that firms in non-competes enforcing states increase their patenting activities, while decreasing R&D intensity. In addition, firms are more likely to engage in firm-specific innovations.

The loophole also changes firm external relations. Firms decrease their collaboration with firms in the state that created the loophole, while they increase their acquisition of firms in that state. Our results shed light on firm strategies against exogenously imposed employee mobility that have little been studied.

## Organizational Knowledge Structure and Innovation: The Role of Networks and Evidences from the Nanotechnology Industry

Mario Vitale, *LUISS Guido Carli University*

Federica Brunetta, *LUISS Guido Carli University*

Paolo Boccadelli, *LUISS Guido Carli University*

The process of generating innovations is not only a matter of recombining knowledge elements: it implies navigating in the vast space of all possible combinations. In navigating this space, organizations are limited by their ability to process all the potentially relevant variables so they rely on their existing knowledge base and on their cognitive frames. Frames work as templates that guide the choice but do not strictly determine the actual set of behaviors that arises. We aim at examining and understanding how organizations search for innovation and more specifically examine how the network of alliances influences the way in which they create or modify their frames (Yayavaram and Ahuja, 2008). We develop research hypotheses that are investigated within worldwide nanotechnology industry.

## The Gravity of Scientific Disclosure in Technological Competition

Antonio Della Malva, *University of Leuven*

The voluntary disclosure of R&D outcomes by firms is receiving increasing attention by scholars and practitioners. In this paper, we shed light on the impact of scientific publications by firms on the technological development by rivals. We test our predictions using a representative sample of US American firms from the semiconductor industry. By relying on a gravity model that contrasts every firm directly with its competitors, we show that scientific publications of a focal firm incentivizes competitors to build on this knowledge. This effect is increasing if the firm receiving information built up a specific scientific absorptive capacity. We interpret our findings as being consistent with the view that firms can actively influence the R&D strategies of competitors by strategically disclosing knowledge.

## Managing the Tension between Competition and Cooperation in Alliance Formation

Natalie Slawinski, *Memorial University*

Connie Van der Byl, *Mount Royal University*

This paper examines the tension that strategic alliances face when competing firms cooperate to seek innovative solutions to their industry’s environmental challenges. We study the tension between competition and cooperation in the formation of an industry-wide alliance of oil and gas companies in Alberta, Canada. We find that the pull of competitive pressures dominates the need to cooperate and that champions intervene with equilibration mechanisms to balance these dominant competitive pressures. We also find cooperation and competition to be deeply interconnected despite their contradictory nature and that the tension persists over the course of the alliance formation. These findings contribute to the competition literature and shed light on the importance of managing the tension between competition and cooperation to ensure the successful formation of alliances.

## Global Competitiveness Through Foreign Subsidiary’s Differentiation: Innovativeness, Customer Responsiveness, and Contingencies

Anders Pehrsson, *Linnaeus University*

In order to increase a foreign subsidiary’s contribution to global competitiveness of the industrial firm it is decisive to be aware of boundaries to the subsidiary’s differentiation strategy that may hamper its performance. Based on a literature review, this article develops a theoretical model in which the differentiation components of innovativeness and customer responsiveness build on dynamic capabilities. The model contributes to theory by proposing a negative contingency effect of competitive dynamics on foreign subsidiary’s positive relationships between innovativeness/responsiveness and performance. Also, the model proposes that an appropriate value-adding mandate assigned to the subsidiary strengthens the direct relationships. Implications and further research are discussed.

## Co-creation of Value in Open Innovation: Does Coopetition Matter?

Barbara Aquilani, *Tuscia University of Viterbo*  
Corrado Gatti, *Sapienza University of Rome*

Concepts such as co-creation of value as well as open innovation have emerged in recent years as paradigms in management, on one hand, and innovation, on the other. The first focuses on the creation and appropriation of value on the part of business companies and their partners and considers an individual perspective; the second concerns knowledge transfer between the firm and third parties to support innovation activities. Accordingly, the paper aims to identify the conditions under which open innovation leads to value co-creation, as intended above, and which coopetition settings could eventually emerge co-creating value through OI coupled processes. Both questions have been neglected in previous studies but are equally important in supporting innovation processes and in creating better conditions to properly implement value co-creation.

### SESSION 41

## COOPETITIVE ECOSYSTEMS

<b>TRACK E</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	08:30 - 09:45
<b>Paper</b>	<b>Room</b>	11A
<b>Chair</b>	Paavo Ritala, <i>Lappeenranta University of Technology</i>	

## Coopetitive Ecosystem Dynamics: Emerging Trends for Strategic Entrepreneurship and Innovation Research

Cristina Fernandes, *Polytechnic Institute of Castelo Branco*  
João Ferreira, *University of Beira Interior*  
Vanessa Ratten, *La Trobe University*

The theory and research existing on relationships between competitors concentrates either on competitive relationships or on cooperative relationships and broadly argues that one relationship type harms or threatens the other. However, what do we really understand about progress in the literature on the strategic triad - cooperation, competition and co-opetition? Through bibliometric analysis, we aim here to contribute to providing a state-of-the-art overview on this theme in order to better grasp how this triad has evolved over time. To this end, this study applies a combination of bibliometric techniques such as citations, co-citations and social network analysis to examine the scientific field of cooperation and competition.

## Coopetitive Ecosystem: The Dynamic Trends in UK SMEs

Boran Li, *University of Edinburgh*

Small and Medium sized Enterprises (SMEs) exist symbiotically with other businesses that may also be SMEs with similar challenges. In a qualitative study exploring the concepts of success and performance within the service sector, the behaviour of SMEs is investigated and it is clear that their ecosystem is key to their sustainability. A critical aspect in their sustainability is their relationship with others businesses. Young SMEs need to acquire rapidly a range of skills and visibility, whilst more mature SMEs have generally developed their skills but still have to engage in the market place. The research confirms their ecosystem is a complex set of interacting networks. Often through their ecosystem, they gain from collaboration with and referrals from competitors, in dynamic symbiotic relationships.

## Origins and Outcomes of Cooperation and Competition in Nascent Ecosystems

Douglas Hannah, *University of Texas at Austin*  
Kathleen Eisenhardt, *Stanford University*

Competition and cooperation are fundamental to strategy, and are often closely intertwined. But how firms successfully navigate competition and cooperation over time, particularly in dynamic industries, is not clear. Via an in-depth multiple-case study of five firms in the US residential solar industry, we induct a theoretical framework to explain how firms successfully navigate nascent ecosystems over time. We identify three distinct strategies, each of which distinctively balances cooperation and competition, and each of which carries its own unique advantages and disadvantages. Overall, we contribute to research on ecosystems and strategy in nascent industries by offering insight into the interplay between cooperation and competition, and by crystallizing the pivotal role of bottlenecks.

## Evolutionary Framework of Business Ecosystems: Role of Competition, Collaboration and Coopetition

Paavo Ritala, *Lappeenranta University of Technology*

Business ecosystems can be viewed as systems within which the organizational actors engage into competition, collaboration and coopetition. This study develops a theoretical framework to explain how these relational interactions affect the emergence and evolution of business ecosystems. The framework integrates mainstream business ecosystem and coopetition literature with complexity theory and systems sciences. Ecosystems are viewed as complex adaptive systems where different actors independently and together search for improved positions across a fitness landscape, as well as affect the evolution of the landscape itself over time. The implications provide improved understanding of the complex relational dynamics within business ecosystems.

09:45 – 10:15

**MORNING COFFEE BREAK**



## SESSION 22

## FINANCING THE FIRM

<b>TRACK A</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	10:15 - 11:30
<b>Common Ground</b>	<b>Room</b>	213
<b>Facilitator</b>	Cristiano Bellavitis, <i>National Research University</i>	

### A Dynamic Model of Syndication Matching and Startup Performance in the U.S. Venture Capital Industry

Denisa Constanta Mindruta, *HEC-Paris*

Oliver Gottschalg, *HEC-Paris*

Gordon Walker, *Southern Methodist University*

In this proposal we extend the research on partner choice by estimating a matching model for venture capital syndication formation within industry over time and propose a dynamic theory relating startup industry matching effectiveness to aggregate firm performance with the industry. We estimate a variable's contribution to partnership formation either as a complement (homophily) or substitute (heterophily). The data are U.S. venture capital syndications in the first round. We discuss the implications of the results for syndication formation and startup performance within the context of overall industry development in entrepreneurial settings.

