

- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- 2021
- 2022
- 2023
- 2024
- 2025

ANNUAL REPORT < 2016 >

SMS



Linking Thoughtful Practice with Insightful Scholarship



RUSS COFF SMS PRESIDENT

Message from the President

As the incoming president, it is my honor to report to you on our recent activities. Let me begin by extending our gratitude to the many of you who have contributed countless hours of your time to the organization. 2016 was quite a successful year and we are pleased to report that SMS, in all respects, is thriving. In addition to our dedicated Board, we are also thankful to have the support of an exceptional team of professionals in our office. Our conferences, journals, grant and award programs, and other activities provide a terrific portfolio of member services. We draw on these strengths as we continue to explore a range of new initiatives.

After six years of impressive leadership and dedication, Bob Hoskisson has ended his presidential tenure. On behalf of all of us at SMS, I want to use this opportunity to thank him again for his enthusiasm and stewardship that was so important to getting SMS to where it is today.

The Executive Committee is now composed of Marjorie Lyles (Past President), Javier Gimeno (President-Elect), Tomi Laamanen (Treasurer), Nikolaus Pelka (Executive Director), and myself. The leadership team is committed to working hard to fulfill the mission of SMS and to strengthen its value proposition for all SMS members and its stakeholders.

On all measures of excellence, SMS is performing well. Our financial performance measures are strong. Our membership grew significantly to well above 3000 members in 2016. We had three very successful conferences and extension workshops that allowed for more intense discussions and presentations on research topics. We had our very well attended Annual Conference in Berlin and Special Conferences in Rome and Hong Kong. Our Interest Groups and our Teaching and Research Communities have increased opportunities to bring together SMS members interested in more specific topics, research and networking.

We will continue our commitment to the development of opportunities for PhD students and young faculty through our research and paper development workshops. The SRF has expanded beyond the research grant programs for PhD students and started the new Research in Organizations (RiO) program.

Our journals remain strong. SMJ enjoys the position of being one of the world's leading mass-impact journals. We are happy to welcome Gary Dushnitsky as a Co-Editor of the Strategic Entrepreneurship Journal (SEJ) and Alvaro Cuervo-Cazurra and Ram Mudambi as Co-Editors of the Global Strategy Journal (GSJ). We thank Steve Tallman for his exceptional guidance as

he steps down as a founding Co-Editor of GSJ as well as Mike Wright, who was Co-Editor of the SEJ for the past six years.

We are also delighted to welcome Charlie Williams as a Media Innovations Co-Editor – and to simultaneously thank Will Mitchell who has stepped back from that role in the past year. They have been very enterprising in developing new content and leveraging electronic forums to promote our members' intellectual contributions. We invite you to participate in the online discussions of articles from SMS journals as well as check out the current events.

Finally, SMS has become increasingly decentralized with many opportunities for people to get involved in leadership roles. At the top level, SMS has 5 officers and 9 board members. Another 50 serve as Editors and Associate Editors of SMS journals, three more serve as SRF Program Chairs, and a further 24 individuals served as program chairs for our current conferences. That's 90 members in top level roles. In addition, our Interest Groups and Communities are the engines of innovation – we currently have 12 IGs and two Communities (Teaching and Research Methods). As such, many more people are involved in SMS governance at the IG&C level. Each IG&C has three officers and 6 representatives at large for a total of 126 volunteers in leadership roles.

continued on next page

If you've been counting, you might note that we are up to 216 members involved in the SMS leadership (over 7% of our membership). We could go further and include many more that are carrying responsibilities for specific leadership tasks.

The point of this is, first, to thank the hundreds of leaders that make SMS so successful. Second, the health of our society depends on broad participation rather than a few people at the top. I hope to encourage more people to become involved in the many SMS leadership opportunities.

Thank you for your support. I hope this Annual Report will help you to learn of the many exciting SMS initiatives aimed at providing you better value from your SMS relationship.

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



Message from the President 2

Membership Report 4

Conference Report 6

Special Conference in Rome..... 7

Annual Conference in Berlin 8

2016 Conference Awards 10

Special Conference in Hong Kong 11

Journal Publications 12

SMS Journal Publication Awards 15

Fellows..... 16

Awards & Honors Program: Recognizing Excellence 17

SRF Program 20

Media Innovations 22

Redesign of Online Database System..... 23

Treasurer Report..... 24

2016 Financial Reporting 25

2016 Leadership 26

2016 Board of Directors 27



Membership Report

Our vibrant membership keeps the Strategic Management Society fresh and relevant. In 2016, our 3,194 members participated in the activities of 12 Interest Groups (IGs) and 2 Communities. To put this in perspective, in 2011 there were 9 IGs, and Communities did not exist.

