



CONFERENCE PROGRAM



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Russell Coff

University of Wisconsin-Madison
Conference Co-Chair



Andreas Raharso

Hay Group Global Research
Centre for Strategy
Conference Co-Chair



Gabriel Szulanski

INSEAD
Conference Co-Chair

Dear colleagues,

We wish you a very warm welcome to sunny Singapore and to the SMS's Special Conference on "Globalization of Innovation Strategies: Novel Moves for a Global Game."

Our conference theme is motivated by the rising trend of emerging, non-Western economies in the global economy which has resulted in the overuse of the term "innovation" to a point that it risks losing its edge and significance. We are therefore delighted to showcase over 100 presentations on the topic of novel innovation from leading researchers. The conference is aptly located at Marina Bay Sands (MBS) – Singapore's state-of-the-art integrated resort complex that has broken away from the conventional hotel model and in so doing, defined both a new typology and a new icon for Singapore.

This two-day conference brings together academics and executives in an intimate setting to share perspectives and confront rigorous research with real world experience. Some of the many conference highlights include pre-conference doctoral and faculty workshops; seven plenary panels featuring top scholars and executives from across Asia and an opening reception at MBS. There will also be two off-site dinner events held respectively at Mount Faber and the Singapore Flyer.

In our quest to create a concentrated knowledge hub, we also bring together four Deans of renowned business schools in Singapore along with executives of top multinational corporations such as General Electric, Google and Booz & Company to examine a whole spectrum of innovation types ranging from public to private innovation, lavish to frugal innovation, and many more. Finally, we offer a number of parallel and common ground sessions where scholars and practitioners present their ideas about applying and extending current works on innovation. We hope that this conference, and the networking and conversational opportunities it provides, will enable academics and practitioners to learn from each other and push their respective ideas forward. There is no better way to push forward in the research and application of novel innovation ideas than through stimulating, rich dialogue.

We would like to thank the many individuals who served as conference reviewers, our sponsoring organizations – Nanyang Technological University (NTU), National University of Singapore (NUS), Singapore Management University (SMU), INSEAD and Hay Group, and the staff of the SMS Executive Office.

Last but not least, we hope you have a wonderful time, and that you find this conference in Singapore interesting, thought-provoking and inspiring.

Andreas, Gabriel, and Russ



Welcome to Singapore!

Singapore is a Southeast Asian city-state off the southern tip of the Malay Peninsula, 137 kilometres (85 mi) north of the equator. An island country made up of 63 islands, it is separated from Malaysia by the Straits of Johor to its north and from Indonesia's Riau Islands by the Singapore Strait to its south. Singapore is highly urbanized but almost half of the country is covered by greenery.

Singapore has a tropical rainforest climate with no distinctive seasons, uniform temperature and pressure, high humidity, and abundant rainfall. Temperatures usually range from 23 to 32 °C (73 to 90 °F).

Dining, along with shopping, is said to be the country's national pastime. The diversity of food is touted as a reason to visit the country, and the variety of food representing different ethnicities is seen by the government as a symbol of its multiculturalism.

We feel confident that you will enjoy Singapore and all it has to offer!



Dear Conference Participant:

We bid you a warm welcome to our Special Conference in Singapore; we are very happy to have you with us.

With the growing importance of emerging, non-Western economies in the global economy, the need to search for innovation and innovative strategies becomes paramount. Singapore aims to be at the focal point of innovation in Asia and therefore seemed to be an appropriate place to meet and discuss innovation strategies.

Special Conferences provide a smaller forum for discussion and debate, thus allowing a more in depth examination of a specific topic. They also offer additional opportunities for members of the Field to meet and collaborate, as well as grant our organization the ability to grow our presence in different regions of the world. Thank you again for joining us for this event.

We would like to take this opportunity to thank those instrumental in organizing this conference. We start by recognizing our pre-conference workshop directors, Gwendolyn Lee, Bill Hesterly, and James Robins, for dedicating themselves to the success of the Faculty and Doctoral Workshops. Singapore Management University was the host of these two events and we are grateful for the space and support they provided. Without the hard work of our Program Chairs, Russell Coff, Andreas Raharso, and Gabriel Szulanski this event would not be a reality. We would also like to thank Dipak Jain (Dean, INSEAD), Howard Thomas (Dean, Singapore Management University), Gillian Yeo (Dean, Nanyang Business School), and Bernard Yeung (Dean, National University of Singapore Business School) for their generous support of this event. We must also mention Hay Group who helped co-organize this conference. We are grateful for the amount of time and support their staff has given us to help make this an unforgettable event.

We hope that you have an enlightening and enjoyable conference. Please enjoy your stay in beautiful Singapore!

Jay Barney
President

Nikolaus Pelka
Executive Director





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 close to 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.

MEETINGS

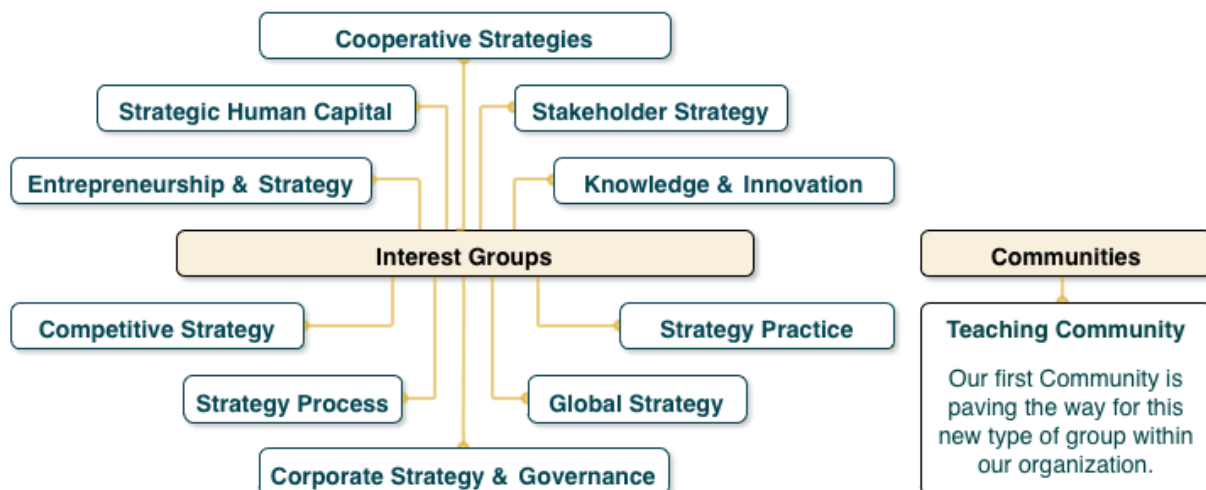
The SMS holds an annual meeting at various sites around the world, typically alternating between North America and Europe; some past locations included Amsterdam, Baltimore, Barcelona, Berlin, Boston, Chicago, London, Mexico City, Montreal, Orlando, Paris, Philadelphia, Phoenix, San Francisco, San Juan, Singapore, Stockholm, Toronto, Vancouver, Vienna, San Diego, Cologne, Germany, Washington DC, Rome and most recently, Miami. 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 conferences addressing more specific industry or subject themes. Special Conferences have taken place in such locations as Shanghai, Buenos Aires, Hyderabad, Rio de Janeiro, and San Diego.

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 Interest Groups and one Community of their choice; additional Interest Groups may be added for a nominal fee.



ANNUAL CONFERENCES

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

RECENT SPECIAL CONFERENCES

2012 SINGAPORE

Globalisation Of Innovation Strategies: Novel Moves for a Global Game

2011 SAN DIEGO, CALIFORNIA, USA

CK Prahalad: Reaching Over Boundaries and Expanding Possibilities

2011 RIO DE JANEIRO, BRAZIL

Latin America's Burgeoning Strategic Role in Global Development

2010 LAPLAND, FINLAND

Intersections of Strategy Processes and Strategy Practices

2008 HYDERABAD, INDIA

Emerging India: Strategic Innovation in a Flat World

2007 CANTANIA, ITALY

New Frontiers in Entrepreneurship: Strategy, Governance and Evolution

2007 SHANGHAI, CHINA

Successful Strategies in Chinese markets (Chinese Firms and Foreign MNCs) and International Markets (Chinese Firms)

2003 BUENOS AIRES, ARGENTINA

Entrepreneurship and New Technologies in Latin America: Striking a Balance between the Desirable and the Feasible

UPCOMING CONFERENCES



The individuals listed below worked with the Conference Theme Track Chairs to review proposals for the conference. We appreciate and gratefully recognize the amount of time and effort spent making this a successful event.

Elisa Alvarez-Garrido <i>Georgia State University</i>	Mary Connerley <i>University of Northern Iowa</i>	Jinyu He <i>Hong Kong University of Science and Technology</i>	Mengge Li <i>University of Houston</i>	Lawrence Plummer <i>University of Oklahoma</i>	Adam Tatarynowicz <i>Tilburg University</i>
Melissa Appleyard <i>Portland State University</i>	Claudio Cruz Cazares <i>Universidad Autónoma de Barcelona</i>	Kenneth Huang <i>Singapore Management University</i>	Elizabeth Lim <i>University of Texas at Dallas</i>	Richard Priem <i>Texas Christian University</i>	Linda Tegarden <i>Virginia Tech</i>
Jean-Luc Arregle <i>EM Lyon Business School</i>	Ilya Cuypers <i>Singapore Management University</i>	Amit Jain <i>National University of Singapore</i>	Grigorios Livanis <i>Northeastern University</i>	Phanish Puranam <i>London Business School</i>	Laszlo Tihanyi <i>Texas A&M University</i>
Kazuhiro Asakawa <i>Keio University</i>	Avimanyu Datta <i>Illinois State University</i>	Johanna Jaskari <i>Aalto University</i>	Michael Lord <i>Wake Forest University</i>	Cuili Qian <i>City University of Hong Kong</i>	Tony Tong <i>University of Colorado-Boulder</i>
Preet Aulakh <i>York University</i>	Bob de Wit <i>DWM Strategy Group</i>	Robert Jensen <i>Brigham Young University</i>	Michael Mannor <i>University of Notre Dame</i>	Bernard Quelin <i>HEC Paris</i>	Scott Turner <i>University of South Carolina</i>
Ram Baliga <i>Wake Forest University</i>	Charles Dhanaraj <i>Indiana University</i>	Fiona Xiaoying Ji <i>Virginia Tech</i>	Gideon Markman <i>Colorado State University</i>	Sebastian Raisch <i>University of Geneva</i>	Karynne Turner <i>University of South Carolina</i>
Rui Baptista <i>Technical University of Lisbon</i>	Adel Dimian <i>Singapore Management University</i>	Richard Johnson <i>University of Missouri</i>	Jeffrey Martin <i>University of Alabama</i>	Raja Roy <i>Drexel University</i>	Giovanni Valentini <i>Bocconi University</i>
Namrita Bendapudi <i>Nanyang Technological University</i>	Frances Fabian <i>University of Memphis</i>	Robert Keller <i>University of Houston</i>	Brian McCann <i>Vanderbilt University</i>	Sampsam Samila <i>NUS Business School</i>	Dusya Vera <i>University of Houston</i>
Luca Berchicci <i>Erasmus University-Rotterdam</i>	Terence Fan <i>Singapore Management University</i>	David Ketchen <i>Auburn University</i>	Toyah Miller <i>Indiana University</i>	William Schulze <i>University of Utah</i>	Georg von Graevenitz <i>LMU</i>
Christiane Bode <i>INSEAD</i>	Karin M. Fladmoe-Lindquist <i>University of Utah</i>	Reddi Kotha <i>Singapore Management University</i>	Douglas Miller <i>University of Illinois-Urbana Champaign</i>	Matthew Semadeni <i>Indiana University</i>	Anu Wadhwa <i>Swiss Federal Institute of Technology-Lausanne</i>
Thomas Brush <i>Purdue University</i>	Andrea Fosfuri <i>Carlos III University of Madrid</i>	Tomi Laamanen <i>University of St. Gallen</i>	Chet Miller <i>University of Houston</i>	Jennifer Sexton <i>Florida State University</i>	Heli Wang <i>Singapore Management University</i>
Adrian Cالدart <i>AESE School of Management and Business</i>	Xuesong Geng <i>Singapore Management University</i>	Nandini Lahiri <i>University of North Carolina-Chapel Hill</i>	Thomas P. Moliterno <i>University of Massachusetts - Amherst</i>	Willow Sheremata <i>York University</i>	Jasjit Singh <i>INSEAD</i>
Laura B. Cardinal <i>University of Houston</i>	David Gomulya <i>Nanyang Technological University</i>	William Lamb <i>Ohio University</i>	Paul Nagy <i>Florida State University</i>	Alexander Sleptsov <i>University of Illinois</i>	Xuanli Xie <i>Peking University</i>
Guoli Chen <i>INSEAD</i>	Melissa Graebner <i>University of Texas-Austin</i>	Bruce Lamont <i>Florida State University</i>	Anand Nandkumar <i>Indian School of Business</i>	Gerhard Speckbacher <i>WU-Vienna</i>	Haibin Yang <i>City University of Hong Kong</i>
Wei-Ru Chen <i>INSEAD</i>	Marc Gruber <i>Swiss Federal Institute of Technology-Lausanne</i>	Curba M Lampert <i>Zayed University</i>	Geoffrey Parker <i>Tulane University</i>	Kannan Srikanth <i>Indian School of Business</i>	JingYu Yang <i>The University of Sydney</i>
Asda Chintakananda <i>Nanyang Technological University</i>	Jeffrey Harrison <i>University of Richmond</i>	Michael Lawless <i>University of San Diego</i>	Seemantini Pathak <i>University of Houston</i>	Wouter Stam <i>Hong Kong University of Science & Technology</i>	Tieying Yu <i>Boston College</i>
Raveendra Chittoor <i>Indian School of Business</i>		Gwendolyn Lee <i>University of Florida</i>	Corey Phelps <i>HEC-Paris</i>	Bilian Sullivan <i>Hong Kong University of Science and Technology</i>	Yu Zhang <i>University of California-Irvine</i>
Shih-Chi Chiu <i>Nanyang Technological University</i>		Seung-Hyun Lee <i>University of Texas-Dallas</i>	Anupama Phene <i>George Washington University</i>	Stephen B Tallman <i>University of Richmond</i>	Qiong Zhou <i>Shanghai University of Finance and Economics</i>
Patricia Clifford <i>Clifford Strategic Services</i>		Michael Leiblein <i>Ohio State University</i>	Deborah Philippe <i>HEC-Lausanne</i>	Wee-Liang Tan <i>Singapore Management University</i>	Hongjin Zhu <i>McMaster University</i>
					Alexander Zimmermann <i>University of St. Gallen</i>

The following six individuals have gone above and beyond what was asked of them as reviewers and we are grateful for their extra effort.

Nikhil Celly <i>University of Hong Kong</i>	Jesper Edman <i>Hitotsubashi University</i>	Brett Anitra Gilbert <i>Rutgers University</i>	Michael Nippa <i>TU Bergakademie Freiberg</i>	Patricia Norman <i>Baylor University</i>	Andre Sammartino <i>University of Melbourne</i>
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SPECIAL CONFERENCE SINGAPORE BEST PAPER PRIZE

The Strategic Management Society will present one outstanding paper with the Special Conference Singapore Best Paper Prize. Nominated authors were invited to submit a full version of their submitted proposal for consideration by the selection committee. Lai-Si Tsui-Auch served as the Chair of the committee and worked with 17 individuals who served as reviewers. 10 finalists have been named below and the winner will be announced Friday evening at the Mount Faber dinner event and will receive a US\$500 cash award.