### Behind the Pearly Gates: Process Dynamics within Angel Groups

Suho Han, *University of Texas at Austin*

Melissa Graebner, *University of Texas at Austin*

Angel groups are fulfilling a vital role as strategic resource providers to new ventures. However, little research examines their internal decision processes. Given limited prior theory, we use an inductive research design, utilizing a sample of six US-based angel groups to build theory on the internal investment processes of angel groups. Our emerging framework shows that angel groups exhibit both formal and informal decision processes. Formal processes at the angel group level initially facilitate the screening of entrepreneurs seeking funding. Informal processes subsequently emerge once entrepreneurs advance to later stages. These informal processes are largely embedded within members' interactions, oftentimes influencing investment decisions. Overall, our study contributes to the literature on entrepreneurial resource providers and provides broader implications for the Behavioral Theory of the Firm.

### Does Crowdfunding Accelerate Acquisition of Venture Capital and Business Angel Financing?

Massimo Colombo, *Polytechnic University of Milan*

Kourosh Shafi, *Politecnico di Milano*

Does crowdfunding accelerate the acquisition of venture capital/business angel? To answer this question, we track all the hardware campaigns before the end of 2013 launched on Kickstarter and Indiegogo that raised at least one hundred thousand US dollars. We find that substitution or complementarity between crowdfunding and VC depends on (a) the information produced on the campaign and (b) the post-campaign performance of entrepreneur in delivering their product on time. Regardless of their initial VC-backing status, hardware firms in general benefit from demand information and crowd feedback in resolving information asymmetry faced by prospective VC investors. However, only for non-VC-backed firms, successful delivery of promised product renders the coaching of VC unnecessary or costly.

### Venture Capitalist's Investment Picks: Evidence from the Field

Arturo Capasso, *University of Sannio*

Rosario Faraci, *University of Catania*

Pasquale Massimo Picone, *University of Catania*

This paper aims to investigate the discerning criteria in venture capital scouting process and the critical factors for success in negotiations before the final closing of a deal between start-ups and venture capitalists. We propose an empirical investigation based on 622 initiatives (i.e., negotiations included those stopped at the phase of proposed deals) occurred between Italian based startups and an Italian venture capitalist. We find that the decision to invest is the result of the combination of three factors: market prospects, technological innovativeness, and people

reliability. While the concepts of market prospects and technological innovativeness are known in management literature, a precise definition of people reliability is lacking. Leveraging on multiple case studies of scouting processes, we identify the features of the concept people reliability.

### Friends with Benefits: The Effects of Repeated Collaborations on Performance of Vc Syndicates

Cristiano Bellavitis, *National Research University*

Igor Filatotchev, *City University London*

Joost Rietveld, *Erasmus University Rotterdam*

Our understanding of how repeated collaborations within temporary organizations influence project outcomes is limited and often contradictory. Prior empirical research has found both positive and negative relationships between repeated collaborations and project performance. We suggest an embedded agency framework and argue that there are cost-benefit trade-offs associated with repeated collaborations. Repeatedness enhances trust and inter-organizational routines, reduces coordination costs and partner opportunism, but at the expense of resource diversity, effective monitoring and "over-investment" in trust. In a longitudinal study of venture capital (VC) syndicates, we find a curvilinear relationship (inverted U-shaped) between the extent of repeated collaborations among VCs and the ventures' IPO likelihood. Further, this relationship is moderated by two time related factors: the age of the start-up and the longevity of the syndicate.

### Is Crowdfunding Free of Racial Discrimination? Evidence from Kickstarter

Venkat Kuppuswamy, *University of North Carolina at Chapel Hill*

Peter Younkin, *Peter Younkin*

The under-representation of minority entrepreneurs among the population of funded ventures is the subject of increasing media and political attention. One popular explanation for this result is that traditional resource providers are biased against minority founders. Crowdfunding platforms now allow minority entrepreneurs to raise funding by taking their ideas directly to the 'crowd', bypassing traditional channels. We investigate whether racial discrimination exists in the context of crowdfunding using data from Kickstarter. We conducted both quantitative analysis using observational data and ran a series of experiments to test the effect of race on crowdfunding success. Our results show a negative causal effect of minority race on crowdfunding performance and it appears to be driven by decrease in the perceived quality of the overall project pitch.

## SESSION 20

## KNOWLEDGE AND LEARNING

<b>TRACK B</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	10:15 - 11:30
<b>Common Ground</b>	<b>Room</b>	218
<b>Facilitator</b>	Deepak Somaya, <i>University of Illinois at Urbana-Champaign</i>	

### Corporate Social Responsibility and Knowledge Protection

Caroline Flammer, *University of Western Ontario*

Aleksandra Kacperczyk, *MIT*

In this study, we examine whether companies' social responsible practices can help retain employees with valuable skills and knowledge, and thereby mitigate the threat of knowledge spillovers. To obtain exogenous variation in the threat of knowledge spillovers, we exploit a natural experiment provided by the rejection of the inevitable disclosure doctrine by several U.S. states between 1991-2013. Since the doctrine prevents employees with valuable know-how from working for a competitor in the immediate future, the doctrine's rejection facilitates knowledge appropriation by rivals. Using a difference-in-differences methodology, we find that companies react to the increased threat of knowledge spillovers by increasing their CSR-related activities. Overall, our findings are consistent with the notion that CSR serves as a strategic tool to mitigate the risk of knowledge spillovers.

## Cognitive and Behavioral Antecedents of New Technology Adoption: A Case of Platform-business Enabler Technology

Mohammad Taghi Ramezan Zadeh, *Erasmus University Rotterdam*  
Saeed Khanagha, *Radboud University Nijmegen*  
Henk Volberda, *Erasmus University Rotterdam*

Prior research has emphasized the importance of organizational focus on firms' behavior in response to the emergence of a revolutionary core technology which facilitates platform business. The question of why some organizations invest sooner than others in the emerging technology has not yet been fully addressed. We develop and test a theoretical argument in which we emphasize a mediated link between firms' learning capacity and investment on emergent disruptive technologies that facilitate embracing fundamentally new business models. In so doing, first we illustrate the part played by managerial attention to the technology in investment on the disruptive technology. Second, we discuss how organizational perception of the technology moderates the investment. We provide empirical support through a survey of 119 companies that adopt Cloud computing.

## (How) Do Microfoundations Matter?

Michael Leiblein, *Ohio State University*  
Barclay Burns, *University of Utah*  
Sheen S Levine, *University of Texas at Dallas*

A good deal of attention has been paid to a "microfoundations" perspective that highlights on the individual as the fundamental level of analysis. While there is broad agreement regarding the need to consider individuals in our theories, there is limited empirical evidence to support associations between particular individual characteristics, the emergence of capabilities, and competitive advantage. This proposal outlines an effort to address this gap. Taking advantage of recent experimental economics research we posit that different levels and combinations of cognitive skills affect strategic decisions. We propose to contribute to research regarding the origins of competitive heterogeneity by designing an experiment, conducting it with diverse groups of participants, and providing experimental evidence that links individual skills, strategic decisions, and competitive advantage in a strategy game.

## Maintenance Work in Cross-Sector Partnerships: Frame Plurality as Key to Solving Complex Social Issues

Jacomijn Klitsie, *Erasmus University Rotterdam*  
Shahzad Ansari, *University of Cambridge*  
Henk Volberda, *Erasmus University Rotterdam*

We examine the framing mechanisms used to maintain a complex cross-sector partnership (XSP). We track eight years of existence of an XSP that aims to create a market for recycled phosphorus. Drawing on 27 interviews and over 3,000 internal documents, we demonstrate how framing is actively used by actors to avoid common XSP pitfalls, such as debilitating conflict and failure to create value. We find that collaboration does not have to result in an agreement around a single frame. Our case demonstrates that an alternative route to successful collaboration is the maintenance of frame plurality or a "productive tension" between different frames that can be crucial to maintaining the XSP.

## Affective Dynamics of Inter-Organizational Collaboration: A Five-Year Prospective Case Study

Timo Vuori, *Aalto University*  
Quy Huy, *INSEAD*

We studied the affective dynamics of inter-organizational collaboration around an emerging technology in the Finnish electric car ecosystem prospectively from 2011 to 2015. There were two companies competing for collaboration partners. One of them used practices to trigger affective reactions in potential partners. Over time, potential partners perceived it as more passionate about electric cars and more of a "doer" (vs. "talker") than the other company, which did not use affective influence. Consequently, the former attracted a larger number of partners, growing its collaboration network, while the latter lost its partners, shrinking its collaboration network. We contribute to research on inter-organizational collaboration by describing how affective influence elicits potential partners' perceptions of the benefits of inter-organizational collaboration and identifying related types of affective influence actions.

## SESSION 5

## ENTREPRENEURSHIP THEORY DEVELOPMENT

### TRACK C

Date Tuesday, Jun 7

Time 10:15 - 11:30

### Paper

Room 212

### Chair

Robert Wuebker, *University of Utah*

## A Theory Of Entrepreneuring

Nathan Furr, *Brigham Young University*  
Jackson Nickerson, *Washington University-St. Louis*  
Robert Wuebker, *University of Utah*

This paper develops theory for the organization and governance of value-creating search. While there is broad agreement in both strategy and entrepreneurship that search strategies are deeply connected with value creation, little research considers which strategies to design and enact, in which sequence, the tools to employ, or how to structure decision rights. Further, extant work on value creating search places great emphasis on the context in which search occurs, and consequently less attention on the cognitive and psychological challenges associated with this process. Our approach in this paper is to suggest that corruption of the search process is the critical factor that constrains and potentially severely limits entrepreneurial success, and in response develop theory that takes this constraint into account.

## Why Strategic Management Theory Is Not Entrepreneurship Theory

Sharon Alvarez, *University of Denver*  
Jay Barney, *University of Utah*  
Per Bylund, *Oklahoma State University*  
Robert Wuebker, *University of Utah*

This paper demonstrates that theories in strategic management, used to explain how existing firms organize to capture value, cannot be used to explain the origins of value or the emergence of new entrepreneurial firms. The entailing implications for developing a theory of firm emergence are then explored, showing that a theory of the entrepreneurial firm requires a more fine-grained conception of the entrepreneurial rent. Our analysis discloses an economic rent not currently explained by any theory, and concludes that the explanation of this rent is the unique provenance of entrepreneurship.

## Schools of Thought in Corporate Entrepreneurship Research: A Bibliometric Analysis

Jan Oliver Lampe, *University of Giessen*  
Andreas Bausch, *University of Giessen*

Corporate entrepreneurship receives raising attention in strategy research. At the same time the field still lacks a distinct categorization of covered schools of thought. So what are the boundary conditions of corporate entrepreneurship? The objective of this study is an explanatory structure of the research field of corporate entrepreneurship. Therefore, we use a bibliometric analysis design to reveal historical progression in amount and content of published academic articles in this field. Applying a co-citation analysis with 1,640 articles included referring to more than 50,000 diverse references we compile a co-citation network which suggests the existence of 28 distinct schools of thought in a comprehensive defined realm of corporate entrepreneurship. The obtained structure intends to serve as a classification pattern for further research.





## SESSION 38

**INTERNAL AND EXTERNAL ORGANIZATIONAL DESIGN, COMPETITIVE STRATEGIES, AND PERFORMANCES IN THE CREATIVE INDUSTRIES**

<b>TRACK D</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	10:15 - 11:30
<b>Common Ground</b>	<b>Room</b>	219

**Facilitator** Giovanni Battista Dagnino, *University of Catania*

**Big Fish Or Big Pond? Seller's Dilemma In Intermediary Selection**

Henning Piezunka, *INSEAD*  
 Kathleen Eisenhardt, *Stanford University*  
 Riitta Katila, *Stanford University*

Sellers collaborate with intermediaries to reach buyers. Sellers prefer intermediaries that have great market access. But sellers also prefer a high relative standing in an intermediary's portfolio, so that they receive most of the intermediary's attention. These preferences often conflict. Thus, sellers need to choose either a high standing and few buyers (big fish, small pond) or a low standing and opportunity to reach many buyers (small fish, big pond). We examine how sellers resolve this dilemma through a study of intermediary-selections of 377 videogame developers over a 10-year period. We find that the seller's choice tips towards many buyers when the seller has more experience, and towards a high relative standing when the competitive overlap with other sellers in the intermediary's portfolio is high.

**Learning Intent and Disciplines: An Application to Alliances**

Dana Entenza, *University of Lausanne*  
 Xavier Castaner, *University of Lausanne*

We identify and address three research gaps in the literature on learning and innovation through interorganizational collaboration : (1) the combination of different approaches to conceptualize learning intent, (2) the as/symmetry in learning goals among partners, and (3) the number of disciplines concerned in the endeavor and the approach to leverage multiple disciplines, such as multi- and inter-disciplinarity.

**Value Creation and Value Appropriation in Strategic Alliances: Identifying and Resolving the Tensions**

Giulio Ferrigno, *University of Catania*  
 Xavier Martin, *Tilburg University*  
 Giovanni Battista Dagnino, *University of Catania*

Over the past 30 years some strategy scholars have examined how firms may leverage mechanisms such as resource combinations, absorption capacity, commitment, and alliance type to create value from their alliances. In parallel, other scholars have investigated how factors such as competition, bargaining power and isolating mechanisms explain which firms appropriate more or less value from their alliances. However, the drivers and consequences of two phenomena remain somewhat unclear. Furthermore, because they are treated as separate streams of (empirical) research, the interdependence between value creation and value appropriation requires further attention. The purpose of this review paper is to provide a robust foundation from which to identify and resolve tensions inherent in researching and managing value creation and value appropriation, with application to strategic alliances.

**To Blend or Not to Blend: It's a Matter of Status, Brokerage and Competition**

Giulia Cancellieri, *IMT Institute for Advanced Studies-Lucca*

This paper analyses whether and how social and competitive dynamics affect the willingness of opera houses in different status positions to deviate from well- established market categories by creating hybrids that blend the characteristic features of antagonist product categories (e.g., traditional vs. modern opera repertoires). Preliminary results of this study suggest the existence of a U-shaped relationship between status and category blending in the opera market. However, competitive dynamics, the extent to which opera houses broker relationships with their collaborators and the degree of nonconformity of past blending strategies alter the incentives for opera houses in different status positions to undertake category blending by cementing and constraining opportunities for protecting and improving their social standing through category blending.

**★ Job-Related Diversity and Team Performance: An Empirical Analysis of the US Music Industry**

Luigi Nasta, *LUISS Guido Carli University*  
 Luca Pirolo, *LUISS Guido Carli University*  
 Patrik Wikstrom, *Queensland University of Technology*

A significant amount of research has been carried out to investigate the existing bonds between team characteristics and team outcomes in contexts of social creativity. Specifically, how work group diversity affects its performance is of great relevance but unfortunately, there is no clear understanding of the diversity-performance relationship. Therefore, to improve our understanding of this phenomenon, it would be worthwhile to investigate further empirical settings. For this reason, we decided to study the music industry that, to our knowledge, has never been chosen as empirical setting for the application of the theoretical constructs linked to the topic of team diversity and performance. Our research aims at analyze the US music industry to study the relationship between job-related characteristics of team diversity and team performances.

**Innovation in Coopetition Networks: A Tradeoff between Embeddedness and Complementarity**

Yi-Ju Lo, *Yuan Ze University*  
 Ming-Je Tang, *National Taiwan University*  
 Tung Min Hung, *Rutgers University*

This study examines inter-firm collaborations that have arisen in an attempt to achieve the innovation generated by embedded or complementary relational resources. The empirical research in this study focuses on the collaboration between securities firms in the investment banking industry, and assesses the contribution of inter-firm collaborations to their innovation performance. This study reveals a positive but curvilinear effect of embedded partnership on innovation performance, identifies the importance of complementary partnerships in horizontal collaborations, and shows how the moderating effects of complementarity influence both partner selection and innovation performance.

## SESSION 48

**FORESIGHT, CAPABILITIES AND PERFORMANCE**

<b>TRACK E</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	10:15 - 11:30
<b>Paper</b>	<b>Room</b>	11A
<b>Chair</b>	Natalia Vuori, <i>Aalto University</i>	

**Aiming for a Sustainable Future: Applying Open Foresight to the Public Sector**Melanie Wiener, *Johannes Kepler University*Lisa Schmidhuber, *Johannes Kepler University Linz*

Global governmental challenges such as financial, social, and ecological sustainability remained unsolved until now due to the lack of an adequate strategy how to face these threats. This article suggests the need for a new direction to be taken in public management for achieving sustainability and investigates the concept of open foresight. Against the background of the current trend of public organizations to open up their organizational structures to externals, collaborations across organizational boundaries are also supposed to benefit public sustainability. This article highlights the importance of openness for achieving sustainability, applies the concept of open foresight to the public realm by presenting a process framework, and provides a research agenda for promoting future research in this field.