FRIDAY

SESSION 1 | 10:45-12:00

Not with My Own: International Collaboration Patterns and Innovative Capabilities in Foreign Subsidiaries of MNCs

Jasjit Singh, *INSEAD*

Tufool Alnuaimi, *Imperial College London*

Gerard George, *Imperial College London*

FRIDAY

SESSION 3 | 16:45-18:00

Geographic Pathways to New Technology Paradigms: A Qualitative Comparative Analysis

Brett Anitra Gilbert, *Rutgers University*

Joanna Tochman Campbell, *Texas A&M University*

FRIDAY

SESSION 7 | 10:45-12:00

Disentangling the Configurational Effects of Geographic and Cultural Group Dispersion on Knowledge Flows

Björn Ambos, *WU-Vienna*

Tina Claudia Ambos, *Johannes Kepler University Linz*

Katharina Raab, *Accenture Management Consulting*

FRIDAY

SESSION 11 | 16:45-18:00

Recruitment, Resistance to Change and Obsolescence

Amit Jain, *National University of Singapore*

FRIDAY

SESSION 24 | 10:45-12:00

Creating Useful Subsidiary Competence by Appropriate Organizational Architecture

Marcus Matthias Keupp, *University of St. Gallen*

Maximilian Palmié, *University of St. Gallen*

Oliver Gassmann, *University of St. Gallen*

SATURDAY

SESSION 28 | 09:00-10:15

Performance Attainment Discrepancy and R&D Intensity: The Moderating Effects of CEO and Outside Director Stock Options

Elizabeth Lim, *The University of Texas at Dallas*

Brian McCann, *Vanderbilt University*

SATURDAY

SESSION 5 | 09:00-10:15

Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location Choices

Karthik Dhandapani, *Indian Institute of Management-Ahmedabad*

Rajesh Upadhyayula, *Indian Institute of Management-Kozhikode*

Amit Karna, *EBS University*

FRIDAY

SESSION 26 | 13:30-14:45

Benefiting from Loosely Coupled Research Partnerships: The Role of Experimentation, Slack and Organizational Resources

Thomas Klueter, *University of Pennsylvania*

Felipe Monteiro, *University of Pennsylvania*

SATURDAY

SESSION 5 | 09:00-10:15

Transnational Intellectual Property and Innovation Strategies: Evidence from China-US Patent Dyads

Kenneth Huang, *Singapore Management University*

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

FRIDAY

SESSION 9 | 13:30-14:45

Emerging Market Firms' International Engagement and Innovation Outcomes

Deepak Somaya, *University of Illinois-Urbana Champaign*

Sandra Corredor, *University of Illinois-Urbana Champaign*

Bongsun Kim, *University of Illinois-Urbana Champaign*



THURSDAY, JUNE 7, 2012

18:00 – 20:00 Conference Welcome Reception

FRIDAY, JUNE 8, 2012

08:30 – 09:00 Conference Convenor and Co-Chair Welcome

09:00 – 10:15 Plenary Presentation: The Decision to Come to Singapore

10:15 – 10:45 Coffee Break

10:45 – 12:00 Parallel Paper/Common Ground Sessions

12:00 – 13:30 Luncheon

13:30 – 14:45 Parallel Paper/Common Ground Sessions

 Showcase Panel: Leapfrog Innovation

15:00 – 16:15 Showcase Panel 1: Tapping into Globalization Potential through Innovation: Navigate the Complex Systems

 Showcase Panel 2: State Entrepreneurship: Executing a National Strategy for Development

16:15 – 16:45 Coffee Break

16:45 – 18:00 Parallel Paper/Common Ground Sessions

18:15 Coaches depart for Dinner Event
(please see map on page 10 for pick-up location)

18:30 – 22:30 Awards Dinner at Mount Faber

SATURDAY, JUNE 9, 2012

09:00 – 10:15 Parallel Paper/Common Ground Sessions

10:15 – 10:45 Coffee Break

10:45 – 12:00 Showcase Panel1: Globalization of Innovation

 Showcase Panel 2: Private Led Innovation

12:00 – 13:30 Luncheon

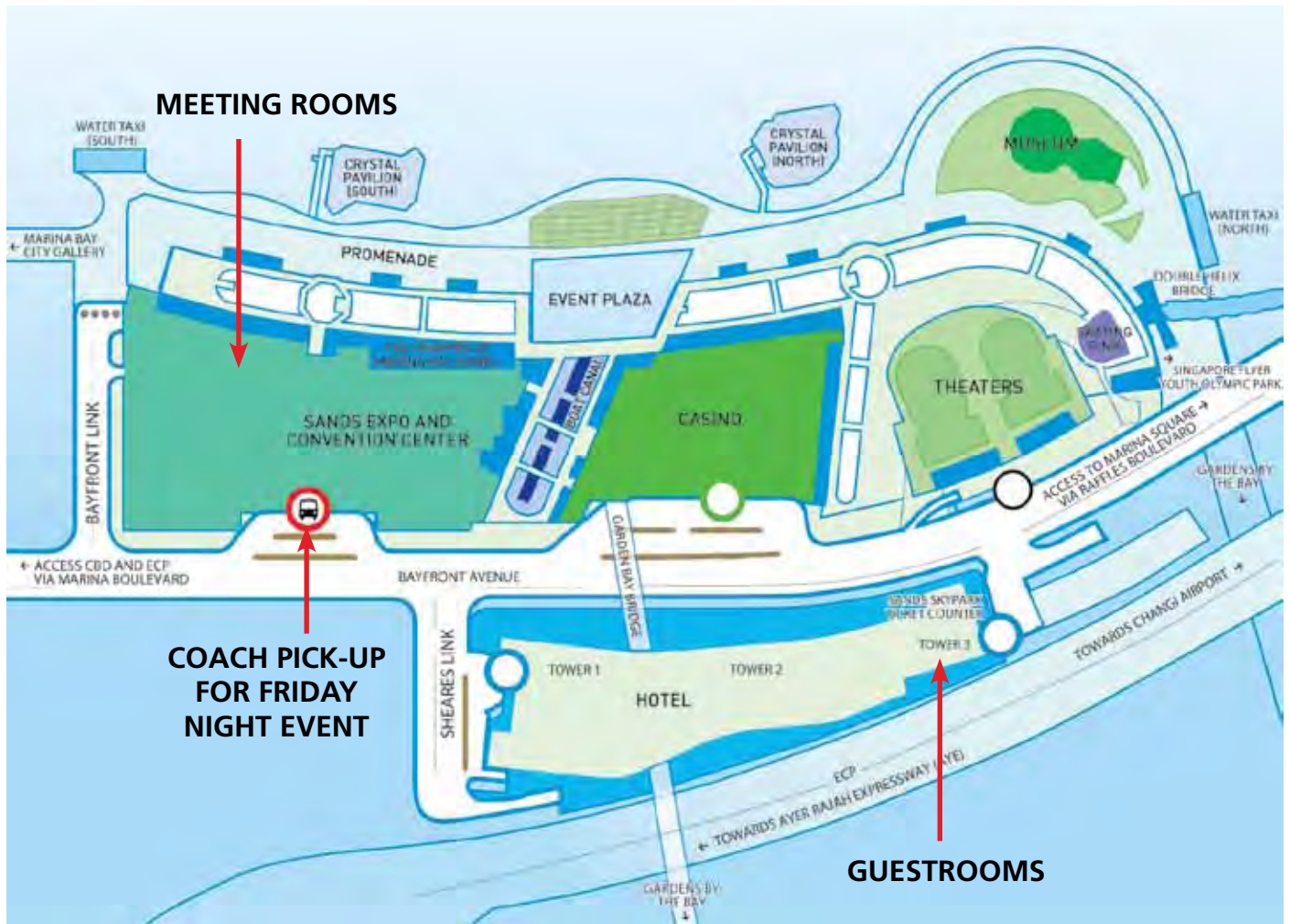
13:30 – 14:45 Plenary Panel: The Myth: Business is Successful in Spite of Government!

14:45 – 15:15 Coffee Break

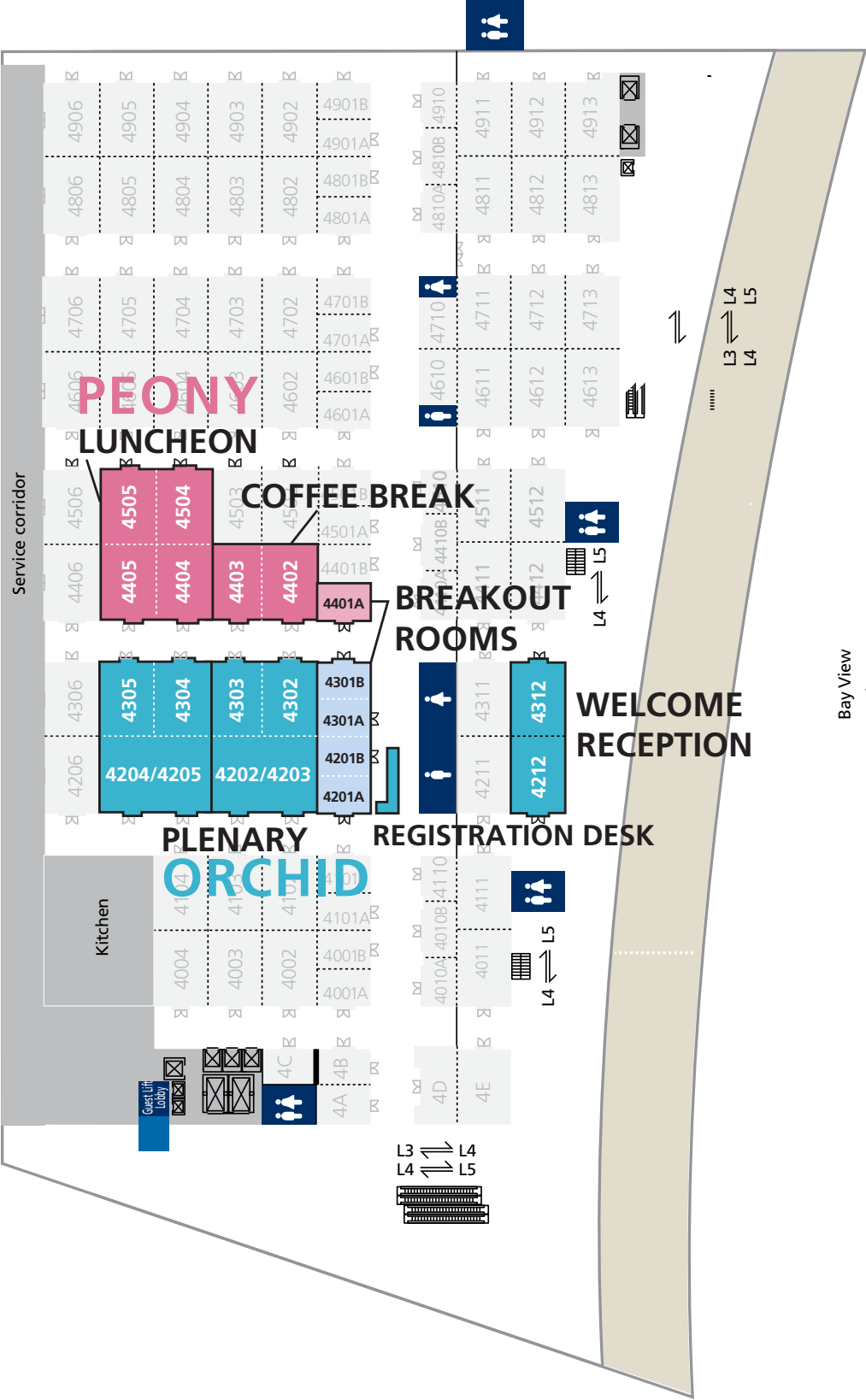
15:15 – 16:30 Parallel Paper/Common Ground Sessions

18:00 – 22:30 Off-Site Dinner Event at the Singapore Flyer

THE MARINA BAY SANDS



THE MARINA BAY SANDS EXPO AND CONVENTION CENTER – FLOOR 4



PHD WORKSHOP

(Pre-application is required to attend this event.)

PHD WORKSHOP

Date Thursday, Jun 7
Time 09:00 – 16:00 h

Workshop

Doctoral Workshop

Workshop Director

William Hesterly, *University of Utah*
James Robins, *WU Vienna*

Panelists

Tina Claudia Ambos, *Johannes Kepler University Linz*
Alvaro Cuervo-Cazurra, *Northeastern University*
Gokhan Ertug, *Singapore Management University*
Donald Hatfield, *Virginia Tech*
Reddi Kotha, *Singapore Management University*
Felipe Monteiro, *University of Pennsylvania*
Anupama Phene, *George Washington University*
Yan (Anthea) Zhang, *Rice University*

The doctoral student workshop brings together doctoral students from throughout the world with a distinguished group of strategic management scholars. The workshop will involve panels and breakout sessions to explore topics that are critical to success as a student and scholar. Among the topics that we will address are: getting from an idea for a topic to a workable research project, getting your dissertation published, understanding the publication process, building a stream of research, getting what you need from your doctoral program, and keys to success (tenure) in academic careers in Asia, Europe, and North America.



Bill Hesterly (Ph.D. UCLA) holds the Dumke Family Endowed Presidential Chair in Management at the David Eccles School of Business, University of Utah where he also serves as Associate Dean for Faculty and Research. His research on organizational economics, vertical integration, organizational forms, and entrepreneurial networks has appeared in a range of journals including the *Academy of Management Review*, *Organization Science*, *Strategic Management Journal*, *Journal of Management*, and the *Journal of Economic Behavior and Organization*. He is a co-author (with Jay Barney) of *Strategic Management and Competitive Advantage*, which is published by Pearson Prentice-Hall. He has served on the editorial boards of *Strategic Organization*, *Organization Science*, and the *Journal of Management*. Along, with Jeff Dyer, Bill Hesterly founded the Utah-BYU Winter Strategy Conference and has served as a co-organizer of the conference during most of its 10-year history.



Jim Robins is University Professor of Strategic Management at the Vienna University of Economics and Business Administration. He worked in Asia for more eleven years as Associate Dean for Faculty at Singapore Management University, and as a faculty member at City University Hong Kong and Hong Kong University of Science and Technology. Jim Robins also has taught at the Stanford University Graduate School of Business and the University of California, Irvine. He is a member of the editorial board of *Strategic Management Journal* and a former member of the editorial boards of *Organization Science* and the *Journal of Management*. He publishes in journals including the *Strategic Management Journal*, *Organization Science*, *Administrative Science Quarterly* and *Organization Studies*, and he has consulted for public and private sector organizations in the United States and abroad. His research deals with strategy and organization, emphasizing relationships between emerging economy companies and firms in highly industrial societies.



Tina Claudia Ambos



Gokhan Ertug



Reddi Kotha



Anupama Phene



Alvaro Cuervo-Cazurra



Donald Hatfield



Felipe Monteiro



Yan (Anthea) Zhang

FACULTY WORKSHOP

(Pre-application is required to attend this event.)

FACULTY WORKSHOP	Date	Thursday, Jun 7
	Time	09:00 – 16:00 h

Workshop

Faculty Workshop

Workshop Director

Gwendolyn Lee, *University of Florida*

Panelists

Jay Barney, *Ohio State University*

Giovanni Battista Dagnino, *University of Catania*

Irene Duhaime, *Georgia State University*

Henrich R. Greve, *INSEAD*

Quy Huy, *INSEAD*

Torben Pedersen, *Copenhagen Business School*

Joseph Porac, *New York University*

Kulwant Singh, *National University of Singapore*

Christopher Tucci, *Ecole Polytechnique Fédérale de Lausanne - EPFL*

Gordon Walker, *Southern Methodist University*

The SMS faculty workshop in Singapore is a gathering for an exchange of ideas about emerging work and an opportunity to invest in global human capital for our field. This workshop has three sessions, including two panels on “What’s my locational advantage?” and “What do you know now that you wished you knew then?”, as well as a small-group Paper Development Session.



Gwendolyn Kuo-fang (Gwen) Lee is an Assistant Professor at the University of Florida, Warrington College of Business Administration, and the Hough Faculty Fellow in Entrepreneurship. She holds a Ph.D. in Business Administration from the University of California at Berkeley, and M.S. and B.S. degrees in Chemical Engineering from the Massachusetts Institute of Technology. She was an

Assistant Professor of Strategy at INSEAD on both the Asia and Europe campuses (2003-2005, 2009-2010). Currently, she serves on the Editorial Review Boards of the *Strategic Management Journal* and the *Academy of Management Journal*. Gwen Lee’s research has been in the field of strategic management with a focus on corporate strategy in knowledge-intensive settings. Her research objective is to contribute to knowledge-based perspectives and the resource-based view of strategy on how to manage a firm’s portfolio of businesses, resources and capabilities. Her focus has been on knowledge creation and the learning of capabilities that firms gain through internal development, merger/acquisition, and strategic alliances. She has published research articles in leading management journals, including the *Academy of Management Journal*, *Best Paper Proceedings of the Annual Meeting of the Academy of Management*, *Organization Science*, *Research Policy*, and the *Strategic Management Journal*.



Jay
Barney



Giovanni
Battista
Dagnino



Irene
Duhaime



Henrich R.
Greve



Quy
Huy



Torben
Pedersen



Joseph
Porac



Kulwant
Singh



Christopher
Tucci



Gordon
Walker

SESSION 33

PLENARY TRACK

TRACK P	Date	Friday, Jun 8
	Time	08:30 – 09:00 h
Presentation	Room	Orchid Ballroom 1

Conference Convenor and Co-Chair Welcome

Convenors

Dipak Jain, INSEAD
Howard Thomas, Singapore Management University
Gillian Yeo, Nanyang Technological University
Bernard Yeung, National University of Singapore

Co-Chairs

Russell Coff, University of Wisconsin-Madison
Andreas Raharso, Hay Group Global Research Centre for Strategy
Gabriel Szulanski, INSEAD



Dipak C. Jain is the Dean of INSEAD, the international business school based in Fontainebleau, France. Prior to his INSEAD appointment, Dipak Jain was Dean of Northwestern University's Kellogg School of Management from 2001-2009, and has been a member of the faculty since 1986, serving as the Sandy and Morton Goldman Professor in

Entrepreneurial Studies and a Professor of Marketing. At Kellogg, Dipak Jain taught courses on marketing research, new products and services, and statistical models in marketing. His areas of research include the marketing of high-technology products; market segmentation and competitive market structure analysis; cross-cultural issues and global product diffusion. In 2003, he was appointed as a foreign affairs adviser to the Prime Minister of Thailand. He has served as a consultant to Microsoft, Novartis, American Express, Sony, Nissan, Motorola, Eli Lilly, Phillips and Hyatt International.



Howard Thomas was appointed Dean of the Lee Kong Chian School of Business in January of 2010. Prior to this appointment, he was the Dean of the Warwick Business School for ten years and the Dean of the College of Commerce and Business Administration at the University of Illinois at Urbana-Champaign for nine years. He is Chair of the Global Foundation for Management Education, and former Chair of the board of the

Graduate Management Admissions Council. He is a past President of the Strategic Management Society, was elected as an Inaugural Fellow, and was the Dean of the Fellows. He is Vice-President of the European Foundation for Management Development and the Association of Business Schools. He is a Fellow of the Academy of Management in the USA and the British Academy of Management, where he has also been elected onto its Council. He is also the chairman of the board of directors of The Association to Advance Collegiate Schools of Business (AACSB).



Gillian Yeo is the Interim Dean at Nanyang Business School, Nanyang Technological University (NTU), Singapore. Prior to joining NTU, she has held senior accounting and finance positions in multinational corporations (PriceWaterhouse and Texas Instruments). She obtained her doctorate degree in Accounting and Finance from the University of Illinois at Urbana-Champaign and had received scholarly awards (Norton Bedford

Scholar, AC Littleton Scholar) from the University of Illinois. Gillian Yeo specializes in capital markets accounting, corporate governance and corporate finance and has served as consultant researcher on various finance and accounting issues in various organizations. She has served as a Board member of the Accounting and Corporate Regulatory Authority of Singapore (ACRA) of the Ministry of Finance; as a member of the Public Accountants Oversight committee and Audit committee of ACRA; as a Council member of the Public Transport Council, Ministry of Transport, Singapore and also as a member of the Committee to

Develop the Accountancy Profession in Singapore (CDAS) and chaired the Education Working Group, CDAS. She is currently a Council member of the Institute of Certified Public Accountants, Singapore and serves on various committees such as the Accreditation Committee, and chairs the Board of Education and Examinations Committee. She is also a Board member of the Tax Academy of Singapore.