**Diversifying Entrants, De Novo Start-ups in Innovation Ecosystems: A Longitudinal Study**Yeolan Lee, *University of Alabama in Huntsville*Eric Fong, *University of Alabama in Huntsville*

Although previous research recognizes differences between diversifying entrants and de novo start-ups, little research has examined their unique roles in, and contributions to, regional innovation ecosystems. In this paper, we examine how the population, entry, and exit of diversifying entrants and de novo start-ups influence regional innovation output. Using a longitudinal study of the U.S. ethanol industry, we found that de novo start-ups positively influence patent counts and citations in regional innovation ecosystems, while diversifying entrants negatively affect such innovation outputs. Thus, the differences between these entrepreneurial types are reflected in their innovation ecosystem's performance.

**A Deal with the Devil: Status Dynamics, Tie Creation and Performance in Big Science.**Jacob Jeppesen, *Copenhagen Business School*Kristina Vaarst Andersen, *Copenhagen Business School*

Status effects are well researched, but we know little about status dynamics and how changing status affects collaboration and performance. Status dynamics are especially important in intraorganizational settings where individuals both collaborate and are forced to compete for resources and performance. In this paper we study effects of status dynamics for collaboration and performance in such a setting on intraorganizational Coopetition. We build theory on the effects of status dynamics and test them in the setting of big science, where scientist collaborate as coauthors and compete for grants, positions and citations. We find that status dynamics affect both collaboration patterns and performance.

**Capability Development Paths for Urban Innovation**Johan Wallin, *Synocus Group*

Innovation is increasingly taking place in the intersection between the public and the private domain and cities are emerging as key actors in innovation ecosystems. A central question in strategy research concerns how city management can support capability development in ecosystems. Through the cases of the cities of Barcelona and Malmö, frontrunners in the transformation of cities towards more sustainable ones, this paper shows that the context influences the importance of various forms of capabilities. The paper also shows that the formation of value constellations is increasingly shifting from a focus on individual value creating activities towards forming learning communities, enabling continuous capability building for future value creation.



## SESSION 52

# FOSTERING BUSINESS INNOVATION: ENTREPRENEURSHIP, CORPORATE RENEWAL, VENTURE CAPITAL

<b>TRACK Q</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	11:45 - 12:45
<b>Plenary Panel</b>	<b>Room</b>	Aula Magna Mario Arcelli

## Fostering Business Innovation: Entrepreneurship, Corporate Renewal, Venture Capital

### Chair

Paolo Boccardelli, *LUISS Guido Carli University*

### Panelists

Arturo Capasso, *University of Sannio*

Biagio De Marchis, *IBM Italy*

Donato Iacovone, *EY*

Frank T. Rothaermel, *Georgia Institute of Technology*

Entrepreneurship has always been considered essential for business innovation and economic growth. After years of downsizing and cost cutting, even large corporation have realized that they can't grow quickly only by adapting existing product portfolio, taking over competitors, or moving into new markets. On the other hand, they have to create, develop, and sustain innovative new businesses supporting a dual approach, focusing on the existing business areas while, seeking out the new ones. Corporate entrepreneurship has been described as "the process of creating new business within established firms to improve organizational profitability and enhance a firm's competitive position or the strategic renewal of existing business." (Zahra, 1991). However corporate entrepreneurship and corporate renewal are risky activities. Most of the new ventures set up by established corporation flounder. Success consists in a mix of characteristics achieved through balancing acts: unless companies keep the opposing forces in equilibrium, emerging businesses will fail. Furthermore, corporations are increasingly referring to the use of external resources whereas large companies have long sensed the potential value of investing in external start-ups. In this perspective we can distinguish three main entrepreneurial venture activities: Corporate Venturing, Corporate venture capital, Venture capital. The aim of this panel is to encourage a wide range discussion on the topic of entrepreneurship and corporate renewal.



**Paolo Boccardelli** is a Professor of Management and Corporate Strategy. He was the Director of the Master in Business Administration of the LUISS Business School and Director of the PhD in Management of LUISS University. He is a member of the Lars Magnus Ericsson Foundation Scientific Committee and of the EFMD research group "Women in European Business Schools: Changing Roles and Institutional Impact" which is studying the role and advancement of women in European business schools. He is also designated as an expert of international standing of the Australian Research Council. He has been a speaker at International Conferences, as well as a recipient of the Best Reviewer Award from the Technology and Innovation Management Division of the Academy of Management and the Distinguished Paper Award of the Business Policy and Strategy Division of the Academy of Management.



**Arturo Capasso** received his B.A. at the Università di Napoli (1984), his MBA at Columbia University, NY (1988), and his Ph.D. at IUB, Cattolica Milano, Luiss Roma (1990). He is a professor of Corporate Governance, and the Director of the Graduate Program in Economics and Management at Università del Sannio. He is also Professor in Graduate Programs at Università di Napoli Federico II and Luiss Business School. Published extensively on Corporate Governance, Mergers and Acquisitions, Entrepreneurship and Venture Capital. His main research interests lie in the areas of corporate governance, private equity, venture capital, shipping companies. He is also an active consultant for many companies and institutions in Italy and abroad. Arturo Capasso sits in the board of directors of Vertis SGR (Private Equity and Venture Capital Fund Management), and has held several board positions in private and public companies, banks, financial intermediaries.



**Biagio De Marchis** is an IBM Senior Executive, with 20+ years of leadership positions at national, European and global level. He is a Member of the Presidential Committee of Assinform and Unindustria, where he is also the Chairman of the Research and Innovation Committee, as well as a Member of the Assonime Council. Biagio De Marchis is always ready to challenge himself and the organizations led with ambitious goals; he fosters the culture of passion for business, innovation and leadership and brings his knowledge and experience to his country and particularly to young talents.



Throughout **Donato Iacovone's** professional career he has followed numerous top Italian and international accounts in the Public, Energy and Utilities sectors. He began his career with EY in 1984 and became Partner in 1996. In the same year he moved to Rome to lead the Corporate Finance department and took over as Partner in-charge of the Public Sector in 1997. From 2000 to 2005 he was head of Business Advisory Services.

From 2008 to 2010, following the creation of the EMEIA area and Mediterranean Region, he took on the role of Mediterranean Account and Business Development Leader. He has been Managing Partner for Italy, Spain and Portugal since July 2010. He's also lecturer of Economics and Public Utility Services Management at LUISS University in Rome since 2011. He has been serving as Secretary-General of AICEO (Italian Association of CEOs), of which he is a founding member. He's author of Business/Economics books and articles on scientific publications.



**Frank T. Rothaermel** is a professor of strategy at the Georgia Institute of Technology and an Alfred P. Sloan Industry Studies Fellow. He holds the Russell and Nancy McDonough Chair in Business and a National Science Foundation CAREER award. He has published over 25 articles in journals such as the Strategic Management Journal, Organization Science, Academy of Management Journal, and Academy of Management Review. He is also the author of a leading textbook—Strategic Management. Concepts & Cases—published by McGraw-Hill. He regularly translates his findings for Forbes, the MIT Sloan Management Review, Wall Street Journal, and elsewhere. He has received several recognitions including the Sloan Industry Studies Best Paper Award, the Academy of Management Newman Award, the Strategic Management Society Conference Best Paper Prize, the Israel Strategy Conference Best Paper Prize, and the DRUID Conference Best Paper Award.

13:00 – 14:00  
LUNCH

## SESSION 27

### NETWORKS AND ENTREPRENEURSHIP

<b>TRACK A</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	14:15 – 15:30
<b>Paper</b>	<b>Room</b>	212
<b>Chair</b>	William Hesterly, <i>University of Utah</i>	

#### Exploring the Link Between Organized Crime Asset Confiscation and Regional Entrepreneurship

Elisa Operti, *ESSEC Business School*

This proposal joins a recent stream of research delving into the market and societal implications of initiatives against organized crime. We ask the question “How does the fight against organized crime affect entrepreneurial foundings in a region?” We focus on asset confiscation in relation to alleged connections of their owners with organized crime, one of the most debated judiciary tools to fight the interests of organized crime activities in a region. Using data regarding asset confiscation in Italian provinces between 2009 and 2013, we explore the effect of confiscation events on the entrepreneurial networks proximate to the location of the seized assets. Preliminary findings indicate that the ultimate effect of asset confiscation on entrepreneurial entries depend on the degree of fungibility of the seized assets.

#### Social Capital's Role for Value Creation in Open Innovation Networks

Stephanie Scott, *Durham University*  
Mathew Hughes, *Durham University*  
Paul Hughes, *Durham University*

This study aims to understand how various types of social capital and relational exchanges effect flows of knowledge resources within open innovation networks, particularly within the context of University and Business collaborations. Generally, university-business relationships are depicted as a link to knowledge resources that are governed by market-based mechanisms. This economic assumption overlooks social contingencies that contribute to value creation between affiliated parties. This study addresses this deficiency by employing a social network analysis technique to define correlations between formal and informal social capital structures that contribute to mutual benefit and value creating knowledge generation. This study finds informal connections are vital for new product development, knowledge diversity and network size but is often overlooked, thereby offering an extension to the open innovation literature.