Bernard Yeung is the Dean and the Stephen Riady Distinguished Professor in Finance and Strategic Management at the National University of Singapore Business School. Before joining NUS in June 2008, he was the Abraham Krasnoff Professor in Global Business, Economics, and Management at New York University Stern School of Business. He was also the Director of the NYU China House, the honorary co-chair of

the Strategy Department of the Peking University Guanghua School of Management, and Advisory Professor at the East China Normal University. Bernard Yeung's research covers topics in international corporate finance, corporate strategy, foreign direct investment, and the relationship between institutions, economic development, and firm behavior. He is a member of the high-powered Economic Strategies Committee chaired by Mr Tharman Shanmugaratnam, Minister for Finance. The committee aims at developing strategies for Singapore to build capabilities and maximise opportunities as a global city. Bernard Yeung received his bachelor of arts in economics and mathematics from the University of Western Ontario, his MBA and PhD from the Graduate School of Business at the University of Chicago. He previously taught at the University of Michigan (assistant, associate, and full) and the University of Alberta (assistant and associate).



Russell Coff is the Wisconsin Naming Partners Professor of Strategic Management at the University of Wisconsin-Madison. His research explores the role of knowledge-based assets in creating and sustaining competitive advantage. Russell Coff received his Ph.D. from UCLA and has previously been a faculty member at Emory and Washington Universities. He has served the research community through his participation

on a variety of editorial boards including Academy of Management Journal, Academy of Management Review, Organization Science, Strategic Management Journal, and Strategic Organization. He also chaired the Business Policy and Strategy Division of the Academy of Management and the Strategic Human Capital Interest Group of the Strategic Management Society. Russell Coff is also currently serving on the Board of Directors for the SMS.



Andreas Raharso is director of research at Hay Group's global research centre for strategy execution. Based in Singapore, he is responsible for the management of all research activities related to strategy execution conducted by Hay Group globally. Andreas Raharso has worked with many global multinational clients in strategies design and implementation. Due to the nature of his clientele, he currently works with transnational clients across different context to achieve sustainable growth through designing appropriate strategies and implementation plans that meet clients' business goals. Andreas Raharso holds a BA in Economics, MBA in Finance and Management Science, and PhD in Marketing.



Gabriel Szulanski is Professor of Strategy at INSEAD Singapore. His research focuses on the exploitation of knowledge assets, such as the transfer of best practices, and on the making of strategy. He is best known for his work on Stickiness and Replication. Gabriel Szulanski has served on the editorial board of leading academic journals including Administrative Science Quarterly, Organization Science, Long

Range Planning and the Journal of International Business Studies. He is currently Area Editor for the Journal of International Business Studies. He received his doctorate in management from INSEAD.



SESSION 18

PLENARY TRACK

TRACK P	Date	Friday, Jun 8
	Time	09:00 – 10:15 h
Presentation	Room	Orchid Ballroom 1

The Decision to Come to Singapore**Panelists**

Gabriel Hawawini, *INSEAD*

Gabriel Hawawini, Dean of INSEAD when the school's campus in Singapore opened in 2000, will review the process that led to the decision to establish that campus, review the early challenges and those still ahead, examine the necessary conditions for a successful foreign venture of this type and conclude with a discussion on how a truly global business school should be structured and managed.



Gabriel Hawawini is the Henry Grunfeld Chaired Professor of Investment Banking at INSEAD where he held various administrative and academic positions, including that of Dean (2000-2006). He is also a Visiting Professor at the Wharton School of the University of Pennsylvania. Gabriel Hawawini is a non-executive director of Rémy Cointreau and S&B Industrial Minerals and a former board member of Vivendi (2003-2010). He currently serves on the advisory board of several educational institutions (The Sloan School of Management at MIT, Carnegie Mellon University-Qatar, The Fletcher School of Law and Diplomacy, The American University of Beirut, The American University in Cairo, and The University of the People). He is a past Chairman of the EQUIS Awarding Body (2004-2011) and the recipient of "The Chief Executive Leadership Award" from The Council for Advancement and Support of Education (2006).

SESSION 24

THE INFLUENCE OF ORGANIZATION DESIGN ON LEARNING, KNOWLEDGE, AND INNOVATION

TRACK A	Date	Friday, Jun 8
	Time	10:45 – 12:00 h
Paper	Room	Orchid 4201A
Session Chair	Marcus Matthias Keupp, <i>University of St. Gallen</i>	

Contextual Barriers to Ambidexterity in the Airline Industry

Ian Hodgkinson, *Loughborough University*
 M.N. Ravishankar, *Loughborough University*
 Michelle Aitken Fischer, *Loughborough University*

Through a qualitative study of business unit managers of an international airline, we build theory about the underlying features of organizational context that impede contextual ambidexterity. We found that process-oriented cultures constrain the meta-capabilities of alignment and adaptability to simultaneously flourish in organizations. The process-oriented structures and practices impeding the ability of middle management to facilitate contextual ambidexterity are identified and discussed. They include a top-management heavily dominated by production and cost-control specialists, little or no scanning of the environment, intensive planning oriented toward cost and other efficiency issues, functional structures characterized by extensive division of labor, communications through formal hierarchical channels, and centralized control. We suggest some implications of our findings for both theory and practice.

★ Creating Useful Subsidiary Competence by Appropriate Organizational Architecture

Marcus Matthias Keupp, *University of St. Gallen*
 Maximilian Palmié, *University of St. Gallen*
 Oliver Gassmann, *University of St. Gallen*

Achieving a decentralized creation of internationally leveraged competence is an important, yet challenging task for many multinational corporations (MNCs). However, the literature provides few insights on the means by which parent firm managers can foster the creation of competence, which is useful to other MNC units, in the firm's subsidiaries. We develop an overarching framework, arguing that by setting the organizational architecture appropriately, parent firm managers can stimulate a subsidiary's self-interest in creating such competence. Testing hypotheses, which link three specific features of formal architecture (home-base augmenting mission, interfaces with other MNC units, subsidiary autonomy) to the extent to which a focal subsidiary creates such competence, with a unique sample of 287 subsidiaries strongly supports our arguments. We discuss implications for academia and practice.

Organizational Design and the Utilization of Subsidiary Knowledge in Multinational Firms: Attention as the Mediator

Marcus Matthias Keupp, *University of St. Gallen*
 Maximilian Palmié, *University of St. Gallen*

We offer a theory and empirical test of the influence of organizational design on the extent to which a parent firm of a multinational corporation utilizes the knowledge held by a focal subsidiary of the firm. We argue that this relationship is mediated by the amount of attention this subsidiary receives from the parent firm. Thus, an appropriate organizational design could direct the attention of parent firm managers towards the focal subsidiary and this increased attention could lead to a more extensive utilization of the subsidiary's knowledge. Testing hypotheses on three aspects of formal organizational design (autonomy, subsidiary mandates, home-base augmenting mission) with a unique sample of 287 subsidiaries, we find broad support for the theory and highlight the implications for academia and practice.

The Role of Hierarchy in Innovation Idea Flow

Christopher Tucci, *Ecole Polytechnique Fédérale de Lausanne - EPFL*
 Zur Shapira, *New York University*
 Sridhar Seshadri, *University of Texas-Austin*

In this paper, we discuss and test a formal model of idea flows and project / idea combination in companies and how hierarchies might

influence those combinations. We then use the results of the model to generate hypotheses about the importance and variance of importance of ideas, and test the hypotheses based on an analysis of patents for 544 firms surveyed by a compensation consultant, in which the hierarchical depth of the firm was also requested. We find that indeed, even after controlling for size, span of control, and other important variables, firms with deeper hierarchies tended to have a more "important" patent. We conclude the paper with a discussion of the implications of these results for organization theory and learning.

SESSION 4

INSTITUTIONAL ENVIRONMENTS, GLOBALIZATION AND INNOVATION

TRACK B	Date	Friday, Jun 8
	Time	10:45 – 12:00 h
Common Ground	Room	Orchid 4301A
Facilitator	Felipe Monteiro, <i>University of Pennsylvania</i>	

Balancing External and Internal Knowledge in host country environment: Evolution of R&D focused MNE subsidiaries in India

Florian A. Taeube, *European Business School*
 Amit Karna, *EBS University*
 Petra Sonderegger, *Columbia University*

We investigate subsidiary innovation of MNEs, which is influenced by both subsidiaries and headquarters. Through a qualitative study, we analyse tradeoffs in knowledge flows faced by MNEs setting up R&D subsidiaries in India. Our findings indicate a slow inflow of external, i.e. local knowledge into the subsidiary. There is also decreasing and later increasing internal, i.e. non-local knowledge flow between headquarters and subsidiary. A framework of knowledge flows points at tradeoffs between the two. This study contributes by strengthening linkages between subsidiary evolution and knowledge flows. It has implications for subsidiary management, in particular those aimed at innovation.

Industry Linkages in Agglomeration: The Collocation of the Plastics and Molds Industries in Portugal

Carla Costa, *Carnegie Mellon University*
 Rui Baptista, *Technical University of Lisbon*

This paper examines the factors influencing the location choice of industries that drive them to collocate within a region. The study looks at two theoretical streams to explain the collocation of related industries: agglomeration economies and organizational reproduction theories. Organizational reproduction through the transmission of capabilities from parent firms in the related industry to spinoffs is found to be the foremost driver of coagglomeration of the molds and plastic injection industries in Portugal. While knowledge learned from parent firms in related industries strongly influences startup performance, geographical localized knowledge regarding access to external capabilities and transmission of specific technologies, routines, and product designs also seems to be vital, so both theories play a role in determining performance.

Low Cost Pills or High End Innovation? Strategic Options for Emerging Economy Firms

Florian A. Taeube, *European Business School*
 Anu Wadhwa, *Swiss Federal Institute of Technology-Lausanne*

In this paper we present an exploratory framework that furthers our understanding of organizational transformation and strategic renewal of firms in emerging economies when faced with extreme turbulence in their institutional and regulatory contexts. We use the Indian pharmaceutical industry as an illustrative example in which firms are faced with disruptive industry level trends in the global pharmaceutical industry and extreme institutional changes in their domestic environments. This leads firms to different strategic responses in terms of mode of growth and innovative intensity. We explore these different strategies with a mix of qualitative data from business press and quantitative data from Thomson Financial's SDC Platinum database on mergers and acquisitions (M&A) and IMS Health's Midas on innovative capabilities.



Technology Sourcing, R&D Personal Movement and Innovation in Multinational Subsidiaries in China

Xiaoying Li, *Brunel University*

This study investigates the role of technology sourcing and R&D personal movement in innovation in multinational subsidiaries in China. Our study is based on a unique panel data of 317 multinational subsidiaries over the period 1999-2005. Our preliminary results indicate that internal technology sourcing and local technology sourcing have a significant positive impact on the innovation scale in subsidiaries. R&D expatriates from parent firms have a positive impact on subsidiary innovation while the impact of local R&D personnel movement is not significant.

The Asset Specificity Issue in Internationalization of R&D: A Study of the Japanese Automotive Industry

Alex Tai Loong Tan, *University of Western Australia*

Wee-Liang Tan, *Singapore Management University*

Multinational enterprises (MNEs) have not only globalized their operations, they have also increasingly been internationalizing their R&D to capitalize on the global opportunities and resources. As with all international operations, the question is the appropriate strategies the MNC international R&D outposts should adopt. Having invested in the establishment of R&D foreign locations, when should these sites collaborate, license or incubate new projects? This paper develops a model proposing the optimal choices available and tests the explanatory value of the model through an evaluation of the R&D activities of 148 Japanese automobile companies.

Types of Frugal Innovation

Alvaro Cuervo-Cazurra, *Northeastern University*

Kazuhiro Asakawa, *Keio University*

Frugal innovation, innovation that addresses constraints in the environment in which the firm operates, can improve the lives of the poor, create additional firm profits, and generate a new research agenda. We propose that, despite recent rhetoric, the concept of frugal innovation is not new, but what is new is the process by which frugal innovations are created in developing countries. In contrast to lavish innovation in which new technology drives innovation and a new market is created, in frugal innovation the constraint is the problem that is solved by applying existing technologies in different ways. Additionally, we provide depth to the concept of frugal innovation by introducing three types of frugal innovation (input, throughput and output) and explaining differences in their creation processes.

SESSION 1

INNOVATION COLLABORATION

TRACK B	Date	Friday, Jun 8
	Time	10:45 – 12:00 h
Paper	Room	Orchid 4201B
Session Chair	Wah Yun Low, <i>University of Malaya</i>	

International R&D Collaborations and Novelty of Innovations

Annique Un, *University of South Carolina*

Maria Nieto, *University of Carlos III-Madrid*

Lluís Santamaria Sánchez, *University of Carlos III-Madrid*

We argue that international research and development (R&D) collaborations are likely to have a higher positive impact on radical than incremental innovations and that the more innovative the country of the partners the higher the positive impact on radical than incremental innovations. Using panel data of 30,946 firms operating in Spain for the period 2004-2007, we find that international R&D collaborations have a positive effect on both radical and incremental product innovations; however, the effect is larger on radical than incremental innovation. We also find that R&D collaborations with partners within the European Union result in more incremental innovations, whereas collaborating with partners in the United States result in more radical innovations.

Knowledge Management in Firm-City Innovation Collaboration

Johan Wallin, *Synocus Group*

Ghita Wallin, *Aalto University*

A growing amount of innovation activities are carried out in cooperation between firms and cities. In such cooperation firms tend to favor exploitative activities, whereas the cities are more open to also riskier explorative initiatives. This underlying difference in interests between cities and firms suggests a new perspective on firm-city innovation collaboration and related knowledge management practices. According to this perspective the city can take an active role in firm-orchestrated ecosystems and create value both for the firm and for the city itself if the innovation collaboration is well orchestrated. This view is supported by two longitudinal cases: the establishing of car manufacturing in Shanghai by Volkswagen, and the building up of the mobile telephony unit of Nokia in Oulu.

★ Not with My Own: International Collaboration Patterns and Innovative Capabilities in Foreign Subsidiaries of MNCs

Jasjit Singh, *INSEAD*

Tufool Alnuaimi, *Imperial College London*

Gerard George, *Imperial College London*

Prior literature has established that international collaboration on R&D is an important means for generating new and impactful ideas through cross-border integration of knowledge. In this study, we show that international collaboration has a long-term effect on the performance of foreign inventors, allowing them to generate high-impact patents and explore new technologies on their own. These positive effects are even more pronounced for inventors from emerging economy subsidiaries. However, we find that new capabilities and skills that foreign inventors are exposed to do not translate to subsidiary-level capabilities. One possible explanation is that foreign inventors with international experience do not develop extensive interpersonal ties with domestic colleagues, favoring instead to collaborate internationally on subsequent R&D projects.

The Influence of the Formality and Duration of R&D Cooperation on Innovations in Emerging Markets

Juha Hinkkanen, *Lappeenranta University of Technology*

Daria Podmetina, *Lappeenranta University of Technology*

Markus Jääskeläinen, *Lappeenranta University of Technology*

Juha Väättänen, *Lappeenranta University of Technology*

This paper analyzes the formality and duration of R&D cooperation in emerging market firms. We utilized a survey data of 206 Russian firms collected in 2009-2010. Based on theoretical and empirical research a formality-duration matrix was elaborated and used to analyze innovation output through new product development and new technology development. We discovered that the duration and formality of R&D cooperation has clear influence on innovation output. Russian firms also have a long-term orientation towards R&D cooperation and the duration and formality are affected by internal R&D activities employed by the respective firms. Paper benefits researchers interested in the dynamics of R&D cooperation as well as managers wanting to understand potential innovation practices in emerging markets.

SESSION 7

KNOWLEDGE TRANSFER ACROSS GEOGRAPHICAL BOUNDARIES

TRACK C	Date	Friday, Jun 8
	Time	10:45 – 12:00 h
Paper	Room	Orchid 4301B
Session Chair	Gabriel Szulanski, <i>INSEAD</i>	

Are Firms Able to Leverage Knowledge from Their Cross-Border Acquisitions?

Alexander Settles, *National Research University Higher School of Economics*

One of the driving forces behind acquisition is to gain access to new technology or process to create firm level resources to enhance performance. The expansion of a firm's knowledge base should allow for the firm to better at adapting and absorbing new technologies to create process and product innovations. Therefore the ability to learn or leverage knowledge in post cross-border transaction is crucial to maintaining a firm's competitive advantage. This project will attempt to examine the post-deal innovation performance of the combined firm to determine if firms are able to either "explore" for new innovations or "exploit" existing technologies to improve firm performance.

★ Disentangling the Configurational Effects of Geographic and Cultural Group Dispersion on Knowledge Flows

Björn Ambos, *WU-Vienna*

Tina Claudia Ambos, *Johannes Kepler University Linz*

Katharina Raab, *Accenture Management Consulting*

This study looks at knowledge flows in globally dispersed practice groups. We argue that practice groups differ with respect to their geographic and cultural configurations, and that these differences will affect group members' satisfaction with knowledge transfer effectiveness. We test our propositions in the context of a multinational software corporation, drawing on a sample of 187 responses from members of global practice groups of 40 nationalities in 45 different locations. Our results suggest that while a group's cultural diversity may cause suboptimal knowledge flows, cultural separation is positively related to the satisfaction with knowledge flows. Furthermore, a culturally diverse group benefits from additional separation through geographic distance. While the first result is in line with theory, the positive effects of cultural separation challenge some traditional assumptions on the impact of distance on knowledge flows.

Linguistic Divergence and the Transfer of Knowledge between MNC Subsidiaries

Jonas Puck, *WU-Vienna*

Julia Raupp, *WU-Vienna*

Björn Ambos, *WU-Vienna*

International subsidiaries operate in geographically, culturally and by implication linguistically diverging settings. Accordingly, verbal and written inter-subsidiary languages constitute key determinants of fusing intra-organizational knowledge by means of knowledge transfer. In this quantitative study we propose to (1) analyze the relationship between formal and informal knowledge transfer methods and intra-organizational flows of knowledge, (2) empirically examine the moderation of verbal language, and (3) investigate the interaction of written language on this relationship. Expected findings have the potential to contribute to our knowledge and show how institutional differences such as languages influence the efficiency of knowledge management techniques across borders.

Why Firms Initiate Offshoring Strategies: A Dynamic Capabilities Perspective

Yi-Ju Lo, *Yuan Ze University*

This study aims to understand why firms initiate offshoring strategies influencing firms' performance from the perspective of dynamic capabilities. When the focus of dynamic capabilities on rapid change captures the environment in which firms consider how and where to deploy and redeploy assets across geographic space, this process is exactly at the core of the motivations for offshoring. This study used original survey data from the Offshoring Research Network from 2007 to 2011. Further, this study adopt Heckman two-stage model to test the hypotheses. The findings of this study revealed that competitive pressures, cost pressures, needs for expertise, past experiences, and industrial offshoring rate do drive firms to initiate offshoring strategies. Moreover, the research results shown that the human capital and low-cost operation do enhance firms' performance when firms adapt offshoring strategies.