#### The Influence of Entrepreneurial Firm Networks on Analogical Reasoning and Heuristics in Strategic Decisions

Bing Su, *University of Utah*  
William Hesterly, *University of Utah*

Recent research argues for the importance of heuristics and analogical reasoning in entrepreneurial and strategic decisions, particularly in dynamic and/or novel environments. Much of the research on analogical reasoning and heuristics, however, is based either on simulations, experiments, or a small set of entrepreneurial firms. Thus, while analogical reasoning and heuristics show great promise, the empirical basis for what we know about analogical reasoning and the use of heuristics is quite limited. A deeper understanding of the origins of analogies that firms employ and their influence on firm decisions is needed. We examine what influences the analogies that firms select, especially the role of a firm's networks and communities, and the impact of chosen analogies on the heuristics that firms use.

#### Don't Tell Us What to Do: Unconferences as Counter Institutional Innovation

Joseph Lampel, *University of Manchester*  
Ajay Bhalla, *City University London*  
Aneesh Banerjee, *City University London*

Entrepreneurs often share experiences and ideas in ‘field configuring events’ (FCEs) where they exchange information and engage in collective sensemaking. In this paper we examine the emergence and diffusion of “unconferences”, a counter institution that addresses the preference of entrepreneurs to bottom-up sensemaking, collective communal processes,

and self-governance. The organizers select the location and make the arrangements, while the participants create the event agenda and lead topics. Discussion is informal and freewheeling. We track the evolution of unconferences since the turn of the 21st century. We also analyze 268 unconference to track their geographic and industry/sector diffusion. Our study contributes to research on institutional forms that enable and regulate individual and collective sensemaking in entrepreneurial and technological communities.

## SESSION 21

### ENTREPRENEURSHIP AND INNOVATION

<b>TRACK B</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	14:15 – 15:30
<b>Common Ground</b>	<b>Room</b>	213
<b>Facilitator</b>	Patrick Reinmoeller, <i>Cranfield University</i>	

#### Entrepreneurial Firm and Large Firm Cooperation: Prisoner's Dilemma

Sujit Pandey, *Norwegian School of Economics*

Inter-organizational cooperation are important sources of value creation. Yet, managing such cooperation while safeguarding each firm's interests is extremely challenging. We make a case for cooperation between an entrepreneurial firm and a large firm. Entrepreneurial firms bring new product to the relationship while the large firm brings resources necessary to commercialize that product. We discuss the potential problems of arriving at a cooperative relation in alliances using the prisoner dilemma in game theory as a basis for understanding the likely outcomes of cooperation between a small entrepreneur and large firms. We discuss the various ways in which either party in the alliance may defect and how firms' incentives to defect can be changed by influencing the nature of the game they are playing.

#### How Do Informal Institutions Influence New Forms of Collaborations Through Crowdfunding?

Francesca Di Pietro, *LUISS Guido Carli University*  
Andrea Prencipe, *LUISS Guido Carli University*

Crowdfunding is growing at a rapid pace and is having a significant impact on new ventures growth. Little empirical evidence exists on the role of informal institutions in influencing the development of the phenomenon. Looking at the impact of national culture and language future-time reference, we found that individualistic-oriented and risk-adverse societies are less supportive of crowdfunding projects, while future-oriented societies are more risk-taking and supportive of early-stage companies and innovation. Crowdfunding enables collaborations with experts in building knowledge and solving problems, broadening therefore entrepreneurs understanding of customers needs, gaining insights into novel approaches to innovation. Removing obstacles that prevent the proliferation of crowdfunding is a fundamental starting point to promote collaborations between entrepreneurs, investors, and stakeholders to foster new ventures growth and innovation.

#### Value Capture, Modularity and Supply Chain Integration: The Case of Automotive Industry Suppliers

Jose Geleilate, *Florida International University*  
Ronaldo Parente, *Florida International University*

Recent research has shown that automotive suppliers found an opportunity to increase value capture through modular products. By noticing the importance of developing new and more complex products I investigate how automotive first tier suppliers increase value capture in its industry segment by investing in modular production and innovation and by integrating their supply chain activities both upstream and downstream. Results indicate that although increased investments in modular products' portfolio does not directly affect value capture, firms can overcome technical issues, reduce costs and leverage their knowledge via increased investments in alliances with downstream buyers and vertically integrating upstream operations. Moreover, firms leading the development of modular technologies were also found to sustain an increased value capture in their industry segment.





## Building Relational Capital: An Insurance Perspective on Firm Innovation in China

Luqun Xie, *Hong Kong University of Science and Technology*  
Guoguang Wan, *Hong Kong University of Science and Technology*  
Jiatao Li, *Hong Kong University of Science and Technology*

Although innovation could potentially contribute to competitive advantage, a firm may hesitate to innovate because its value is under the risk of misappropriation, especially in the emerging markets where formal institutions provide weak protections on the intellectual property rights. We argue that a firm's investments on business entertainment activities, such as eating, drinking and karaokeing with stakeholders, could reduce the misappropriation risk and thus act as an insurance premium for its innovation, thereby increasing its incentives to innovate. Such investment builds relational capital with the stakeholders who could protect the firm's intellectual property rights. The insurance effect will be strengthened for firms more visible to imitations and infringements, located in regions with strong misappropriation climate and less developed legal systems, and in R&D intensive industry.

## Innovation Measurement and Supply Chain Strategy

Daniel Snow, *Brigham Young University*  
Jennifer Kuan, *Jenny Kuan*  
Susan Helper, *Case Western Reserve University*

Over the last few decades, innovation has doubled automobile performance while outsourcing has increased. But outsourcing is subject to well-known contracting hazards that would also affect outsourcing for innovation. We examine how supplier firms generate innovation in the presence of such hazards in automotive supply chains. We use new measures of innovative activity. Taking the supplier perspective on the traditionally buyer-framed make-or-buy problem pays surprising dividends. First, we identify three supplier innovation strategies—distinct combinations of various innovative activities. Next, we find evidence that each strategy represents a response to the transactional hazards associated with innovating in this environment. Finally, the coexistence of heterogeneous supplier strategies enhances our understanding of the buyer's make-or-buy problem, providing a more complex picture of approaches to transactional hazards.

## On Matchmakers and Mixers: Finding New Opportunities through Relational Sensing

Alessandro Giudici, *City University London*  
Yiannis Kouropalatis, *Cardiff University*  
Patrick Reinmoeller, *Cranfield University*

This paper develops and tests theory on effective opportunity sensing in the context of industry events. Sensing capabilities of entrepreneurial firms happen in context. Besides much interest in formalized networks including strategic alliances and R&D consortia, about cooperative informal networks that deliver a host of supporting services (Ebbers, 2011; Lee, Lee, & Pennings, 2001) much less is known (e.g. Howells, 2006). We address the need for empirical evidence on what sensing benefits firms can gain from a facilitating organizations hosting industry events by conceptualizing relational sensing, the role of partner-specific absorptive capacity and organizational self-awareness. We test our model with data on 438 firms obtained in context of a structured networking activity organized by a leading matchmaker.

### SESSION 9

## COOPETITION AND INNOVATION

<b>TRACK C</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	14:15 – 15:30
<b>Paper</b>	<b>Room</b>	11A
<b>Chair</b>	Frédéric Le Roy, <i>University of Montpellier</i>	

## Types Of Coopetition Strategy and Market Performance of Product Innovation

Rhizlane Hamouti, *University of Quebec in Rimouski*  
Frédéric Le Roy, *University of Montpellier*

The aim of this research is to study the impact of coopetition strategy on market performance of product innovation. We distinguish three kinds of coopetition: 1) the vertical coopetition, 2) the horizontal coopetition and 3) the simultaneously horizontal and vertical coopetition. We study

innovation at the product level and we analyze the market performance of innovation. We suppose that the more efficient strategy is, in order, the simultaneously horizontal and vertical coopetition, the horizontal coopetition, and the vertical coopetition. We perform quantitative analysis based on a sample of 763 video games launched between 2006 and 2011. Results show that the strongest impact on performance derives from the horizontal coopetition, the simultaneously vertical and horizontal coopetition, and the vertical coopetition, respectively.