SESSION 17

THE ROLE OF INNOVATORS

TRACK C	Date	Friday, Jun 8
	Time	10:45 – 12:00 h
Paper	Room	Peony 4401A
Session Chair	Kenneth Huang, <i>Singapore Management University</i>	

Flight of the Innovative Class: Mobility, Retention and Productivity of Life Scientists in the U.S

Kenneth Huang, *Singapore Management University*

Gokhan Ertug, *Singapore Management University*

Scientific and technological innovations by highly skilled scientists and inventors are critical to the long-term economic health of U.S. To examine their mobility and retention in the U.S., we trace and analyze location information for 5809 genomics life scientists from 1983 to 2009. We find that the proportion of genomics scientists residing in the U.S. has decreased substantially since the late-1990s. This contrasts with the sharp increase in the BRIC countries, particularly China and India, and non-US OECD countries. The overall decline is driven largely by the decreasing proportion of university scientists in the U.S. Innovative productivity growth of U.S. public sector scientists has also slowed down. These findings could suggest a major reversal in the ability of the U.S. to attract and retain scientists.

Learning from Developing Creative Innovations: Revisiting the Difference in Performance between Solo and Collaborative Endeavors

Terence Fan, *Singapore Management University*

Xuesong Geng, *Singapore Management University*

Typically derived from manufacturing contexts, the learning curve has been a familiar sight for academics and practitioners. In contexts where innovations distinguish one product from the next, we hypothesize that the learning curve will not only differ from the traditional one, it may even be different for habitual, lone developers versus other developers. Indeed, examining the download performance of Facebook applications (or 'apps') in 2007 and 2008, we find empirical support for our hypotheses. Specifically, the performance of apps developed by lone individuals follow a U-shape pattern, whereas the performance of apps developed by individuals who work in both collaborative and solo manners follows an inverted U-shape pattern. Consistent with prior studies, collaborative apps developed by this latter group of individuals outperform solo apps.

Salaryman by Day, Superhero by Night: Balancing Creative and Economic Needs for Creative Workers

Allya Koesoema, *Bocconi University*

While artists prefer creative work, economic considerations often force them to supplement it with less or non creative activities with more stable income. This paper explores how creative actors balance creative and economic considerations across their careers. Using data on US comic-book writers, we show that artists move from creative to stable work when their past economic outcome is low, and move back after they have gathered sufficient funds. Importantly, since individual quality of artists is highly uncertain, explicit signals such as awards are used by firms to hire proven talent. On the flipside, awards as a signal of quality also give writers bargaining power. This explains their willingness to work in typically more restrictive projects, but also their shorter tenures on these projects.

Social Innovation at the Bottom of the Pyramid: The Role of Boundary Spanners in a Novel Global Game

Thomas Maak, *Ramon Llull University*

Nicola Pless, *Ramon Llull University*

Matthew Murphy, *Ramon Llull University*

The purpose of this paper is to explore the role of individuals, referred to as boundary spanners, in building and maintaining the relationships necessary to foster social innovation and effective entrepreneurial projects that intend to create value for multiple stakeholders while serving the desperately poor. We address the following questions: How and to what extent do boundary spanners influence social innovation in markets characterized by deep poverty? What, if any, characteristics do effective boundary spanners share? What can be learned from social innovators at the BoP for tackling pressing public problems in developed countries? Using a grounded theory approach we illuminate six case examples of boundary spanners at the BoP to generate insights into the capabilities of boundary spanners and to develop a capability model. We then discuss the implications of our findings in light of the globalization of social innovation approaches.



SESSION 26

NEW TECHNOLOGY AND SCIENCE-BASED INNOVATION

TRACK A	Date	Friday, Jun 8
	Time	13:30 – 14:45 h
Paper	Room	Orchid 4201A
Session Chair	Djatnika Puradinata, <i>University of Indonesia</i>	

★ Benefiting from Loosely Coupled Research Partnerships: The Role of Experimentation, Slack and Organizational Resources

Thomas Kluefer, *University of Pennsylvania*
Felipe Monteiro, *University of Pennsylvania*

In this paper we examine whether, when and why loosely coupled research partnerships (e.g. in-licensing, R&D contracting) may increase a firm's innovation performance. Whereas researchers agree that tightly coupled partnerships (e.g. joint ventures, joint research agreements) can substantially increase a firm's innovation performance the relationship between loosely coupled research partnerships, in which knowledge is exchanged for money, and a firm's innovation performance has been mixed. We argue a focal firm's internal innovation context plays a crucial role in unlocking the innovation benefits of loosely coupled partnerships. We suggest that a firm's experimental orientation and a firm's availability of financial and organizational resources may enable loosely coupled partnerships to provide the same type of innovation benefits typically attributed only to tightly coupled partnerships. We test our hypothesis using a panel data of 512 observations in the global pharmaceutical industry.

Determinants of Innovation in Emerging Market SMEs: Thirty - Five Years' Evidence from Advanced Materials in Turkey

Esin Yoruk, *University College London*

This research investigates the dynamics of firm innovativeness in emerging markets. It explores how firms acquire knowledge externally, what internal factors contribute to the processing of this knowledge and the complementarities arising from their favorable interaction in order to innovate. It addresses this question by examining change over a relatively long period of time - from 1967 onwards and comparing the trends in two different segments - 'science-based' and 'traditional' segments of the materials industry in Turkey. Multinomial logistic regressions applied on a panel database suggest that firms tend to innovate more when they are engaged in collaborative modes of technology acquisition and if dedicated to internal R&D and design activities. Science-based technology firms seem to be more innovative driven by aggressive approach to R&D and design, based on managerial decisions.

Practices of Learning Organization in Developing Bio-ethanol as Renewable Energy Resource: An Application of SSM

Martani Huseini, *University of Indonesia*
Sudarsono Hardjosoekarto, *University of Indonesia*
Djatnika Puradinata, *University of Indonesia*

MEL is a company to produce bio-ethanol as a renewable energy resource, with cassava and molasses feedstock as main raw materials. Currently, it found a difficult situation to carry out and maintain their production capability due to high cost and scarcity of the feedstocks. Soft Systems Methodology is used to study how MEL learns to identify, generate, diffuse and integrate knowledge to make breakthrough on bio ethanol production and trading. The study found that knowledge identification is very important step in MEL development, to identify and plan all necessary works, avoid any unexpected losses in the work execution. Knowledge generation, diffusion and integration are very much influenced by people development, organizational frame work, technology support, as well as organizational capability. Soft system methodology assists researchers to find required changes and actions which are strategically desirable and culturally feasible.

Strategic Cannibalization: Fuel Cell Technology and the Automotive Industry

Brett Anitra Gilbert, *Rutgers University*
Joanna Tochman Campbell, *Texas A&M University*
Li Dai, *Loyola Marymount University*

Incumbents sometimes intentionally cannibalize sales of their own product lines. Some cannibalizing technologies necessitate development

of new supplier and industry relationships to build the technology, which influences the trajectory a given product takes into the marketplace. This research presents a qualitative investigation of the industry-level dynamics associated with introducing a radically different cannibalizing technology to the market. The context is the automotive industry and the commercialization of the fuel cell vehicle - a cannibalization technology for incumbent gasoline-powered vehicles. The research is presented from the perspective of seventeen organizations that represent various facets of fuel cell technology industry, and are actively involved in establishing fuel cell technology as a replacement to incumbent transportation applications.

SESSION 2

INNOVATION IN MNES

TRACK B	Date	Friday, Jun 8
	Time	13:30 – 14:45 h
Paper	Room	Orchid 4201B
Session Chair	Lily Johanes Sudhartio, <i>University of Indonesia</i>	

Governance Choices of Knowledge-Seeking Firms – Evidence from Chinese MNEs

Zhengyu Li, *Tilburg University*

Since the 1990s, MNEs from China and other emerging economies have engaged in technological knowledge-sourcing entry into developed countries. We look at the effects of different knowledge-seeking entry features on the entrants' governance choices. We try to discover, firstly, which mode of entry (i.e., building up de novo research laboratories versus acquiring existing research units) is preferred when an entrant seeks complementary or similar, but advanced, technological knowledge. Secondly, we investigate how the technological-capability distance between home country and host country can influence entry-mode choices. Last but not least, what's the effect of the age of the firm has been engaged in the technology.

New Product Innovation in Chinese Manufacturing 1998-2007

Gordon Walker, *Southern Methodist University*
Fan Xia, *Peking University*

In this proposal we outline a study that predicts the propensity of Chinese manufacturing firms in 27 2-digit industries to introduce new products from 1998 to 2007. Our focus is on ownership effects, especially relating to regional spillovers both in industry clustering and in the concentration of large firms. Using conditional logit model to control for unobserved firm characteristics we show quite strongly that the regional distribution of owner types, especially among large firms, is much more important than the firm's type of owner itself. Regional spillovers associated with specific types of large firm owner, particularly private individuals - as opposed to private institutions, are therefore a powerful predictor of firm-level innovation in China.

The Joint Effect of Market and Innovation Globalization on MNC Performance

Sai Lan, *Peking University*

The literature on multinationality-performance relationship has so far focused mainly on the market globalization dimension. This study proposes that the innovation globalization dimension may be equally important in determining MNC performance. Using a large sample of US-based MNCs in high-tech industries, this study examines the individual and joint effects of market and innovation globalization on MNC performance, measured as Tobin's q. This study makes two main contributions: identifying innovation globalization as a critical dimension in determining high-tech MNC performance; extending the multinationality-performance literature by simultaneously considering two explanatory dimensions. The findings of this study would shed new lights on the optimal MNC configuration in the new era of global innovation-based competition.

Upgrading Technological Capabilities by Developing Country Multinational Companies

Alvaro Cuervo-Cazurra, *Northeastern University*
Huaichuan Rui, *University of London*

We study the process by which developing country companies upgrade their technological capabilities to international levels. We compare the Chinese telecommunication equipment manufacturers Huawei and ZTE and draw three conclusions. First, despite views that developing country companies are technological laggards, we show that some developing

country firms can reach the technological frontier. Second, the way they do this is by upgrading the mode of technology development, moving across four capabilities: reengineering, replacing, refining and recreating. Third, move across these thanks to the guidance of managers and the continuous stretching of the skills and knowledge of engineers. Thus, the paper contributes to the resource-based view by explaining the dynamism in capability life cycles and dynamic capabilities.

SESSION 9

INNOVATIVE STRATEGY IN EMERGING MARKETS

TRACK C	Date	Friday, Jun 8
	Time	13:30 – 14:45 h
Paper	Room	Orchid 4301B
Session Chair	Quy Huy, <i>INSEAD</i>	

★ Emerging Market Firms' International Engagement and Innovation Outcomes

Deepak Somaya, *University of Illinois-Urbana Champaign*
Sandra Corredor, *University of Illinois-Urbana Champaign*
Bongsun Kim, *University of Illinois-Urbana Champaign*

Emerging market firms are taking on an increasingly important role in the global economy, both through their internationalization and contributions to global innovation. However, our understanding about how emerging market firms' internationalization and innovative performance are related is quite limited. In this paper, we employ a unique survey of firms from ten emerging markets to study the relationship between the "international engagement" of these firms – measured through their exports, imports, competition with foreign firms, licensing, joint ventures, and hiring of CEOs with international experience – and their product and process innovation performance. Our findings are broadly consistent with the idea that emerging market firms' experiential and vicarious learning enables them to access different types of knowledge through different types of international engagement, leading in turn to different types of innovative outcomes.

Race on Innovation: How Laggards from Emerging Economies Compete with Incumbent Leaders

Yuzhe Miao, *Kyung Hee University*
Jaeyong Song, *Seoul National University*
Jiatao Li, *Hong Kong University of Science & Technology*

This study investigates the technological catch-up of latecoming firms from three eastern Asian economies (China, Korea and Taiwan). We examine how technological environment and organizational learning capabilities influence technological catch-up by tracking the laggards' patenting activities. We find that laggards tend to succeed in technological catch-up in areas where technological opportunities are munificent and the technological life cycle is relatively short. We also find that laggards should focus on new technologies to enhance their chance to catch-up with industry incumbents. We also suggest that laggards should combine diverse technologies moderately in their innovations in order to succeed in catch-up.

Searching for a Prince: A Start-up's Quest for a Strong Tie with a Prominent Player

Shameen Prashantham, *University of Nottingham Ningbo China*
Suresh Bhagavatula, *Indian Institute of Management - Bangalore*
Kothandaraman Kumar, *Indian Institute of Management-Bangalore*

Based on our research in Bangalore, India we ask: How do start-ups successfully forge a suitable strong tie with a prominent player? Our central argument is that clarity of strategic intent enables a start-up to rapidly initiate this process. Furthermore, to drop an incompatible strong tie, clarity of strategic intent is required to be coupled with low levels of ego centric uncertainty. Subsequently, to develop another, more suitable, strong tie with a prominent player, clarity of strategic intent is required but it needs to be coupled with low levels of altercentric uncertainty. By improving technological capabilities, increasing legitimacy and financial stability, a new venture could decrease egocentric and altercentric uncertainties, thereby being in a position to building a symbiotic strong tie with a prominent player.

The Role of Internationalization in the Product Innovation of Emerging Market Firms

Haiyang Li, *Rice University*
Jie Wu, *University of Macau*
Yan (Anthea) Zhang, *Rice University*

Previous studies on internationalization have shown that firms' expansion into global markets will enhance their innovation. In this study, we examine how a firm's domestic-overseas market split may affect its product innovation in the context of emerging markets. From the resource constraint perspective, we propose that there exists a negative relationship between a firm's domestic-market split and its product innovation because resource and attention competition between domestic and overseas markets distracts the firm from paying sufficient resources and managerial attention to either market, thus hurting its product innovation. With a unique World Bank survey of 846 private manufacturing firms in China, the results support our arguments. Our theoretical development and empirical results contribute to a better understanding on how internationalization may affect firm innovation, especially in the context of emerging markets.

SESSION 15

INTEGRATION OF RESOURCES AND KNOWLEDGE

TRACK C	Date	Friday, Jun 8
	Time	13:30 – 14:45 h
Paper	Room	Peony 4401A
Session Chair	Gwendolyn Lee, <i>University of Florida</i>	

Integration as a Means of Boosting Innovation

Nitin Pangarkar, *National University of Singapore*

In this proposal I argue that firms can boost their innovation output by effectively integrating knowledge from external as well as internal sources. Integration of knowledge is important across a broad spectrum of industries as shown by my case analyses of firms in diverse industries such as Fanuc (robotics), SAS Institute (software) and 3M (diversified). I also discuss specific policies that lead to effective integration of knowledge and, consequently, high innovation output.

Interdependency, Competition, and Industry Dynamics: An Empirical Test

Gwendolyn Lee, *University of Florida*
Mishari Alnahedh, *University of Florida*

This paper is an empirical investigation of how interdependency in productive activities (Milgrom and Roberts, 1990; Levinthal, 1997; Rivkin, 2000), at the industry-level, affects industry turnover (entry + exit). We develop a methodology for measuring an industry's potential for interdependency, which is one of the big challenges facing the research that seeks to explain industry structure and dynamics with constrained search due to interdependency in activities. We find strong evidence that supports the main proposition derived from Lenox, Rockart, and Lewin's formal model (2007). In addition, we extend the main proposition by identifying two boundary conditions under which the effect of interdependency on industry turnover is stronger. Our findings have implications on innovation and entrepreneurship.

When Do Birds of Different Feathers Fly Together? Impact of Knowledge Structure on Alliance Formation

Sai Yayavaram, *National University of Singapore*
Manish Srivastava, *Michigan Technological University*
MB Sarkar, *Temple University*

An important reason for forming technological alliances is to learn from partners. In choosing partners for such alliances, firms face an important dilemma. If a partner firm has dissimilar knowledge then the focal firm may not have the requisite absorptive capacity. At the same time, the partner needs to be dissimilar such that there is potential for learning. We suggest that dissimilarity in how the two firms combine or couple their knowledge elements along with similarity in their knowledge elements is an important way in which these opposing requirements can be met. We test our hypotheses on U.S. semiconductor firms using patent data from 1989 to 2000. Our results indicate that dissimilarities in couplings have a significant impact on the likelihood of formation of alliances.



SESSION 23

PLENARY TRACK

TRACK P	Date	Friday, Jun 8
	Time	13:30 – 14:45 h
Showcase Panel	Room	Orchid Ballroom 1

Leapfrog Innovation at the Bottom of the Pyramid: Observations from Indonesia

Panelists

Ahdia Amini, *PT Indofarma*
 Asnan Furinto, *Binus University*
 Mohammad Ichsan, *PT Indosat*
 Noni Purnomo, *Blue Bird Group*

Technology innovation is crucial to the growth of firms, economy, and nations. We have witnessed how a new technology has often rendered existing business models obsolete. Technology innovation has changed the landscape of many businesses and even created new market segments demanding new products and services. In Indonesia nowadays, it is not uncommon to see how people earning less than or just barely at the poverty line access internet and mobile technology through their mobile phones. People with relatively low wages spend significant amount of their income to top up their mobile phone credit balance, trade in the old handset with the newer version, uploading personal pictures on social media, pay subscription to personalized ring tone or downloading of entertainment related contents. By spending almost one third of their income for technology adoption, these people are at risk to be in the vicious cycle of systemic poverty. No part of their income left for savings, self development nor investments. The question is to what extent the adoption of the new technology by this less affluent market has changed the people lifestyle, behavior, consumption pattern, while at the same time open a new window of opportunities for them to climb up the social ladder and prosper. Future research is definitely required to explore on whether leapfrog innovation at the bottom of the pyramid do more good things to the subsistence in Indonesia market or in fact the leapfrog poses more harmful threats to the quality of live of these less affluent segment of the society.