## The Evolutionary Purpose of Coopetition for Innovation Adoption in Crowded Markets.

Beatrice Orlando, *University of Perugia*  
Antonio Renzi, *"La Sapienza" - University Of Rome*  
Gianluca Vagnani, *Sapienza University of Rome*

Adopting the standpoint of the evolutionary theory, current conceptual paper focuses on coopetition as a strategy for surviving in crowded markets, characterized by technological innovations. In crowded markets, where an incumbent holds a first mover advantage, competitors mostly act as followers, with poor beneficial effects in terms of performance. Conversely, coopeting could make the adoption of an innovation more effective and timely. In this sense, coopetition implies a collective effort to compete with the incumbent. Therefore, we examine the role of coopetition strategy as a way to create a collective narrative useful to foster innovation adoption; and we further group that narrative into its two different functions: as a way to create a common knowledge for collaboration; as a knowledge usable for competition.

## Conflict, Cooperation and Consensus in Multipartner Alliances: An Empirical Study in a Standards-Setting Organization

Ram Ranganathan, *University of Texas at Austin*  
Anindya Ghosh, *Indian School of Business*  
Lori Rosenkopf, *University of Pennsylvania*

We study the simultaneous tensions of competition and cooperation in one type of multipartner alliance, a technology standards-setting organization (SSO). We examine how technical and commercial competition generate conflict among member firms during the standards creation process, and how firm heterogeneity within SSO subcommittees influences the level of consensus they achieve, by analyzing the interaction and voting behavior of 115 firms across three subcommittees in a leading computing industry SSO from 1994 to 2008. We find that while firms positioned in more crowded upstream technology spaces are less conflicted when they compete in more crowded downstream product-markets, broader technology scope aggravates such conflicts. At the committee level, consensus increases with differentiation in firms' alliance network positions and heterogeneity in external multi-party alliance experience.

## Managing Innovation through Dual Distribution Arrangements: A Multi-National Investigation of Germany, Australia and South Korea

Brinja Meiseberg, *University of Münster*

Dual distribution (the coexistence of franchised and company-owned outlets in franchise chains) is an essential strategic response to cope with the franchising "imperatives" of managing system growth, concept control, and innovation in terms of local responsiveness and systemwide adaption. However, much of the literature is based on theoretical perspectives and evidence derived from single-country, mostly North-American, investigations. Consequently, we explore country-specific idiosyncrasies of the dual distribution phenomenon across three continents based on recent data from 3,078 German, Australian, and South Korean franchise chains. We integrate empirical findings on observed similarities and differences across countries concerning how chains use dual distribution to organize balancing control while profiting from entrepreneurial innovation. Thereby, the paper enhances our understanding of plural structures through the lens of data-driven multi-national investigations.

## SESSION 42

## COOPETITION STRATEGIES 1

<b>TRACK E</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	14:15 – 15:30
<b>Common Ground</b>	<b>Room</b>	218
<b>Facilitator</b>	Devi Gnyawali, <i>Virginia Tech</i>	

### Coopetition Strategies in Mobile Industry Based on Patent Network Analysis and Strategic Group Map

Yongrae Cho, *STEPI (Science and Technology Policy Institute)*  
 Youngwoo Lee, *Daegu University*  
 Wonjoon Kim, *KAIST*

Recent fierce competition among the global mobile companies in the world has also brought forth more patent disputes. However, behind the fierce IP (intellectual property) war, they are cooperating with each other according to strategic purposes and exchanging technological knowledge to supplement their lacking technological capacity. This study conducts an evidence-based analysis to present the direction of the corporations' strategic technology management from the perspective of coopetition. To this end, this study analyzes the flow of patent disputes and patent citations among smart phone related firms by applying network analysis methodology and strategic group mapping. Through this, we diagnose the current technological strategy of corporations in mobile industry. Also, this study draws suggestions in patent and technology management, and presents efficient strategic direction of corporations.

### Coopetition, Agglomeration Economies and Business Innovation

Enrique Claver Cortés, *University of Alicante*  
 Bartolome Marco-Lajara, *University of Alicante*  
 Encarnacion Manresa-Marhuenda, *University of Alicante*

A review of the literature does not provide conclusive results about the effect of the agglomeration of firms on the innovation. In order to provide light in this sense, this paper distinguishes three different kinds of economies of agglomeration and tests empirically the effect of each one on business innovation. On the other hand, the advantage for each company of the external knowledge -generated with the concentration - depends on its capability of absorption. For that reason, it is stated that this dynamic capability acts as a mediator in the relationship between agglomeration and innovation. The analysis of these ideas is done with a sample of 2906 high and medium-high technology companies.

### Coopetition In Tourist Districts. The Role Of External Knowledge in Hotel Performance.

Bartolome Marco-Lajara, *University of Alicante*  
 Patrocinio Zaragoza-Saez, *University of Alicante*  
 Enrique Claver Cortés, *University of Alicante*  
 Mercedes Ubeda, *University of Alicante*

This study is built on the theories of industrial districts and knowledge, and its goal is to analyze the extent to which internal and external knowledge influence the performance of Spanish hotels situated in the Mediterranean coastline's tourist districts. Results from quantitative analysis show that knowledge coming from the firm's workers and the value of registered trademarks prevailing over the investments in R&D in terms of hotel profitability. Regarding external knowledge, the hypotheses referred to knowledge externalities from being located in some destinations as well as knowledge from university centers and technological research institutions, are confirmed.

### Competition and Cooperation in Innovation Contests – Micro-level Determinants of Innovativeness in Participatory Innovation Contexts

Christian Landau, *EBS University*

Firms increasingly try to generate innovation in participatory innovation contexts. For example, in innovation contests firms make use of crowdsourcing and call for individuals to volunteer and participate in solving a given innovation problem. Participants generally compete amongst each other to create the most innovative solutions and win the contest. At the same time, innovation contests allow for and to a certain extent even encourage cooperation amongst participants. Participants are allowed to collaborate and give feedback on each other's ideas, allowing

improvement of suggested solutions. In this paper, we empirically analyze the individual-level determinants of the innovativeness of competing ideas, differentiated by incremental and radical innovation, based on data of two innovation contests and explore factors that distinguish cooperative participants from solely competing participants.

### The Development of Platform Strategies for Coopetition in Home Automation

Hans Berends, *VU University Amsterdam*  
 Fleur Deken, *VU University Amsterdam*  
 Jochem T. Hummel, *VU University Amsterdam*

This study sets out to extend theory on the development of platform strategies in cooperative ecosystems using a comparative, inductive study on a large set of competing and collaborating platforms. While the importance of platform strategies is well understood, systematic research that compares platform strategies and their evolution is lacking. We study the home automation industry and have so far identified 72 platforms that enable users to connect multiple smart home devices. Our comparative analysis revealed four types of platforms strategies – closed, mixed, connector, and orchestrator strategies – and shows how dynamics within and between these types results in more open and similar platform strategies, but also in increased competition between these platforms and the standards they support.

### Reload and Relaunch: Platform Governance Through Selective Promotion of Complements

Joost Rietveld, *Erasmus University Rotterdam*  
 Melissa Schilling, *New York University*  
 Cristiano Bellavitis, *National Research University*

Value creation and capture are complex in platform markets. The quality of the platform, and the depth, breadth, and quality of available complements collectively determine the overall value created by the ecosystem, but how and by whom value is captured is shaped by the competitive dynamics between complementors and the platform. We develop a theory of value creation and capture in platform markets and tease out its implications for the platform's selective promotion of individual complements. We test our arguments on data from seventh generation video game sales. We find that platforms do not simply promote "best in class" complements; they strategically invest in underappreciated games where there is greater marginal value to be unlocked, and with whom the platform may have greater bargaining power.

## SESSION 53

### TEACHING COMMUNITY: HERDING CATS AND TEACHING EXECUTIVES

<b>TRACK Q</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	14:15 – 15:30
<b>Special Panel</b>	<b>Room</b>	Aula Magna Mario Arcelli

### Teaching Community: Herding Cats and Teaching Executives

#### Chair

Patricia Gorman, *Stevens Institute of Technology*

#### Panelists

Allegre Hadida, *University of Cambridge*

Quy Huy, *INSEAD*

Ithai Stern, *INSEAD*

Paulo Prochno, *University of Maryland*

Patricia Gorman, *Stevens Institute of Technology*

Insights from highly successful Executive Educators. This panel is focused on client relationship management, program design and delivery, and participant engagement in strategy programs in Executive Education. When done well, executive education is a lively and content rich learning dialogue about priorities and critical decisions. Done poorly, executive education is a lecture and laundry list exercise creating little real world value.



## SESSION 26

**INNOVATION, PERFORMANCE, VALUE CREATION**

<b>TRACK A</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	15:45 - 17:00
<b>Paper</b>	<b>Room</b>	212
<b>Chair</b>	Beverly Tyler, <i>North Carolina State University</i>	

**Collaboration Imprint for Entrepreneurs in Innovative Projects**

Terence Fan, *Singapore Management University*  
 Xuesong Geng, *Singapore Management University*

This paper explores how entrepreneurs learn to improve performance in a series of innovative projects that involve more complexity than those repetitive tasks. We propose that collaborating with a specific set of partners can generate a characteristic creative mood and routine, leaving a distinctive impact on the performance of future project outcomes. Over multiple innovative endeavors, collaborating with different sets of partners helps a focal entrepreneur explore and experiment with different facets of his or her creativity, achieving a variety of outcomes. We propose to test the lasting impact of collaboration using the commercial performance of early software applications ('apps') developed for use in the Facebook social network medium.

**Changing the Game: The Evolution of the Video Game Development Ecosystem**

Nachiket Bhawe, *North Carolina State University*  
 Beverly Tyler, *North Carolina State University*

Industries like the video game industry are driven by a fusion of high technology and creativity requiring firms to be innovative in multiple areas. Given the diverse and eclectic nature of professions and specializations that contribute to making a successful game, the locus of innovation often lies in multiple places at once and not necessarily within firm boundaries. As firms increasingly rely on innovations made by others, they build an ecosystem that presents an opportunity for entrepreneurs to build increasingly advanced new products. In a longitudinal exploration of the video game industry from its early infancy to the present, we study how this ecosystem of dependencies is created and sustained giving rise to new generation of firms that develop increasingly sophisticated new products over time.

**Learning to Create Value**

Ryan Angus, *University of Utah*  
 Matthew Barlow, *University of Utah*  
 Mo Chen, *University of Utah*

While it is clear that organizations can learn to minimize costs and capture value from the exploitation of known opportunities, it is less clear whether organizations can learn to create new value from the exploration of unknown opportunities. This paper draws on opportunity creation theory to examine the effects of past (between-opportunity) and present (within-opportunity) experiential learning on organizations' value creation activities. The paper tests a series of hypotheses in the empirical setting of the Google Play App Store and finds that, contrary to opportunity creation theory, past value creating experience may be more likely to harm, rather than improve, organizations' subsequent value creating efforts. However, the paper also finds that, consistent with opportunity creation theory, present experiential learning efforts are likely to be beneficial.

**Predicting Entrepreneurial Performance: Simple Rules Versus Expert Judgment**

Michael Leatherbee, *Pontifical Catholic University of Chile*  
 Patricio del Sol, *Adolfo Ibañez University*

Assessing the performance potential of entrepreneurial ventures is challenging. This is true for investors, policy makers and entrepreneurs. Because of this, developing economies play a risky game when trying to allocate public resources to startups that offer an unguaranteed promise of job- and wealth-creation. Recent theoretical and empirical work using rational heuristics offers a potentially better alternative to the current, resource-intensive and boundedly rational process for identifying the high-potential startups. Using a machine learning methodology, we compare the traditional business-plan-competition method against a rational-heuristics method. Using data from Start-Up Chile, we propose

a novel approach for identifying high potential startups, which could help developing economies allocate their entrepreneurship-promotion resources more effectively. Our paper has practical implications for policy-makers and investors alike.

## SESSION 12

**NETWORKS DYNAMICS, SENSEMAKING AND ACTION**

<b>TRACK C</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	15:45 - 17:00
<b>Common Ground</b>	<b>Room</b>	213
<b>Facilitator</b>	Dovev Lavie, <i>Technion-Israel Institute of Technology</i>	

**From Sensemaking to Action – A Study of the Indian Aviation Sector**

Koushik Dutta, *Indian Institute of Management Indore*

Sensemaking is the process through which we define our identity, continuously shape experience into meaningful patterns, and which enables us to move forward in action despite contextual ambiguity. This document is a proposal for a study on the interrelations between sensemaking and strategic actions in organizations, based on data on five airlines in the civil aviation sector in India. Content analysis was carried out using Atlas.ti, and multivariate analysis of variance (MANOVA) was used to analyze the data from content analysis with SPSS software. Initial analysis showed relationships between sensemaking and actions taken. It is proposed to extend the research with further data, for clearer explanations, and study of another industry sector, to validate the findings.

**Target CEO as Boundary-Spanner in Acquisitions of Small High-Tech Firms: Moderating Role of Individual Characteristics**

Keivan Aghasi, *Polytechnic University of Milan*  
 Massimo Colombo, *Polytechnic University of Milan*  
 Lucia Piscitello, *Polytechnic University of Milan*  
 Cristina Rossi Lamastra, *Polytechnic University of Milan*

In cross-border acquisitions of small high-tech firms, cultural distance between the countries of the acquirer and the target poses severe challenges to successful implementation of the acquisition. In this context, target CEO performs a crucial boundary-spanning function through a combination of moderating and mobilizing actions. As the value of this function for the acquirer increases with cultural distance, we expect target CEO's retention to be more likely when cultural distance is higher. Furthermore, we argue that the boundary spanning abilities of the target CEO depend on her firm-specific and international experience, which thus positively moderate the relation between the likelihood of retention and cultural distance. Results of econometric estimates on a sample of 163 cross-border acquisitions of small high-tech firms partially confirm our hypotheses.

**Using Value Creation to Connect Coopetition and Strategic Entrepreneurship: A Capabilities Perspective**

Tadhg Ryan Charleton, *Maynooth University*  
 Robert Galavan, *National University of Ireland*

Coopetition has significant potential to inform and extend many areas of strategic management. Some overlaps have received considerable attention, yet there remains a dearth of literature exploring linkages with strategic entrepreneurship. Drawing from two seminal strategic management theories, the resource-based view and the dynamic capabilities perspective, we close this gap by considering the value creating significance of coopetition in an entrepreneurship context. Our analysis suggests that coopetition can improve firms' value creation potential by sharing and reconfiguring strategically relevant and complementary resources, while partners can simultaneously achieve net reductions in both uncertainty and risk. By isolating the importance of competitors' resources and capabilities in the collaborative pursuit of entrepreneurial rents, we establish well-grounded links between two exciting strategic management areas.



## What Affects Guanxi? A New Approach on the Organization Dynamics of Cooperative

Chih-Hua Lin, *National Chengchi University*  
Menghang Dong, *National Taiwan University*  
Yung-Hsu Tsui, *National Taiwan University*

This study focused on the impact of the relative status of interaction behavior among organizations. Our research attempted to propose the new approach, Position-Interaction-Tie (PIT) structure, to analysis the interaction and tie-choice behavior. Moreover, accompanied the newly created the mathematical analysis tool, "organization relative status", the study further inferred the following two ideas. First, the relative status of organization will have impact on their interaction. Second, the difference of relative status among organization will affect the propensity of the choice of tie by choosing from "guanxi channel" or "institutional channel". This study not only systematically demonstrated the linkage between the relative status between organizations and their choice of tie, but also provided inspiring methods for researchers to use in future studies.

## Tertius lungens Orientation and Network Dynamics: Evidences From the Movie Industry

Paolo Boccadelli, *LUISS Guido Carli University*  
Federica Brunetta, *LUISS Guido Carli University*  
Andrea Lipparini, *University of Bologna*

In the attempt to deepen the understanding of network evolution, we examine network dynamics in the light of the behavior of the agentic players and their brokering strategies. In fact, brokers may engage in different strategies, according to the level of separation they aim to maintain - or reduce - among third parties, thus following a Tertius Gaudens or a Tertius lungens orientation. We also clarify how the Tertius lungens operates within the network. We extend the investigation of effectiveness of different social network positions on a company's performance, to temporary organizations, an issue that has remained largely unexplored. We test the hypotheses on 1,061 feature length movies produced and distributed in Italy by Italian companies over the period 1996-2006.

## Network Embeddedness as a Determinant of Subsidiary Organizational Structure and Culture – An Empirical Study

Natalie Djodat, *Technical University Berlin*

This work investigates the relational environment of MNC subsidiaries as a determinant of their organizational structure and culture. I develop a set of hypotheses employing MNC subsidiary networks to explain MNC resource configuration, HQ power and subsidiary entrepreneurial orientation (EO). The hypotheses are tested based on data collected by means of a questionnaire survey of 201 subsidiary managers and leading employees of a large German MNC using the structural equation modeling approach of partial least squares. The results of the analyses provide support for positive effects of internal network embeddedness on subsidiary resource specialization and EO. It thereby emphasizes the power of firm-internal networks on innovation yielding important implications for researchers and MNC managers.