Ahdia Amini is currently the Corporate Secretary of PT. Indofarma (Tbk), one of the leading state pharmaceutical company's in Indonesia. She also has intensive experience in various corporate actions of state owned enterprise. When she was the Corporate Secretary at PT. Kimia Farma, another state owned pharma company, Ahdia Amini played a major role in the restructuring and transformation of the company, leading to an IPO in 2001. As a Corporate Secretary at PT. Kimia Farma, Ahdia Amini was also involved in the detailed process of spinning off several Strategic Business Units (SBU) into subsidiaries. After being transferred to PT. Indofarma, Ahdia Amini managed the company initiatives to penetrate the bottom of the pyramid market in Indonesia. In addition to her strategic management hands on experience, she also has intensive exposure in the area of finance, dealing with IPO procedures with BEI (Securities Exchange Commission in Indonesia), corporate bonds and valuation, and quasi-reorganization.



Asnan Furinto is the head of the Doctoral Program in Management Studies (DRM) at Bina Nusantara University, a fast growing private university in Jakarta, Indonesia. He earned his Ph.D in Marketing Science from University of Indonesia and MBA from Monash University, Melbourne, Australia. Prior to his career in academic field, Asnan Furinto was an active practitioner in the area of B to B Marketing, Market Intelligence, and Performance Measurement. He was the Regional (South East Asia) Commercial Manager of a Singapore listed, integrated transportation company, and was stationed in Singapore for four years (1999-2003). His last post as a non-academic was as the General Manager of a German based offshore logistics company in Jakarta. Asnan Furinto's research interests are in the area of Innovation Management, Strategic Marketing, and Marketing Analytics. He is also an active writer for several national newspapers and professional magazines in Indonesia, publishing more than 70 business related articles to date.



Mohammad Ichsan is the Senior Vice President, Network and Project Management at PT. Indosat (Tbk), Indonesia, the second largest telecommunication network operator in Indonesia. He manages all network infrastructure projects under Network Directorate across Indonesia. There are more than 180 Project Managers under his portfolio and he is tasked with ensuring the business deliverables of project are meeting the expectation of project constraints (time, scope, budget and quality). Prior to joining Indosat, Mohammad Ichsan worked for PT. ZTE Indonesia as Project Director, managing the P&L account of a key client, PT. Telkomsel, the leading network operator in Indonesia. He obtained his Dipl. Ing degree in Germany, from FH Darmstadt (University of Applied Science), a Project Management Professional (PMP) certificate from PMI (Project Management Institute) and is currently pursuing his Ph.D in Strategic Project Management at University of Indonesia.



Noni Purnomo is the Vice Chairman of Blue Bird Group, a leading passenger transportation company in Indonesia. She has been with the Group since 1996 upon completion of her Master in Business Administration from the University of San Fransisco, USA. She obtained her Bachelor of Engineering from the University of Newcastle, Australia. Besides her role as the Vice Chairman, Noni Purnomo is also holds various strategic posts in the Group, which are Director of Sales & Marketing of Golden Bird Bali & Bali Taksi, Director of Pusaka Group, President Director of Pusaka Bumi Mutiara, and President of Blue Bird Peduli (Blue Bird Care – a philanthropy division of Blue Bird Group).

SESSION 19

PLENARY TRACK

TRACK P	Date	Friday, Jun 8
	Time	15:00 – 16:15 h
Showcase Panel	Room	Orchid Ballroom 2

State Entrepreneurship: Executing a National Strategy for Development

Panelists

Asda Chintakananda, *Nanyang Technological University*
 Shih-Chi Chiu, *Nanyang Technological University*
 David Gomulya, *Nanyang Technological University*
 Eugene Kang, *Nanyang Technological University*
 Neo Boon Siong, *Nanyang Technological University*
 Beng Geok Wee, *Nanyang Technological University*

We discuss the following themes on entrepreneurship in Singapore. First, we explore the nature of state entrepreneurship, how leaders and processes in public institutions worked together to enable and ensure the successful development and execution of a national strategy. Second, we present our current research agenda on firms in Singapore, in which a unique hand-collected sample of close to 300 Singaporean firms that launched their IPOs between 1995-2003 were examined. Finally, we highlight the challenges of framing teaching cases on entrepreneurship, in particular in the Singaporean context.



David Gomulya is an Assistant Professor at the Division of Strategy, Management and Organization, Nanyang Business School. David Gomulya holds a PhD in Technology Entrepreneurship and Strategic Management from the Foster Business School at the University of Washington. His current research focuses on understanding how forming collaborative relationships and associations can yield not only advantages but also disadvantages. He pursues this understanding in important contexts, such as post-IPO firms and fraudulent firms. Recently, his paper on how close associations can cause stigma spillover and legitimacy threat won the 2011 McGraw-Hill/Irwin Distinguished Paper Award. Prior to that, he has won numerous awards including the prestigious Lee Kuan Yew Gold Medal and President's Top Scholar Award from the University of Washington. Prior to obtaining his Ph.D. degree, he had worked for more than seven years across various functions in multiple industries, including start-ups.



Eugene Kang is an Assistant Professor at the Division of Strategy, Management and Organization, Nanyang Business School. Eugene Kang holds a Ph.D. (Management) from the Mays Business School at Texas A&M University. He also holds a First Class Honors degree in Accounting from the Nanyang Business School. His research interests are in the areas of corporate governance, inter-firm ties, and family firms / entrepreneurship. He adopts an interdisciplinary perspective in his research topics and has published in the *Academy of Management Journal*, *Corporate Governance: An International Review*, *Journal of Business Research*, *Small Business Economics: An Entrepreneurship Journal*, *Multinational Business Review*, *Journal of Business Finance and Accounting* and other journals.



Neo Boon Siong is a Professor at the Division of Strategy, Management and Organization, Chairman of the Nanyang Executive Education, and former Dean of the Nanyang Business School, Nanyang Technological University (NTU). He has also taught at the Lee Kuan Yew School of Public Policy at the National University of Singapore (NUS), and is the founder Director of the Information Management Research Centre (IMARC) in NTU and the Asia Competitiveness Institute in NUS. He currently serves as Director on the Boards of OCBC Bank, k1 Ventures Ltd, and J Lauritzen Singapore. He received a Public Administration Medal (Silver) from the President of the Republic of Singapore in the 1999 National Day Honours Awards. Neo Boon Siong holds a CPA (Singapore), Bachelor of Accountancy (Honours) from NUS, and MBA and PhD from the University of Pittsburgh, USA. He is the lead author of the book "Dynamic Governance: Embedding Culture, Capabilities and Change".



Wee Beng Geok is the Director of the Asian Business Case Centre and Associate Professor at the Division of Strategy, Management and Organization, Nanyang Business School. Her academic interest centers on Systems Thinking focusing on human capital and strategy implementation, including HRM, leadership and organizational behavior. She has published three case books and written more than 30 case studies covering both for-profit and non-profit organizations. Previously, Wee Beng Geok was in the corporate sector for more than twenty years. She currently serves as Director of a Singapore listed healthcare group, Raffles Medical Group Limited, and is a member of the National Archives of Singapore Advisory Board. She holds a PhD in Management Systems and Sciences from the University of Hull; an MBA from Cranfield University, and a Bachelor of Business Administration from the National University of Singapore.



Asda Chintakananda is an Assistant Professor at the Division of Strategy, Management and Organization, Nanyang Business School. Asda Chintakananda holds a PhD in Strategic Management from Kenan-Flagler Business School at the University of North Carolina at Chapel Hill, and MBA from the Kellogg Graduate School of Management, Northwestern University. His current research explores the intersection of strategic management and entrepreneurship, particularly in the area of firm growth, real options, and IPOs. He has published in the *Journal of International Business Studies*, *Journal of Management*, as well as written a chapter for the recent book entitled "The Edward Elgar Handbook of Research on Competitive Strategy." Prior to obtaining his Ph.D. degree, Asda Chintakananda worked in the investment banking, consulting, and non-profit sector.



Shih-Chi Chiu is an Assistant Professor at the Division of Strategy, Management and Organization, Nanyang Business School. She holds a PhD in Strategic Management from the University of Missouri-Columbia. Shih-Chi Chiu's primary research interests are in the areas of corporate governance (boards of directors, institutional investors, etc), corporate social responsibility, and executive succession/turnover issues. She investigated related topics on IPO ventures, mature organizations, and firms undergoing restructuring, in both the Eastern and Western contexts. She has published in the *Journal of Management* and *Journal of Management Studies* and her research papers have been nominated for the best paper prize several times in the key international management conferences. Prior to obtaining her Ph.D. degree, Shih-Chi Chiu ran a career consulting business in Colorado, USA. She has also worked as a senior business analyst for a multinational telecommunications firm in Michigan, USA.

SESSION 34

PLENARY TRACK

TRACK P	Date	Friday, Jun 8
	Time	15:00 – 16:15 h
	Room	Orchid Ballroom 1

Showcase Panel

Tapping into Globalization Potential Through Innovation: Navigate the Complex Systems

Panelists

David Derain, Hay Group

Adil Dhalla, GE Singapore Water Technology Centre

Thierry Le Roux, CGG Veritas

Julian Persaud, Google Southeast Asia

Innovation has become a key element to success on the journey towards globalization. It also allows for regeneration or invention of new business models. Most of the multinational corporations could envision their business globally first, and only incorporating the local factors such as specific customer needs and local capabilities into the equation afterwards. However, business models should not be limited to the dimension of being either global or local only, depending on the maturity of the market. Instead, business model deserves a much thorough investigation to ensure innovation flourishes from it. We observe that innovation failure generally results from an aversion to risks, a lack of speed in moving from conceptual idea to market and scalability barrier. The key solution to overcome those challenges lies in the ability to navigate through the complex business model where there is balance between managing what requires exploration and what leads to pure effectiveness (exploitation). Along with the discussion, we will also address the critical question on how to untangle yourself from the dilemma among customer intimacy, decision-making and resources allocation under such complex systems.



David Derain is a global managing director at Hay Group where he has a dual role heading up the business solutions consulting division as well as the 'building effective organizations' practice. He works with global organizations to help them fully realize their growth strategy through timely and effective implementation of business transformation programmes. David Derain's career at Hay Group has covered a variety of roles including building the global M&A practice and the global pharmaceutical practice where he has specific industry expertise. Prior to joining Hay Group, David Derain has also worked in engineering and business development in the avionics industry and business development in the FMCG in USA, Europe and Eastern Europe.



Adil Dhalla is the Director of the GE Singapore Water Technology Center at NUS. He leads the center's efforts in water treatment and industrial wastewater reuse to help address water scarcity issues. Prior to this role, he was the technical director of the Polymer Science and Technology team, and earlier the Chemistry and Characterization team, at GE's John F. Welch Technology Center in Bangalore, India. Since joining GE in 2000, he established and led technical centers of excellence in chemistry, materials and process technologies. After completing his master's degree in chemistry from the Indian Institute of Technology in Bombay, Adil Dhalla earned a doctorate in chemistry from Cornell University in Ithaca, N.Y. After a post-doctoral stint at Penn State University, he was a research fellow at the Bristol-Myers Squibb PRI in Princeton, N.J., and a senior manager in the research and technology division of Ciba Specialty Chemicals in Mumbai, India.



Thierry Le Roux was appointed Group President and Chief Operating Officer of CGG Veritas in January 2007. He is the advisor to the CEO and in charge of the Group's Business Development and Technology, based in Singapore. Thierry Le Roux is the Chairman of numerous boards, including Sercel S.A., CGGVeritas Services SA, Sercel Inc and CGGVeritas Services Holding B.V.



Julian Persaud is the Managing Director of Southeast Asia Sales and Operations, overseeing sales, marketing and partnership development in the region. Prior to moving to Singapore, Julian Persaud was based in Google's Sydney office as the Head of Online for Google Australia, managing Google's efforts to help small and medium sized Australian businesses take advantage of online advertising. He was previously Head of Business Development at Google Australia, and has spent his entire career working in online businesses, including roles at Yahoo! Search Marketing and UK auction house QXL.

SESSION 27

KNOWLEDGE SEARCH, TRANSFER AND INTEGRATION

TRACK A	Date	Friday, Jun 8
	Time	16:45 – 18:00 h
Paper	Room	Orchid 4201A
Session Chair	Reddi Kotha, <i>Singapore Management University</i>	

An Authoritative Approach to Knowledge Integration: A Study of Indian Film Production

Jamal Shamsie, *Michigan State University*
Naga Lakshmi Damaraju, *Indian School of Business*
Federico Aime, *Oklahoma State University*

In this paper, we focus on knowledge integration on film projects in India, which represents a major center of movie production in the world. Because of pressures to work under tight money and time constraints, Indian film production firms must develop a process to combine the knowledge of the diverse specialists that work on each of their film projects in the most efficient manner. Based on interviews with individuals that work in the industry, we discovered five themes that guide this knowledge integration, all of which suggest that the producer and director must take firm control and manage this process. This runs against the expectation that authority will be distributed among the various specialists that must contribute to the development of the film.

Enhancing Knowledge Creation and Innovation through Learning by Observation: Implications for the Indian Software Industry

Namrita Bendapudi, *Nanyang Technological University*

Over the past two decades, the Indian software industry has seen phenomenal growth and success due to the availability of cheap, highly skilled labor. However, the majority of software services offered by the industry continue to be positioned low on the value added chain. Industry analysts have observed that in order for the industry to sustain its competitive advantage, Indian software firms have to engage in innovation and product development. Using the Transaction Cost Economics and Network theory perspectives, this paper proposes to study the conditions under which tacit knowledge transfer leading to higher levels of innovation might occur in the industry. Specifically, organizational learning that occurs through observational learning is examined as a means that facilitates knowledge acquisition in the unique context of the Indian software industry.

Getting Employees to Go the Global Distance

Shad Morris, *Ohio State University*
Bijuan Zhong, *Ohio State University*
Mona Makhija, *Ohio State University*

While scholars regard MNEs as superior to markets due to their ability to effectively manage knowledge across geographical boundaries, how they accomplish this has not been examined. We develop and test a model that highlights the role of organizational incentives in influencing employees to search for and employ geographically distant knowledge. Data from 166 knowledge-based MNE projects indicate that outcome-related incentives motivate employees to search outside their geographical comfort zone, which in turn enhances project performance. Moreover, more codified distant knowledge, while easier to obtain and interpret, is seen to be much less effective in this regard than tacit knowledge.

Side-stepping of Cruxes and Leaping over Gaps by IP Managers to Take Bets on Partially Coherent Invention Narratives

Phillip Kim, *University of Wisconsin-Madison*
Reddi Kotha, *Singapore Management University*

Narratives are used to construct a storyline that allows actors to access resources for a desired goal under uncertain situations. We study narratives in the context of evaluating the economic potential of new science, which are rife with fundamental uncertainties. Narratives and their master plots provide a useful structure for conveying information to key decision makers about the invention's commercial potential. As one type of decision maker, intellectual property managers (IPM) frequently make commercialization decisions about new inventions presented to them, even when their narratives are incomplete. In this paper, we identify the elements of a master plot that define the conditions for IPMs

to take action toward commercialization. We test our theory using data from 200 reports written by IPMs after their first evaluation of a new invention at a large university's technology transfer organization.

SESSION 31

ORGANIZATIONAL CHARACTERISTICS AND INNOVATION

TRACK A	Date	Friday, Jun 8
	Time	16:45 – 18:00 h
Paper	Room	Peony 4401A
Session Chair	Dawn Chow, <i>Nanyang Technological University</i>	

Aspiration Correlation and Innovation in the Mobile Device Industry

John Joseph, *Duke University*
Vibha Gaba, *INSEAD*

This study builds and tests theory on how relationships among multiple organizational aspiration levels – and the ambiguity that results from such relationships – shape the introduction of new products. The theory predicts how firms may respond to congruent, divergent, and independent aspiration levels in the global mobile device industry. Empirical analysis of aspiration-level correlation among handset manufacturers demonstrates that both positively and negatively correlated aspiration levels may be detrimental to new product and technology introductions, and that new phone introductions motivated by uncorrelated aspiration levels may be best. Additionally, preliminary analysis suggests there is greater ambiguity with aspiration levels established through social rather than historical comparisons.

Customers as Co-innovators in Enterprise Innovation of Services – Open Innovation as a Social Experiment

Shankar Sivaprakasam, *University of Technology Sydney*
Renu Agarwal, *University of Technology-Sydney*

The traditional innovation approach of conducting innovation activities within the confines of the enterprise without active participation of the stakeholders is ineffective in the services business. In the connected, digital, service- and knowledge-based economy, where disruptive technologies such as cloud services re-define business models, there is a need to deliver end-user centric and individualistic experience in a sustainable way. The notion of product being the centre of interaction is being replaced with service processes involving customers as participants; generally defined between service provider and service consumer resulting in co-creation of value. The service provider processes therefore need to transform their service operations in order to embrace the change arising from customer interactions. The aim of this paper is to respond to the question with literature and industry analysis. In doing so, this theoretical paper provides a framework based on open innovation as a social experiment.

Legal Sector Innovation: How Singapore Law Firms Have Retained Talent in Spite of Increased Competition

Dawn Chow, *Nanyang Technological University*

It is commonly accepted that organizations' institutional logics are influenced by their external environment. However, Chen and O'Mahony (2007) note that most of these studies have focused on macro-level shifts in logics at the field-level, without examining how organizing logics are developed or applied within organizations themselves. In line with calls for research that bridge the intraorganizational and institutional levels of analysis, this paper proposes a case study of Singapore's local law firms in retaining talent. It is posited that state pressures have hastened the hybridization process for Singapore's legal firms. In the war for talent, local firms are thought to 'selectively synthesize' (Chen and O'Mahony 2007) two competing logics- the collectivist approach and the unitarist approach- so as to support their overarching organizational identity.

Managing Envy to Foster Organizational Innovation

Quy Huy, *INSEAD*

Envy as an emotion is prevalent in the workplace and could harm organizational innovation if left unchecked. This article describes a distributed model of perceiving and regulating envy in the workplace leading to the formation of an envy emotion management routine.



The emergence and diffusion of envy at work are treated as naturally occurring events. We propose a multilevel approach in managing envy to foster organizational innovation. More specifically, top managers perform the role of emotional architecting and middle managers emotional balancing to motivate envious and envied employees to regulate their envy through reconciling, self-actualizing, and emulating behaviors.