### SESSION 44

## INNOVATION, STANDARDS AND MODULARIZATION

**TRACK E** **Date** Tuesday, Jun 7

**Time** 15:45 - 17:00

**Common Ground** **Room** 218

**Facilitator** Deepak Somaya, *University of Illinois at Urbana-Champaign*

## The Impact of Modularization and Supplier-Buyer Integration on Complexity-Performance Relationship

Yue Zhao, *Florida International University*

Existing literatures suggest that modularity can assist business to improve performance by shorter cycle time and increase flexibility. However, few research has investigated how modularity alleviates manufacturer's product complexity and facilitates firm performance. In addressing this void, we use knowledge based view and argue that product modularity

and supplier-buyer integration could mitigate the negative influence of complexity on firm performance. Based on Brazilian automobile industry, we found supporting evidence that product modularity has strong moderating effect on the relationship between product complexity and firm performance.

## Standards and the Locus of Knowledge

Renato Kogeyama, *Getúlio Vargas Foundation*

Standard Setting Organizations (SSO's) offer an environment where firms, often rivals, join forces to establish a technology standard. To participate in a standard, firms forgo financial returns and may favor a competitor's technology in detriment of its own technology. Literature suggests that firms join SSO's to influence a technological trajectory, to learn from other firms or to benefit their related portfolio of products. However, the participation in the SSO's meetings also increase the attractiveness of firm's representatives in the job market. These employees develop their social network and knowledge, reinforcing their personal strategic positioning. This in turn increases the propensity for employees to leave the firm, leaking relevant intellectual and social capital to rivals.

## Technology Standard-Setting Alliances and Architectural Advantage in an Emerging Industry

Nina Hampl, *Vienna University of Economics and Business*  
Paola Belingheri, *LUISS Guido Carli University*  
Monica Masucci, *University of Sussex*  
Wolfgang Sachsenhofer, *Vienna University of Economics and Business*

The architecture of an industry defines who actually profits from a technological innovation. Thus, firms seek to influence the industry architecture to maximize their share of value appropriation. One way to achieve such architectural advantage is through alliances aimed at setting technological standards. Despite a recent surge of interest in ecosystems, platforms and architectures, we still know little about mechanisms through which alliances contribute to create bottlenecks and shape an industry architecture. This paper draws preliminary conclusions on patterns of alliances in the emerging electric car market from a unique longitudinal dataset of 397 international alliances (2000-2010). We show that two major car manufacturers (GM and Toyota) currently dominate alliance activities in the emerging industry. Further data analysis will investigate their impact on the industry architecture.

## Who Benefits from Industry Convergence? How Technology Pace Affects Competition in a New Industry

Fredrik Hacklin, *ETH Zurich*  
Richard Tee, *LUISS Guido Carli University*

The phenomenon of industry convergence (IC) is gaining increasing attention in the scholarly literature. Yet, while extant work has mostly focused on the antecedents and the implications of IC, our understanding of the key mechanisms underlying IC remains underdeveloped. We propose a conceptual framework to unpack the phenomenon of IC, focusing on when and how firms stand to benefit (or not) from convergence. Specifically, the theorized mechanism focuses on a catalyst that drives decoupling of products and their underlying technologies; we subsequently focus on fast-paced and slow-paced technologies, analyze how these recombine, and subsequently influence changes in competition. We contribute to a theoretical understanding of IC that is agnostic to any particular industry context, attempting to understand IC beyond the prevailing focus on digital technologies.

## Transforming Their Macro-environment: How Can Firms Advance Macro-systemic Innovation?

Fiona Schweitzer, *University of ASUA*  
Jonas Kahlert, *University of St. Gallen*  
Maximilian Palmié, *University of St. Gallen*

Some of the most promising innovations, such as autonomous driving or e-mobility, depend not only on advanced technology and superior product performance but on transformations in the broader external environment. Shaping the environment in a favorable way is a core entrepreneurial activity that has not received sufficient attention in the entrepreneurship literature. Our paper adopts a stakeholder management perspective and employs a multi-case study approach to study how firms can work towards the required transformation of the environment. Building on





interviews with managers and stakeholders in the European automotive industry we derive a framework that distinguishes three dimensions along which companies can act (orientation, directness, migration approach). We derive and discuss implications for the academic literature and management practice.

### Information Privacy: A Risk Management Perspective on Innovation, Entrepreneurship and Coopetition

Gwendolyn Lee, *University of Florida*

Ye Xia, *University of Florida*

We study firms' decision-making about how to balance between information privacy and data-intensive innovation. Firms compete on collecting personal data in increasingly larger quantity and mining the data more deeply. Yet, as the competition on data collection and data mining intensifies, the risks of a privacy catastrophe increase. To manage such risks, firms cooperate and invest in privacy-enhancing innovation. We examine the conditions under which privacy-enhancing innovation affects cooperation. Based on our preliminary results, we suggest that the distribution of privacy risks affects firms' choice to invest in developing privacy-enhancing innovation. Yet, one firm chooses to take risks that carry the possibility of inflicting extreme privacy harm, when all the other firms choose to invest in developing privacy-enhancing innovation.

#### SESSION 45

### INNOVATION, ENTREPRENEURSHIP AND COOPETITION

<b>TRACK E</b>	<b>Date</b>	Tuesday, Jun 7
	<b>Time</b>	15:45 - 17:00
<b>Paper</b>	<b>Room</b>	11A
<b>Chair</b>	Frank Nagle, <i>University of Southern California</i>	

### Entrepreneurship, Innovation, and Coopetition in the Internet Era: The Evolutionary Perspective of Value Creation

Jan Polowczyk, *Poznan University of Economics*

The basic purpose of the article is to present the new evolutionary trends regarding entrepreneurship, innovation, and coopetition in the Internet age. Evolution is a general-purpose algorithm for finding innovative solutions to complex problems. It is a learning algorithm that adapts to changing environments and accumulates knowledge over time. New companies, like Facebook, Uber, or Airbnb, are good examples of evolutionary paradigm in business of the Internet age. The article consists of four sections. In the first principles of evolutionary paradigm have been presented. The second section describes new trends and business models possible in Internet environment. In the third section coopetition based on sharing with competitors is presented. The fourth section discusses how contemporary companies use Internet for value creation.

### Learning By Contributing: Gaining Competitive Advantage Through Contributing to Public Goods

Frank Nagle, *University of Southern California*

As the economy increasingly becomes more information-based, firms must enhance their capability to productively use public information goods. Counter-intuitively, some firms pay their employees to contribute to the creation of these goods, which can be used freely by their competitors. One possible explanation for this behavior is that contributing to public goods allows the firm to learn how to better capture value from them. This study explores this mechanism using data on firm contributions to open source software (OSS), an important public information good. Using matching and dynamic panel analysis, this study shows that contributing firms capture more productive value from OSS than their free-riding peers. Further, the learning has a spillover effect that allows contributors to capture more productive value from related internal assets.

### The Influence of the Domestic Policy-network Style on the Patented Environmental Innovations

Dante Ignacio Leyva de la Hiz, *Montpellier Business School*

J. Alberto Aragon-Correa, *University of Surrey*

Jorge Rivera, *George Washington University*

Increasing awareness over sustainability issues in industrialized countries have resulted in a worldwide rise of the number of environmental innovations to unprecedented levels. However, the relevance and value of environmental innovations are far from being homogeneous, hence being affected by the policy network style of these countries. Then we propose that companies from pluralistic countries (i.e. those with numerous competing interest groups) will generate a lower proportion of environmental patents, and less valuable environmental patents than those generated in neo-corporatist countries, which are characterized by fewer interest groups that act cooperatively. Our analysis of 1,972,400 patents from the US, Japan, Germany and the UK during the period 1976-2003 confirms our predictions over the value of environmental innovations, but rejects the hypothesis on the different proportion.

### Implications of Dynamic Capabilities and Market Dynamism for High-tech Start-up Competitive Performance

George Tovstiga, *EDHEC Business School*

Henning Grossmann, *Henley Business School, University of Reading*

This paper contributes a conceptual and empirical study that explores the implications of dynamic capabilities for the firm's competitive performance in the context of the prevailing market dynamism. The study focuses on entrepreneurial high-technology start-ups. Specifically, this paper proposes a conceptual framework that links the enterprise's dynamic capabilities (in their expression as shaping factors –sensing, seizing and reconfiguring; Teece (2007, 2009, 2010) to enterprise performance (in terms of functional and evolutionary fitness; Helfat et al. (2007), and the moderating effects of market dynamism (Eisenhardt and Martin, 2000). Preliminary findings derived from empirical studies (quantitative analyses) indicate a significant contribution of reconfiguring to the enterprise's functional fitness, while market dynamism is shown to play a significant moderating role on both functional and evolutionary fitness.

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