SESSION 3

INNOVATION IN LOCAL CONTEXT

TRACK B	Date	Friday, Jun 8
	Time	16:45 – 18:00 h
Paper	Room	Orchid 4201B
Session Chair	Asda Chintakananda, <i>Nanyang Technological University</i>	

★ Geographic Pathways to New Technology Paradigms: A Qualitative Comparative Analysis

Brett Anitra Gilbert, *Rutgers University*

Joanna Tochman Campbell, *Texas A&M University*

Regions are comprised of unique industry, intellectual, social and political characteristics that influence the business activities that occur within regions. Because regions can differ vastly in their underlying characteristics, it is unlikely that the emergence of a new technology paradigm is driven by a sole regional characteristic. In this study, we use qualitative comparative analysis (QCA) to assess how industry concentration, intellectual capacity, social demography and political economy influence the emergence of new technology paradigms. The findings reveal seven geographic configurations that lead to the emergence of new technology paradigms within a region. They also show seven configurations that do not lead to new technology paradigm emergence.

Japan's Industrial Policy: Help or Hindrance of Innovations in the Automobile Industry?

Evelyn Anderson, *Australian Catholic University*

Academic literature attributes Japan's success in the automobile industry to two entrepreneurial innovations. The first is a Japanese style of inter-firm relationships. The second is the Japanese style of manufacturing method called 'lean production', which is characterised by just-in-time parts delivery of zero defects and joint product development. These two factors, not government industrial policy, constitute the national competitive advantage of the Japanese automobile industry. Public policies are considered merely coincidental and definitely not deterministic. Industry reaction to government policies did not lend support to Chalmers Johnson's (1982) observation that state-firm relationship was the driver of the industry's success. This paper argues that public policies did play an important role in promoting cutting edge technological innovations, using Denso (Toyota's strategic partner) as a case study.

The Anchor Firm as a Strategic Orchestrator: Evidence from the Nanotech Clusters of Catania and Grenoble

Maria Cristina Cinici, *University of Messina*

Giovanni Battista Dagnino, *University of Catania*

Rosario Faraci, *University of Catania*

To what extent do anchor firms benefit from taking part into the orchestration of hi-tech clusters? On the ground of a phenomenon-based investigation design, we address the research question above by analyzing two illustrative European cases (i.e.; the nanotech clusters of Catania, Italy, and Grenoble, France). As a result of this comparison, we explain why the same MNE can be conceived as the two clusters' anchor firm even playing different functions, and cultivating dissimilar strategic orchestration processes and R&D orientations. The paper contributes to the anchor firm and orchestration literatures, as it is able to supply a better explanation of the anchor firms attributes and roles, and to the MNE literature, as it emphasizes that it may exert the role of knowledge attractor in clustered regions. Finally, we argue that the orchestration process for hi-tech clusters development is not always as straightforward and beneficial as previously believed.

SESSION 8

KNOWLEDGE, ALLIANCES, & INNOVATION

TRACK C	Date	Friday, Jun 8
	Time	16:45 – 18:00 h
Common Ground	Room	Orchid 4301A
Facilitator	Alva Taylor, <i>Dartmouth College</i>	

Creating Innovation Positional Advantages: The Combined Role of Market Intelligence, Innovativeness, and Learning

Artur Baldauf, *University of Bern*

Simone Schweiger, *University of Bern*

In this study, we investigate a novel conceptualization of innovation positional advantages along the dimensions of market intelligence, innovativeness, and learning. Drawing on the resource-based view and contingency theory, we propose that innovation positional advantage positively impacts business performance. Moderating effects by market turbulence are suggested to influence this relationship. The impact of innovation positional advantage on business performance in terms of market performance, profitability, and market growth performance is tested in a European business environment. Preliminary results reveal that innovation positional advantage dimensions have significant positive effects on business performance. Market intelligence and learning exhibit a more important role in explaining market performance and market growth. The impact of innovation positional advantage on business performance is especially pronounced when market turbulence is high.

Nested Embeddedness: Managerial Ties, Industry Alliance Networks, and New Venture Innovativeness

Wouter Stam, *Hong Kong University of Science & Technology*

Entrepreneurs' external ties with managers at other firms constitute a potential source of novel knowledge that may foster new venture innovativeness. Yet, understanding of what configuration of strong and weak ties is most beneficial remains limited. Advancing this literature, we hypothesize that strong ties to firms with brokerage positions in their industry's alliance network and weak ties to firms that are disconnected from the alliance network (i.e., isolates) are both positively related to venture innovativeness. We also argue that a focal venture's alliance network centrality increases the innovation benefits of managerial ties to isolate firms, but diminishes the value of personal connections to firms with brokerage positions in the industry's alliance network. Implications for research on networks and innovation are discussed.

Organized Uneven Resources: (Re)configuring Business Opportunities

Johanna Jaskari, *Aalto University*

Innovations emerge as a result of organized but unevenly distributed assets. To innovate today, requires not only access to "real" assets for firms, but an understanding of asset configurations and business models in differently conceptualized business contexts. A firm's asset value, competitive advantages and performance are conceptually, and for a firm, intertemporally distinct. A firm can have several business models, but one strategy. Specifically, a firm's business model (that is, with whom and how a firm interacts) is a consequence of internal, and sometimes external, political interests. A firm's strategy is consequential for how the firm acts in its product and factor markets. This paper explores the implications of how assets and business opportunities are conceptualized in firms' business contexts today.

Practicing Corporate Social Responsibility: The Strategic Intent, Planning Process and Outcome

Loi Teck Hui, *Loi & Mokhtar Consulting SDN BHD*

Friedman's (1962; 1970) works held that the primary social responsibility of a firm is to increase its profits. Apparently, his propositions have some limitations. There have been several articles raising questions about Friedman's works in the over-40 years since his views were first published. Hence, there is compelling need to explore the current state of CSR being practiced in major organizations in particular seeing the Corporate Social Responsibility (CSR) planning contents and how the CSR initiative changes as the process of implementing and thinking about it changes over time in a dynamic business environment.

The Increasing Importance of Research and Technology Organisations in Global Innovation Systems

Goran Roos, *Intellectual Capital Services*
Stephen Pike, *Intellectual Capital Services*
Petri Kalliokoski, *VTI Technical Research Centre of Finland*

This paper reviews the way Research and Technology Organisations are changing their business models to increase their relevance in a global innovation system. The paper discusses the key drivers being: The mutuality of Changing Business Models of Research and Technology Organisations (RTOs), technology convergence and increasing complexity of problems requiring interdisciplinary and trans-disciplinary approaches.

Winning the Globalization Game through Innovation Scalability

Andreas Raharso, *Hay Group Global Research Centre for Strategy*
Min Si Goh, *Hay Group Global Research Centre for Strategy*

Prior investigations treated innovation as a dual process comprising of innovation development and transfer, but our research shows that there is a third core innovation process called innovation scalability which is equally, if not more important than the other two. Drawing from existing literature on internationalization theory, this article directly examines the impact of headquarter-subsidiary proximity on the ease of innovation scalability across MNC subsidiaries. Based on our global data, we show that a larger headquarter-subsidiary geographical proximity indeed weakens headquarter control over its subsidiaries and impedes the replication of innovative subsidiaries. Our results indicate that engaging in subtle forms of management, i.e. indirect intervention, is an important strategy for corporate headquarters wishing to enable innovation development, transfer and scalability across their subsidiaries.

SESSION 11

NETWORKS AND INNOVATION THROUGH CHANGES

TRACK C	Date	Friday, Jun 8
	Time	16:45 – 18:00 h
Paper	Room	Orchid 4301B

Session Chair Jasjit Singh, *INSEAD*

Innovating Through Business Model Change In Entrepreneurial Ventures: Impact of Venture Capitalists and New Managers

Violetta Gerasymenko, *New University of Lisbon*
Dirk De Clercq, *Brock University*
Harry Sapienza, *University of Minnesota*

Drawing on learning theory and attention-based view of the firm, we examine the impact of venture capital firms (VCFs) on the performance of ventures that have gone through a business model change. Based on unique survey data on 156 venture capital backed portfolio companies (PFCs) financed by French VCFs, we find a curvilinear relationship between VCFs' investment focus on business model change and PFC performance such that up to a certain point increases in investment focus enhance PFC performance, and beyond that point PFC performance reduces. Further, the addition of new managers not only increases PFC performance, but also moderates the curvilinear relationship between VCF investment focus on business model change and PFC performance. These results have important implications for theory and practice.

Organizing for Distributed Innovation: Advice Networks across Function and Location

Martin Gargiulo, *INSEAD*
Gopakumar Gopalakrishnan, *Infosys Ltd.*
Henrich R. Greve, *INSEAD*

When organizations distribute work across multiple locations, the ability to communicate and coordinate across the locations becomes a key source of success. This is even more critical when information sources are found in different locations so that information assembly across locations is needed. In the following, we report first-round results from a longitudinal study of team networks engaged in product development and delivery in response to off-site client specifications. We outline the key theoretical

issues involved and show how team networks formed in the client specification phase. We contrast tie creation toward information sources with tie creation toward status as alternative logics, and find more evidence for the latter. However, despite this tendency the team network is well connected across locales and functions.

★ Recruitment, Resistance to Change and Obsolescence

Amit Jain, *National University of Singapore*

I propose that organizations may develop new capabilities and avert technological obsolescence through the accumulation of incremental changes. The recruitment of scientists is one form of incremental change that occurs continually in biotechnology firms. Using data on mobility events occurring over 38 years in the U.S. and Canadian Biotechnology industry, I show that inbound mobility lowers resistance to change rather than result in conformity, leads to the creation of innovations that make a greater impact on an organization's technological community, and enables major changes to organizational knowledge and capabilities. Further, I investigate whether older organizations that are more resistant to technological change benefit more from inbound mobility, to test the thesis that it helps to avert obsolescence.

The Influence of Network Managers on Network Performance in Innovation Networks: Moderating Effects of Power Distribution and Network Duration

Johannes Landsperger, *EBS University*
Sven Heidenreich, *EBS University*
Patrick Spieth, *EBS University*

This paper aims at tracing the impact of a designated network manager for inter-organizational innovation networks. Our study comprises a sample of 103 networks ranging from regional to global ones. The goal is to analyze a network manager's influence on "soft" (relational) and "hard" (goal achievement) network performance measures. Drawing on the interaction oriented network approach, the focus of this paper lies particularly on the people's relations (trust, harmony, commitment) that shall be nurtured and strengthened by a comprehensive and dedicated network manager. We assume a mediating role of the network manager on the core management functions (selection, allocation, regulation and evaluation) that all – if considered sufficiently – will contribute to relational performance, which in turn will lead to a better goal achievement.



SESSION 29

INNOVATION, FIRM PERFORMANCE, AND DYNAMIC CAPABILITIES

TRACK A	Date	Saturday, Jun 9
	Time	09:00 – 10:15 h
Common Ground	Room	Orchid 4301A
Facilitator	Christopher Tucci, <i>Ecole Polytechnique Fédérale de Lausanne - EPFL</i>	

Best Practices Sharing in The State-Owned Enterprise and Performance

Manerep Pasaribu, *University of Indonesia*
 Albert Widjaja, *University of Indonesia*

The performance of the state-owned enterprises (SOEs), one of the major players in the emerging economies, have been increasingly questioned (Moynihan, 2006). This paper identifies the antecedents of the best practice sharing implementation in the national electrical utility company, PT. PLN (Persero), in Indonesia. Knowledge management has been applied in that company as an emerging institutional value systems to improve performance (Szulanski, 2003). A survey covers 190 Manager Units of PT. PLN (Persero) in different provinces in Indonesia. This paper found that consistent distribution, replication, and maintaining best practices, as internal dynamic capabilities, have major impact on performance (Teece, Pisano, Shuen, 1997). The KM application in SOE is as importance as in the multinational corporations such as McDonalds, because the core element of KM is best practices (Szulanski, 2003; de Vries, 2006).

Combinative Capabilities, Alliance Portfolios, and Firm Innovation following Technological Discontinuities

Navid Asgari, *National University of Singapore*
 Annapoornima Subramanian, *National University of Singapore*
 Kulwant Singh, *National University of Singapore*

This paper investigates the disruptive effect of technological discontinuities on the benefits firms can obtain from their alliance portfolios. Building on the concept of combinative capabilities, we propose that a technological discontinuity will require reconfiguration of a firm's alliance portfolio, which will disrupt innovation and its gains from the portfolio. We demonstrate that the impact on innovation and gains from the portfolio depend on portfolio reconfiguration and disruption to firm's combinative capabilities.

Driving Innovativeness in New Product Portfolios: The Role of Portfolio Management Governance

Christian Urhahn, *EBS University*
 Martin Lerch, *EBS University*
 Patrick Spieth, *EBS University*

In order to gain sustainable competitive advantage, firms must dispose of a pipeline or portfolio of product innovations that cover a certain range from incremental to radical. So, new product innovativeness seems to be an important factor on a portfolio level although literature largely regards it from a single-product perspective. Simultaneously, portfolio management literature found that the way how the portfolio management process is governed is much more important than the actual portfolio methods. In our paper, we hence want to identify in what way product portfolio governance influences portfolio innovativeness. Drawing on the theory of dynamic capabilities, we developed a hypotheses framework and tested it on a cross-sectional study among 184 respondents from German companies. First findings seem to support our hypotheses.

Generating Value in China: Effect of Business Model Design and Dynamic Capabilities on Firm Performance

Florian Zock, *University of Mannheim*
 Andreas Al-Laham, *University of Mannheim*

In this paper we examine the consequences for German firms pursuing alternative business models when operating in China. We assume that business model innovation, replication, and their combination influence firm market performance positively. In addition, we analyze the moderating effects of dynamic capabilities. In order to test our conceptual framework, we conduct a survey on German MNCs. In doing so, we can make two contributions to the literature. First, we transfer the exploration-exploitation framework from organizational learning literature to the business model literature, thereby filling that concept

with theoretical content which has been largely neglected so far. Second, we show that firms' market performance can be enhanced by learning processes triggered by innovative business model designs and dynamic capabilities.

Innovation in Indian IT Industry: A Dynamic Capabilities View

Pavan Soni, *IIM Bangalore*

The paper takes a Dynamic Capabilities view in assessing the current growth challenges and future avenues of the Indian IT service and software industry. After discussing the endogenous and exogenous challenges that impede the industry from realizing its full potential, the paper identifies key firm level innovations based upon the imperative of sensing, seizing and configuring dynamic capabilities. These initiatives are: Systematic Innovation Management Programme; Exploring New Business Models; Sustainability and Green; Investment in Intellectual Property Generation; Embracing Open Innovation and Talent Supply Chain Management. Based upon the author's experience in the IT industry and literature review in the discipline of strategy and policy, the paper presents a summary of broad innovation trends, making it an insightful read for academicians, consultants and practitioners alike.

Value Capture through Product & Process Innovations: A Multistage Study Using Hybrid Methodology in Large Scale Indian Enterprises

Aniruddha Aniruddha, *Indian Institute Of Management-Lucknow*
 Amita Mital, *Indian Institute of Management-Lucknow*

The study explores the dynamics of value creation and capture through continuous innovation by firms in emerging markets. Innovation in firms is triggered by certain stimuli, which impact the innovation output or the value created by the firms. We identify a set of three dynamic capabilities (adaptive, absorptive & innovative) which enable firms to sense the environmental stimuli and create superior value through process of innovation. We analyze our conceptual model using a hybrid methodology approach (system dynamics, black box & OLS Regression). The value captured by firms is mediated by the value creation and the dynamic capabilities possessed by the firm. The emerging market firms possessing the three dynamic capabilities are able to generate sustainable competitive advantage by superior value creation and its capture.

SESSION 28

STRATEGIC LEADERSHIP, RISK AND R&D

TRACK A	Date	Saturday, Jun 9
	Time	09:00 – 10:15 h
Paper	Room	Orchid 4201A
Session Chair	Urban Ljungquist, <i>Blekinge Institute of Technology</i>	

Aspects of Management Roles and Dynamic CapabilityUrban Ljungquist, *Blekinge Institute of Technology*

We complement recent research by examining three organisational management roles (top, local, and ad hoc) by drawing on the dynamic capability framework in a healthcare empirical context. In particular, we apply a bottom-up perspective when viewing management in local units, which adds to existing research into dynamic capability, which normally takes a top managerial perspective. We bring new knowledge to the dynamic capability configuration: one strong dynamic capability category does not compensate for weakness in other categories; a strong seizing capability could serve as 'common ground' when fostering adaptability among management roles; top management coordination is essential to avoid excessive autonomy and bridge sub-unit's chimneys, daily processes should be analysed in terms of path-dependency and adaptability.

I Meant To Do That! Managerial Determinants of How Firms InnovateClyde Eirikur Hull, *Rochester Institute of Technology*

This study examines how, for purposes of introducing new products to market, managers choose among three generic innovation modes: internal, cooperative, and external innovation. Risk taking propensity and structural organicity are predicted to affect firms' reliance on these modes. Empirical analysis of 199 firms, using primary survey data and secondary data indicated support for four of six hypotheses. High levels of organicity are associated with greater use of internal innovation; moderate levels of organicity are associated with greater use of cooperative innovation. High levels of risk-taking propensity are associated with greater use of internal innovation, and are negatively associated with external innovation. That these established predictors of (internal) innovation affect all three modes indicates that all three should be considered when examining the innovation process.

★ Performance Attainment Discrepancy and R&D Intensity: The Moderating Effects of CEO and Outside Director Stock OptionsElizabeth Lim, *The University of Texas at Dallas*Brian McCann, *Vanderbilt University*

We contribute to the behavioral agency model by developing theory predicting the differential interaction effects of performance attainment discrepancy and values of stock options grants of CEOs versus outside directors on R&D intensity. We argue that in a negative attainment discrepancy context, high options values increase risk aversion of CEOs who already bear excessive employment and compensation risks, resulting in lower R&D intensity; however, it will enhance monitoring and risk-seeking propensity of outside directors interested in improving performance, leading to higher R&D intensity. In a positive attainment discrepancy context high options values amplify risk aversion in CEOs and outside directors due to a gain domain, inducing less R&D spending. We test our hypotheses with panel data from 1992-2006 on 1,098 United States manufacturing firms.

The Impacts of Stock Ownership and Competition on the Relationship Between R&D Spending and InternationalizationArifin Angriawan, *Purdue University Calumet*

Using the board capital approach and upper echelons theory, I will examine the impacts of stock ownerships by CEOs, TMTs, and outside directors on the relationship between R&D spending and internationalization. Recent study has shown feedback effect of internationalization on innovation (Zahra, Ireland, & Hitt, 2000). The present proposal will also examine the moderating impacts of foreign competition and industry globalization (that result from firm internationalization) on the relationship between R&D spending and internationalization.

SESSION 5

INNOVATION IN EMERGING MARKETS AND MNCS

TRACK B	Date	Saturday, Jun 9
	Time	09:00 – 10:15 h
Paper	Room	Orchid 4201B
Session Chair	Frans Y Sahusilawane, <i>University of Indonesia</i>	

★ Connected with Roots, or Attracted to Competition? Strategic Drivers of Emerging MNC Location ChoicesKarthik Dhandapani, *Indian Institute of Management-Ahmedabad*
Rajesh Upadhyayula, *Indian Institute of Management-Kozhikode*
Amit Karna, *EBS University*

We investigate the strategic drivers of multi-cluster location choice by emerging MNCs in order to improve understanding of their spatial expansion. Using the data of 99 firms from the Indian service offshoring sector, we find that ethnic ties and agglomeration density play a significant role in the multi-cluster location choice of firms. Our preliminary findings suggest absence of ethnic ties to be a key driver of multi-cluster presence, and that firms with low levels of competition in their primary cluster moved towards a multi-cluster presence. We also find differences in behavior of multi-locating firms in both evolved and emerging clusters.

Innovation in Uncertain Institutional Environments: Insights from the Telecommunications Industry in Latin AmericaNancy Gonzalez, *Monterrey Institute of Technology and Higher Education*Matthias Finger, *Swiss Federal Institute of Technology*

How do the firms in complex and rapidly changing environments cope with uncertainty? And how does this impact their innovation strategies? This paper attempts to address these questions by focusing on the telecommunications industry in Latin America. We propose that firms use nonmarket strategies to cope with the scope and rapidity of economical and political change in emerging economies. Furthermore, we explore the impact of institutional uncertainty and dominant players in such emerging economies on innovation strategies of new entrants. The paper will highlight the use of nonmarket strategies as a complement to the locking-in of innovation strategies in uncertain environments, thus contributing to the management literature about corporate political activity.

Resource Constraints and Frugal Innovation in Emerging Economy FirmsAnupama Phene, *George Washington University*

How is frugal innovation enabled in emerging economy firms? We examine frugal innovation by considering the quality of innovations generated in relation to the R&D investment undertaken by the firm. We propose that situations of moderate resource constraints spur the firms to pursue knowledge search strategies that overcome and offset the negative effects of resource scarcity, thereby enabling frugal innovation. We examine knowledge search strategies that demonstrate divergence and capitalization on the public good nature of knowledge, through the use of public science and agglomeration. We test our hypotheses using a sample of Indian biotechnology firms. Our research sheds light on the nature of innovation undertaken by emerging economy firms in response to resource constraints.

★ Transnational Intellectual Property and Innovation Strategies: Evidence from China-US Patent DyadsKenneth Huang, *Singapore Management University*Jiatao Li, *Hong Kong University of Science & Technology*

As firms increasingly operate and conduct R&D in emerging economies, "transnational patenting" – patenting of the same invention across more than one country – is becoming a cornerstone of their innovation strategy. We examine the impact of transnational patenting on technological knowledge formation and adoption using 4226 China-US patent dyads covering 1104 firms. Difference-in-differences estimates show that patent granted to an invention under a weak intellectual property right (IPR) institution (China) increases its subsequent knowledge adoption by up to 76% under a strong IPR institution (U.S.). The effect is most salient for patents awarded to China-based firms, in computing and information technology, and to firms located in Chinese municipalities with comprehensive IPR system. Innovation strategies employed in emerging markets could shape firms' knowledge processes in developed markets.



SESSION 10

GLOBAL COMPETITION

TRACK C	Date	Saturday, Jun 9
	Time	09:00 – 10:15 h
Paper	Room	Orchid 4301B
Session Chair	Javier Gimeno, <i>INSEAD</i>	

Globalization, Ambidexterity, and Long-term Firm Performance: Evidence in Pharmaceuticals Industry

Osamu Suzuki, *Kwansei Gakuin University*

In spite of a strong research interests in organizational ambidexterity, extant works on long-term performance implications of organizational ambidexterity under globalized competitive contexts are quite limited. Leveraging a unique data set on exploitative and exploratory new pharmaceutical developments, our paper intends to address this lack of clarity by empirically examining how the association between organizational ambidexterity and long-term firm performance is influenced by the degree of globalization of competitive contexts. Our analysis shows organizational ambidexterity negatively influences long-term firm financial performance under globalized competitive contexts. Building on research on antecedents of organizational ambidexterity, we argue for a contingency perspective on organizational ambidexterity.

On the Use and Usefulness of Networks for Internationalization Strategies

Wee-Liang Tan, *Singapore Management University*

Michael Nippa, *TU Bergakademie Freiberg*

Common wisdom expects Asian, particularly Chinese-managed firms to rely heavily on informal social networks such as family or clan ties whereas industry-based networks, professional and association networks play an inferior role. However, there are only a few empirical tests to date. Research in the field of international strategy has shown that different kinds of network are especially relevant for successful market entry strategies. The study sheds light on the question what networks are used and regarded useful by Chinese export-oriented entrepreneurial SMEs. It especially examines the usefulness of different networks to better understand the role of these networks. Results of our survey show that SMEs regard industry-based networks, professional and association networks to be more useful than extended family networks, social, or informal networks.

Skills and Innovation of Foreign and Domestic Firms

Annique Un, *University of South Carolina*

Fernando Muñoz-Bullón, *Carlos III University of Madrid*

Maria J. Sanchez-Bueno, *Carlos III University of Madrid*

In contrast to previous studies that argue that subsidiaries of foreign MNEs suffer from a disadvantage or liability of foreignness in comparison to domestic firms, we argue for an advantage of foreignness. We propose that skills of employees of subsidiaries of foreign MNEs have a larger positive effect on innovation than skills of employees in domestic firms. The reason is that being part of the foreign MNE, subsidiaries manage employees to be more cosmopolitan whereas domestic firms tend to manage employees to be more local. Although initially managed this way to facilitate better integration with the MNE, the more cosmopolitan employees of the subsidiaries of foreign MNEs are better at searching for and integrating diverse knowledge to generate innovations than employees of domestic firms.

Strategic R&D Disclosure and Competition

Sharon James, *Ohio State University*

Voluntary public disclosures about a firm's intermediate R&D accomplishments present an interesting puzzle. Conventional wisdom suggests that to prevent competition firms should never voluntarily disclose such information. However, firms that have a technological advantage may have strategic motivations to disclose – to broadcast their capabilities to trading partners or to deter competition in the same technology space. This study investigates these strategic motivations by examining the effect of disclosure on competitors' patenting in the same technology areas. Empirical analysis is conducted on a sample of 322 publicly traded firms in the global communications equipment and pharmaceutical industries from 1991 to 2004. This study highlights the importance of contextual factors that influence the tradeoffs firms make between secrecy and disclosure as mechanisms for capturing value from innovation.

SESSION 20

PLENARY TRACK

TRACK P	Date	Saturday, Jun 9
	Time	10:45 – 12:00 h
Showcase Panel	Room	Orchid Ballroom 1

Globalization of Innovation

Panelists

Yves Doz, *INSEAD*
 Laurent Perier, *ST Microelectronics*
 Steven Veldhoen, *Booz & Company*

In the true spirit of SMS, this panel brings together findings from multiple key players. From significant INSEAD research, to first-hand experience in R & D with ST Microelectronics, together with leading edge perspective with Booz & Consultants on the issues of managing distributed global innovation in Asia. Amongst other key issues that shall be discussed, the panel will notably focus on how to configure and coordinate innovative activities both on the level of the firm and as well as individual projects. Emphasis will also be given on how to overcome geographic and cultural distances as the scope of activities broaden.



Yves Doz is the Solvay Chaired Professor of Technological Innovation at INSEAD and Visiting Professor at Aalto University (formerly Helsinki School of Economics). He was Dean of Executive Education (1998-2002) and Associate Dean for Research and Development (1990-1995) at INSEAD. Yves Doz received his Doctoral degree from Harvard University and is a graduate of the Ecole des Hautes Etudes Commerciales (Jouy-en-Josas, France). He has also taught at the Harvard Business School, Stanford's Graduate School of Business, Seoul National University, and Aoyama Gakuin University in Tokyo. His research on the strategy and organization of multinational companies led to numerous publications, including several books, in particular *The Multinational Mission: Balancing Local Demands and Global Vision*, co-authored with CK. Prahalad (1987) and *From Global to Metanational: How Companies Win in the Knowledge Economy* co-authored with José Santos and Peter Williamson (Harvard Business School Press, 2001). Yves Doz currently carries out research on how companies can achieve strategic agility.



Laurent Perier has worked more than 20 years in the high tech industry. Over that time, he has developed quite a distinctive experience in leading teams and projects in diverse locations, assignments and organizations. He spent most of his career in ST Microelectronics and for the last 10 years, he has led technical teams in China, India and Europe. He is presently China Design Centers Director, managing the design teams and driving an R&D strategy integrated in the regional ecosystem. Previously, he was in charge of Indias IC Design & Applications Center for Automotive microcontrollers. For 12 years, Laurent Perier was in charge of Products marketing, Business development and customer support teams, mostly in the domains of microcontrollers, power systems, automotive and appliance segments. In parallel with an industrial career, he maintains contacts with the academic and communications worlds. He is presently Director of the joint Design Center with Tsinghua University (China) and contributes to magazines articles and seminars on globalization, cross-cultural management and technical programs. He holds several patents.



Steven Veldhoen, based in Beijing, is a Booz & Company Partner with over 20 years at the firm. He specializes in improving corporate innovation and operations capabilities together with clients. Steven Veldhoen has done most of his work with clients in the Automotive and Consumer Goods industries. He also leads the joint research with INSEAD on Global Innovation Networks. His key functional expertise centers on, product development, process improvement, innovation organization redesign, product cost reduction, and Asian market entry strategies. He has co-authored a number of articles on industry topics, such as "The Well-Designed Global R&D Network," which was published in *strategy+business*. Steven Veldhoen holds an MBA from IESE in Barcelona, and a B.A. from Nijenrode in The Netherlands.



SESSION 21

PLENARY TRACK

TRACK P	Date	Saturday, Jun 9
	Time	10:45 – 12:00 h
Showcase Panel	Room	Orchid Ballroom 2

Private Led Innovation

Panelists

Rajendra Kumar Srivastava, *Singapore Management University*
Howard Thomas, *Singapore Management University*

Success in emerging markets in Asia requires business model innovations that accommodate different market conditions such as rapid growth and heterogeneity within consumer and business markets. These markets are constantly evolving due to changes in infrastructure, distribution networks, technology and competitive eco-systems. While capital often follows opportunities to emerging markets due to the shifts in economic centre of gravity towards the BRICs, the inherent uncertainties of dynamic markets caught in global economic turmoil have added impatience to investments resulting in market volatility. This plenary session will focus on how MNCs need to adapt business models to adjust to both challenges and opportunities provided by emerging markets due to differences in competitive market conditions that are often diametrically different from their home markets.



Rajendra Kumar (Raj) Srivastava earned his doctorate at the University of Pittsburgh; he then joined the Goizueta faculty in 1999. He has served as Senior Associate Dean for Academic Affairs at the University of Texas at Austin where he held the George Kozmetsky Centennial Chair, and as Senior Associate Dean for Academic Programs and Executive Education at Goizueta.

He is also a Distinguished Research Fellow at ISBM (Penn State) and is a Senior Research Fellow at IC-Sq. Institute (UT-Austin). His research, spanning marketing and finance, has been published in *Journal of Marketing*, *Journal of Marketing Research*, *Marketing Science* and *Journal of Banking and Finance*. He is considered a thought leader on issues related to strategic brand management, customer management and market-driving strategies. His current research focuses on the impact of marketing processes and market-based assets on corporate financial performance and shareholder value. Raj Srivastava is recognized for his pioneering work linking marketing strategy to financial performance. His 1998 paper titled "Driving Shareholder Value Via Market-Based Assets" received both Maynard and Marketing Science Institute/Paul Root Awards for the *Journal of Marketing* article judged to contribute most to the development of theory and practice of marketing, respectively. More recently, he received the Mahajan Award for Career Contributions to Marketing Strategy from the American Marketing Association (2004).



Howard Thomas was appointed Dean of the Lee Kong Chian School of Business in January of 2010. Prior to this appointment, he was the Dean of the Warwick Business School for ten years and the Dean of the College of Commerce and Business Administration at the University of Illinois at Urbana-Champaign for nine years. He is Chair of the Global Foundation

for Management Education, and former Chair of the board of the Graduate Management Admissions Council. He is a past President of the Strategic Management Society, was elected as an Inaugural Fellow, and was the Dean of the Fellows. He is Vice-President of the European Foundation for Management Development and the Association of Business Schools. He is a Fellow of the Academy of Management in the USA and the British Academy of Management, where he has also been elected onto its Council. He is also the chairman of the board of directors of The Association to Advance Collegiate Schools of Business (AACSB).

SESSION 22

PLENARY TRACK

TRACK P	Date	Saturday, Jun 9
	Time	13:30 – 14:45 h
Plenary Panel	Room	Orchid Ballroom 1

The Myth: “Business is Successful in Spite of the Government”!

Moderator

Charles Lee, *Visiting Professor at NUS and Peking University*

Panelists

Lim Chuan Poh, *A*Star*

Wong Poh Kam, *National University of Singapore*

Kai Hoe Tan, *SPRING Singapore*

Hang Chang Chieh, *National University of Singapore*

Bernard Yeung, *National University of Singapore*

This panel will address the function of governmental and quasi-governmental organizations that foster partnership between government and businesses for the mutual objective of creating value for the society, the nation and the world at large. These organizations share the same mission of providing the proper environment for entrepreneurs to exercise their innovative spirit and to create new business ventures as well as inculcating entrepreneurial spirit amongst students. They will also develop nurturing policies, regulations and allocate resources to encourage entrepreneurs to embark on such journeys. This panel features five leaders of such agencies in Singapore to share their personal and organizational mission, vision, as well as strategy to promote innovation & entrepreneurship. They will also describe how these & other similar organizations in Singapore has been continuously re-inventing Singapore to keep pace and even lead the way of collaborating with domestic and multinationals organizations around the world. This is the cumulative success story of Singapore!



Charles Lee has more than forty years of experience in the Information Technology industry with operating expertise in venture capital, product development, marketing and general business management. He is a consultant to governments and industry on both sides of the Pacific. Since 1977, he has worked with young technology companies to help them optimize their growth.. Charles Lee is the author of “Cowboys and Dragons”, a renowned reference on US-China business practice (2003); “Innovation Changes China” (2011) and “The Code that Changes China” (2011). In 2006, Charles Lee founded & was appointed as the Chairman of Management Of Technology Department of Peking University’s School of Software and Microelectronics, and was invited simultaneously as a Visiting Professor in the D-ETM (Division of Engineering & Technology Management) at the National University of Singapore.



Lim Chuan Poh leads A*STAR in fostering world-class scientific research and developing talent for a vibrant knowledge-based, innovation-driven Singapore. Appointed as Deputy Chairman A*STAR in November 2006, Lim Chuan Poh has been a Board Member of the Nanyang Technological University (NTU) since 2003, A*STAR’s Biomedical Research Council since January 2004, and the National Research Foundation since January 2006. He is Chairman of the National Infocomm Security Committee and the Pro-Tem Governing Board of the Imperial College-NTU medical school. He also co-chairs the Biomedical Sciences Executive Committee. Prior to helming A*STAR, Lim Chuan Poh was Permanent Secretary at the Ministry of Education (MOE). Before joining MOE, he spent 23 years with the Singapore Armed Forces and last held the office of Chief of Defense Force.



Wong Poh Kam is concurrently a Professor at the School of Business, as well as Director for National University of Singapore (NUS) Entrepreneurship Centre. He has published in numerous international refereed journals on innovation policy, industrial and competitiveness policy and technology entrepreneurship, and has also consulted widely for international agencies such as the World Bank and Asian Development Bank, various government agencies in Singapore such as A*STAR, EDB and IDA, and many high tech firms in Asia. An entrepreneur who co-founded three companies prior to joining academia, he is now an active angel investor and/or board member of several high tech start-ups in Silicon Valley, Singapore, China and Malaysia. He was a Fulbright Visiting Scholar at U.C. Berkeley and a visiting researcher at Stanford University and KTH, Sweden. He received a Public Administration Medal (Bronze) from the Singapore Government in 2005. Wong Poh Kam obtained two BSc’s an MSc. and a PhD from MIT.



Kai Hoe Tan is currently the Deputy Chief Executive of SPRING Singapore. His portfolio includes driving SPRING’s efforts in entrepreneurship & innovation and overseeing SPRING’s quality & standards initiatives. Kai Hoe Tan is also the Chairman of SPRING SEEDS Capital Pte Ltd, a subsidiary of SPRING which provides equity co-investment to innovative start-ups. Prior to joining SPRING, Kai Hoe Tan was a career naval officer in the Republic of Singapore Navy, where he rose to be the Chief of Staff – Naval Staff, overseeing the development of the Navy. He has also been the Fleet Commander, Head of Naval Plans and the Head of Naval Training. Kai Hoe Tan has served on the boards of a number of companies and not-for-profit organisations. He is currently serving on the boards of Singapore Aerospace Manufacturing Pte Ltd, Exploit Technologies Pte Ltd, Temasek Polytechnic and the Singapore Red Cross. Kai Hoe Tan graduated with a BA in Physics from Cambridge University, and holds a MSc in Management from Stanford University.



Hang Chang Chieh has served in key leadership roles as Head of Electrical Engineering Department (1998-1994), Deputy Vice-Chancellor (research; 1994-2000) National University of Singapore (NUS); Chairman, Institute of Microelectronics (IME); and Executive Deputy Chairman, Agency for Science, Technology and Research (A*STAR; 2001- 2003) to name a few. Hang Chang Chieh astute leadership and management skills have helped to complete the “major pieces” of physical science and engineering research in Singapore. He hopes that the younger generation would do a better job to bring Singapore’s science and technology to greater heights. Hang Chang Chieh received his B. Engineering from University of Singapore in 1970 and Ph.D. from University of Warwick, 1973.



Bernard Yeung is the Dean and the Stephen Riady Distinguished Professor in Finance and Strategic Management at the National University of Singapore Business School. Before joining NUS in June 2008, he was the Abraham Krasnoff Professor in Global Business, Economics, and Management at New York University Stern School of Business. He was also the Director of the NYU China House, the honorary co-chair of the Strategy Department of the Peking University Guanghua School of Management, and Advisory Professor at the East China Normal University. Bernard Yeung’s research covers topics in international corporate finance, corporate strategy, foreign direct investment, and the relationship between institutions, economic development, and firm behavior. He is a member of the high-powered Economic Strategies Committee chaired by Mr Tharman Shanmugaratnam, Minister for Finance. Bernard Yeung received his bachelor of arts in economics and mathematics from the University of Western Ontario, his MBA and PhD from the Graduate School of Business at the University of Chicago.



SESSION 25

INTERORGANIZATIONAL RELATIONSHIPS AND KNOWLEDGE

TRACK A	Date	Saturday, Jun 9
	Time	15:15 – 16:30 h
Common Ground	Room	Orchid 4301A
Facilitator	Anne Marie Knott, <i>Washington University-St. Louis</i>	

(Dis)Organized Collaboration: How Structure of the Alliance Organization Influences Alliance ManagementAstrid ter Wiel, *VU University Amsterdam*

Alliances have become an important strategic tool to organizations to further aims such as assembling resources to foster innovative efforts. Desired outcomes of alliances will only be reached if such partnerships are actively managed and monitored. Based on the case analysis of six organizations, this paper explores how alliance organization structures, and more specifically the levels of formality and centralization, affect strategic collaborative activities and the ability of firms to deal with their alliances. The study provides clarity on the various arrangements that firms may have with respect to the management of interorganizational relationships and gives insight into how these different types of alliance organization facilitate retention of alliance management know-how throughout the firm.

Alliance Network Heterogeneity, Absorptive Capacity and Innovation Performance: A Study of Mediation and Moderation Effects

Sanjay Dhir, *Indian Institute of Management-Lucknow*
 Aniruddha Aniruddha, *Indian Institute Of Management-Lucknow*
 Amita Mital, *Indian Institute of Management-Lucknow*

The purpose of this paper is to broaden our perspective of alliance network heterogeneity, absorptive capacity and their effect on innovation performance. Although extant research recognizes alliance network as predictor to innovation performance; mediation effect of network heterogeneity between innovation performance and its antecedents has been neglected. On the other hand, interaction effect of absorptive capacity has been widely researched, but these studies have not sufficiently analyzed the influence of absorptive capacity on innovation performance due to conflicting results, especially regarding the multidimensional character of absorptive capacity. Present study intends to reveal whether relationship between innovation and its antecedents is mediated by firm's alliance network heterogeneity, in Indian context. Furthermore, we explore whether absorptive capacity acts as mediator or moderator between alliance network heterogeneity and innovation performance.

Cooperation or Competition: Strategic Options towards RivalsKwangho Kim, *City University of Hong Kong*

The proposed study will investigate when a firm decides to compete or collaborate with its rival. Specifically, two types of alliances that represent competition (i.e., a focal firm's alliance with its rival's partner) and cooperation (i.e., a focal firm's alliance with its rival) respectfully will be distinguished, and when a focal firm chooses the former or the latter will be examined. Although competition and cooperation are two major strategic options that companies commonly adopt, the factors that lead to each decision have not been explored yet. Thus, it is still unclear why firms decide to compete or cooperate with their rivals. The findings of the proposed study are expected to fill this gap in the literature and contribute to the strategic management literature by addressing the fundamental question in the strategy field.

Exploring with Partners: Entry into New Business Domains and Partnerships in U.S. Venture Capital IndustryAlex Makarevich, *Ramon Llull University*

This study examines the role of inter-firm partnerships in firms' exploration activities. In particular, it analyses partner-related antecedents of firms' engagement in exploration; firms' choice of mode of exploration with respect to partners; and the outcomes of firms' exploratory activities undertaken collaboratively. While focusing on exploration, the paper

proposes a novel framework for analysis of both, exploration and exploitation with respect to firms' partnerships. A number of hypotheses about the role of partners in firms' exploration (entry into new business domains) are advanced and tested using the U.S. venture capital market as the empirical setting. This analysis contributes to both, the literature on the role of inter-firm partnerships in firms' strategic actions and the literature on strategic use of inter-firm partnerships.

When Does Embeddedness Matter? The Contingent Value of Prior Relationships in Technology Licensing

Young-Choon Kim, *National University of Singapore*
 Moowoon Rhee, *University of Hawaii*

We propose to study the role of prior relationships in the collaboration of multiple actors with different types of knowledge. We suggest that the value of prior relationships in the collaboration performance is contingent upon the extent to which multi-actor coordination is salient. Examining the empirical context of university technology licensing, we hypothesize that the prior task relationships among three main actors i.e., inventors, technology managers, and patent attorneys, enhance technology licensing 1) when the actors are incompetent and 2) when the task contexts involve high level of uncertainty. Our study contributes to the embeddedness literature by clarifying boundary conditions under which relational embeddedness brings positive consequences.

SESSION 30

ENTREPRENEURIAL PROPENSITY AND INNOVATIVENESS IN FIRMS

TRACK A	Date	Saturday, Jun 9
	Time	15:15 – 16:30 h
Paper	Room	Orchid 4201A
Session Chair	Artur Baldauf, <i>University of Bern</i>	

Alternative Concepts of Fit Among Innovativeness, Proactiveness, and Risk-Taking, in Explaining Firm Performance

Artur Baldauf, *University of Bern*
 Tatiana Romanova Stettler, *University of Bern*
 Simone Schweiger, *University of Bern*

The entrepreneurial orientation construct has received considerable amount of research interest in the last decades. Several researchers have pointed out the distinctness of the construct's dimensions of innovativeness, proactiveness, and risk-taking as well as their independent firm performance effects. However, the research field lacks a comprehensive understanding how these single dimensions interrelate in explaining superior firm performance. In this study, we propose alternative concepts of fit (i.e., fit as covariation, moderation, and mediation) of the single dimensions of EO and firm performance. As the direct firm performance impact of the single dimensions of EO has been studied intensively, we are able to test our theoretical models with meta-analytical methods. This allows us to achieve a higher degree of generalizability of our findings.

Corporate Entrepreneurship in Multinational Companies: Evaluating the Influence of Organizational Antecedents

Christoph Georgi, *EBS University*
 Christian Kuklinski, *EBS Business School*
 Roger Moser, *University of St.Gallen*

Corporate entrepreneurship (CE) drives innovation across nations. We investigate cross-national differences in organizational antecedents for CE structured along the Corporate Entrepreneurship Assessment Instrument (CEAI). We use an online Delphi expert panel to assess the perceived degree of implementation and importance of organizational antecedents in a single multinational company in five countries – USA, Germany, India, China, and Japan. Both quantitative data and qualitative arguments were collected from 212 associates. The statistical analysis of the quantitative data reveals organizational factors' degree of implementation and perceived importance to foster corporate entrepreneurship. The qualitative arguments provide insights not only regarding why some organizational factors differ in their perceived degree of implementation and importance but also why they differ across countries.

Generational Change, Innovation Capacity and Enterprise Development: Family SMEs in Manufacturing in Malaysia

John Lee Kean Yew, *University Malaya*

The Malaysian government has been encouraging small and medium enterprises (SMEs) to strive for excellence in today's ever-changing competitive globalized marketplace primarily by investing in research and development (R&D) to enhance their innovation capacity. However, the family business literature suggests that corporate organization features unique to family firms limit their ability take advantage of incentives to innovate and keep growing. To date, there has been very little empirical research on family-owned SMEs particularly in innovation. Therefore, for this study, family SMEs in two areas of Malaysia's manufacturing sector, that is plastics and food production, will be examined. This study evaluates the impact of generational change, i.e. following succession of the new generation as owners of the family business, to enhance the innovation capacity of a firm.

Innovativeness and Growth of Small and Medium Enterprises and Role of External Environment and Firm Resources as Moderating Variables

Rakesh Gupta, *Institute for Integrated Learning in Management*

Ajay Pandit, *University of Delhi*

Aman Srivastava, *Jaipuria Institute of Management-Noida*

Entrepreneurial orientation refers to firm's strategic orientation, capturing aspects of innovativeness, proactiveness, and risk taking. It has become a central construct in entrepreneurship research, with literature highlighting a positive relationship between entrepreneurial orientation and firm growth. The construct of EO has been widely studied in U.S. or other developed economies context and very few studies have been done in emerging economies. Recent research in China found the relationship between entrepreneurial orientation and performance quite complex. For the small firms with limited resources operating under complex environment understanding which of the dimensions are more valuable is an important issue. This study has focused on the role innovation in the growth of SMEs and the moderating role of external environment and firm resources on this relationship.

SESSION 32

EXTERNAL INFLUENCES ON INNOVATION

TRACK B	Date	Saturday, Jun 9
	Time	15:15 – 16:30 h
Paper	Room	Orchid 4201B
Session Chair	Shih-Chi Chiu, <i>Nanyang Technological University</i>	

Analyzing the Impact of Innovation on Firm Growth in a High Uncertainty Environment

Xu Li, *London Business School*

Frederik Vermeulen, *London Business School*

Innovation is generally portrayed as positive for firm performance, especially in uncertain environments. However, empirical evidence on the influence of innovation on performance is mixed. Using an attention-based view of firm growth, we theorize about the influence of innovation on firm growth in an environment characterized by high uncertainty, where the uncertainty is caused by sources other than innovation itself. Using longitudinal data on the population of Chinese pharmaceutical firms, our models indicate a negative effect of product innovation on firm growth. Consistent with our attention-based view, the negative influence is stronger when the firm concurrently diversifies into other product markets and operates a diverse portfolio of alliances.

Competitive Collaboration Network and Firm Innovation

Yi-Ju Lo, *Yuan Ze 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.

Home-based Networks, Local Institutions and Innovation of Chinese Multinational Firms

Veronica Fong, *University of Macau*

Jacky Hong, *University of Macau*

This paper contributes to the literature of innovation, network strategies and institutions in emerging China by identifying the bridging role of home-based networks between different indigenous institutions and innovation of Chinese firms. Focusing on the mediator function of home-based networks, we advance three arguments. First, the needs of consolidating and integrating knowledge on home-based networks significantly improve our understanding of contemporary Chinese firms on innovative capabilities. Second, the exploitative and explorative home-based networks are defined as the salient idiosyncrasies that help Chinese firms to extend their competitive advantages under the boundary of different institutions. Lastly, defining the specific normative and cognitive institutions in China have fostered our understandings on the facilitating factors for the formation of home-based networks and these definitely enrich the extant literature regarding Chinese institutional characteristics which are largely ignored.

The Impact of Foreign Innovation on the Innovation in Indigenous firms in China

Xiaoying Li, *Brunel University*

It is well documented that foreign firms have spillover effects on the productivity of indigenous firms in the host country. However, we know little about the impact of foreign firms' innovation activities on the innovation in indigenous firms. This study aims to investigate this issue using firm-level data from China over the period 1998-2005. We use both the input (R&D investment) and output (new product output) of R&D to measure firms' innovation activities. We find a reversed U-shaped relationship between new product output in foreign firms and indigenous firms; further, we find that the reversed U-shaped relationship is more evident in high-technology industries. By contrast, we find that the overall relationship between R&D investment in foreign and domestic firms is not significant. Policy and business implications are discussed.

SESSION 13

ANTECEDENTS OF ENTREPRENEURSHIP AND CREATIVITY

TRACK C	Date	Saturday, Jun 9
	Time	15:15 – 16:30 h
Paper	Room	Orchid 4301B
Session Chair	Sai Yayavaram, <i>National University of Singapore</i>	

An Attention-Based Approach to Globalizing Innovation

David Major, *Indiana University*

In this paper, strategic management theories of globalization and competitive interaction are linked to cognitive psychology concepts of individual selective focus of attention to suggest that the focus of decision-makers within globalizing firms is mediated by attention-structures that are country and region specific. From a basal level of individual decision-makers, I raise the analysis to the level of organizational attention and posit that the effects of market and non-market institutional structures on attentional focus will yield implications for the globalization of organizational innovations.

Entrepreneurial and Managerial Brains: How differences in Cognitive Control affect Strategic Decision Making

Daniella Laureiro-Martinez, *Swiss Federal Institute of Technology Zurich*

Stefano Brusoni, *Swiss Federal Institute of Technology Zurich*

Nicola Canessa, *San Raffaele Scientific Institute*

Maurizio Zollo, *Bocconi University*

The extent to which entrepreneurial abilities to switch from exploitation to exploration and back can be a-priori assessed, as well as developed via specific training and practice, has significant implications for the enhancement of innovation outcomes and overall competitiveness at the organization as well as at the national and regional system levels. In this study, we compare brain activity of matched groups of entrepreneurs and



managers engaged in a gambling-task assessing exploitative vs. explorative decision-making. We find that entrepreneurs activate more strongly than managers brain regions specifically associated with cognitive control and that this activation is positively correlated with decisional performance. These results might open new paths of inquiry on individual differences in the neural antecedents of entrepreneurial decision-making.

Innovation for Whom, Innovation for What? Understanding the Determinants of CSR Innovation in Asia

Roberto Martin Galang, *Ateneo de Manila University*
Itziar Castello, *Copenhagen Business School*

This study investigates the mechanisms by which CSR is understood by firms as a strategic tool for innovation. The analysis of CSR innovation is conceptually different from strategic innovation, as it draws upon potentially conflicting strategic and social claims on the corporation. Through an analysis of more than 1,000 CSR projects from 25 Asian countries, we investigate the relationship between the firm-level interpretation of CSR innovation with the determinants of CSR, such as stakeholder dialogue, partnerships, and other accountability tools; and the national, industrial and organizational characteristics of the firm. This empirical process will demonstrate the extent to which firms perceive CSR and innovation to go hand-in-hand and the key factors that determine whether CSR innovation is aimed at achieving social versus strategic ends.

Micro-Foundations of Corporate Entrepreneurship

Christiane Bode, *INSEAD*

Research shows that building new ventures inside existing organizations is necessary for firm growth and survival but we know very little about the process through which this happens. I seek to specify the micro-foundations underlying the successful actions necessary to start, gain resources for and embed a new innovative venture inside an existing organization. I focus on actions leading to three types of buy-in; cognitive, emotional and political which have not been examined together in one sequential stakeholder model. I find several constructs important for the process which may be moderated by the level of controversy and innovativeness of the initiative.

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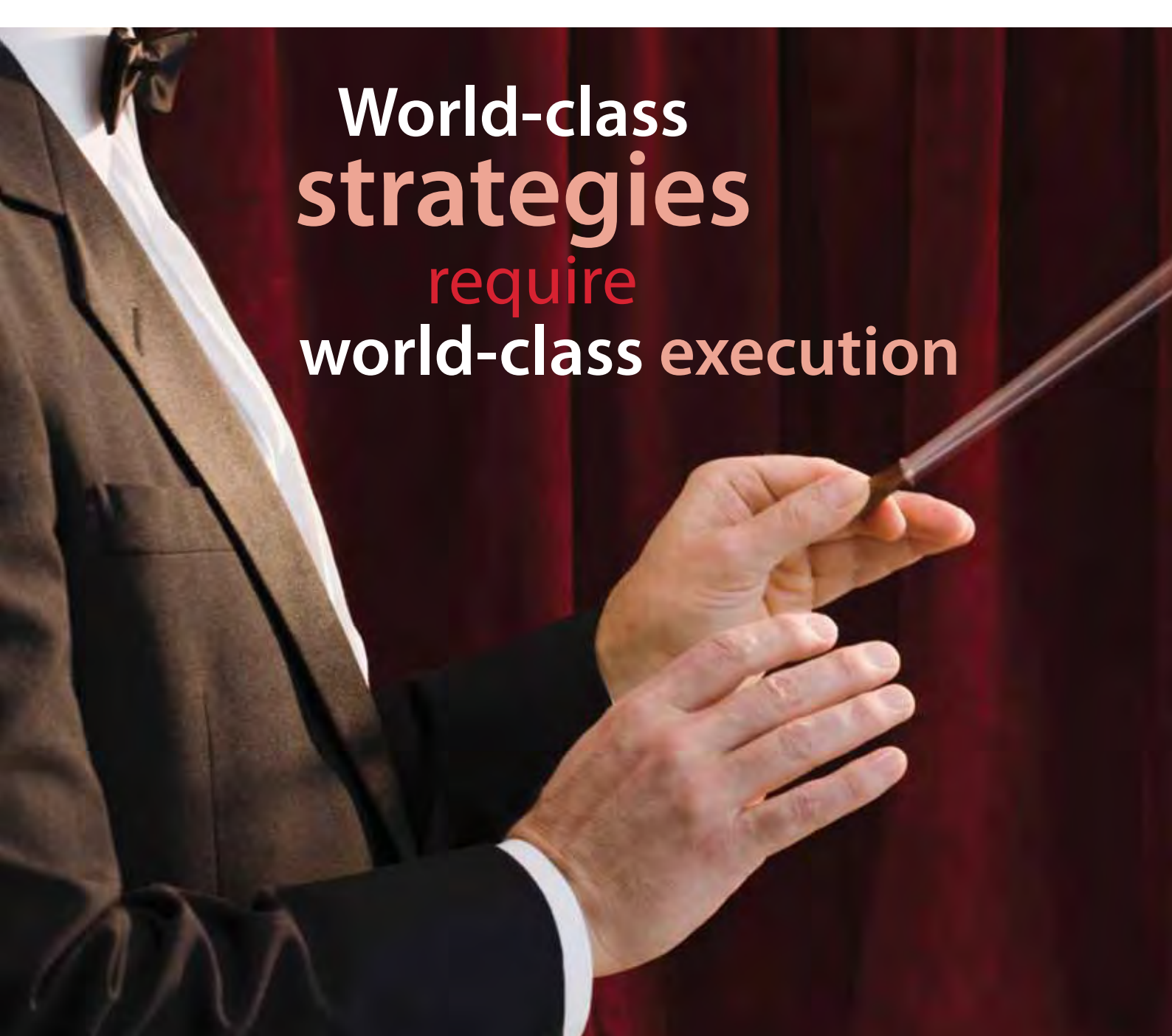
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