In 2016 the Membership Committee focused on strengthening the relationships with the leadership of IGs. The aim was to set specific actions to increase collaboration. We initiated discussions during the conference-planning meeting in Rome, and identified three broad areas that deserve further examination: (1) the IG governance structure; (2) the communication between IG leadership and their membership; and (3) how the Society's Board and the IG Leadership relate to each other.

Most remarkable, several IG leaders proposed a revision of the IG governance structure. Currently, three officers serve each IG: a Chairperson, a Program Chair and an Associate Program Chair. The Associate Program Chair is an elected position, and she or he after one year of service automatically becomes the Program Chair, and then progresses to the Chairperson of the IG. The proposal on the table is turning to a two-officer structure -- Assistant Program Chair and Program Chair -- and a two-year service in each position.

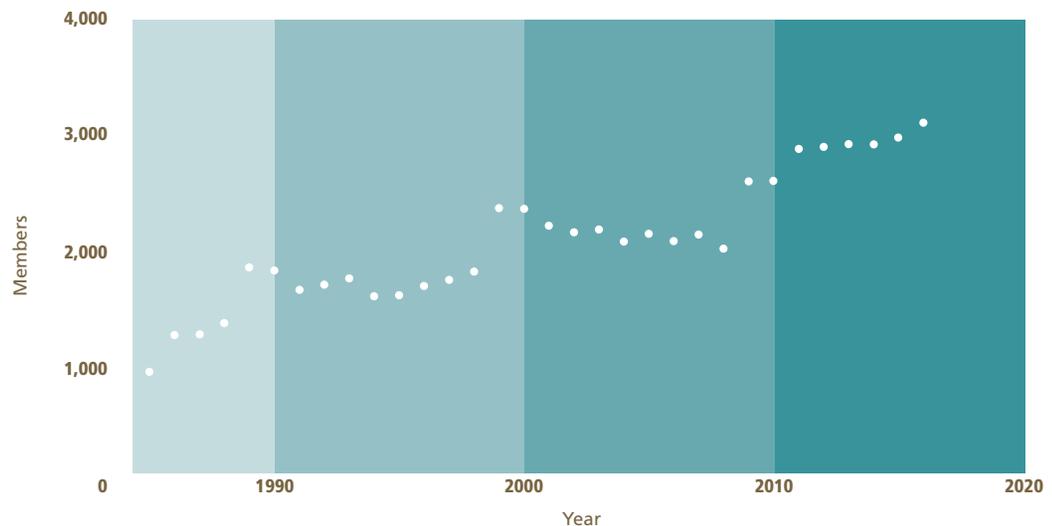
Given the relevance of a change such as the proposed one, we asked the IG leaders that attended the meeting in Rome to discuss with the rest of their teams what pros and cons they see in the current structure and in the proposed one. We

compiled their written answers, and shared the document with them for discussion during the Berlin meeting.

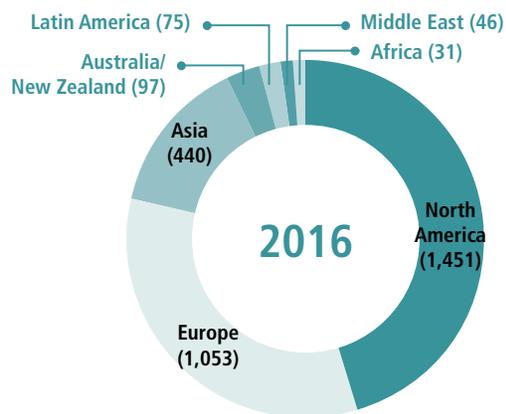
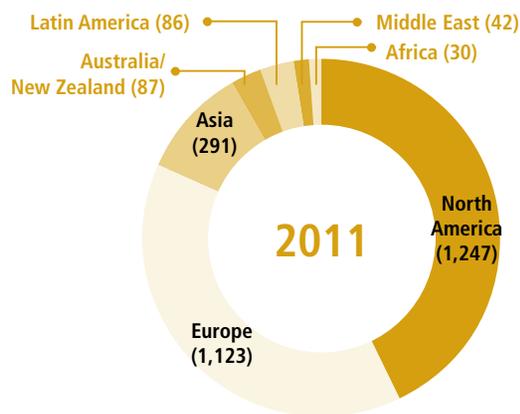
Subsequent discussions in Berlin revealed that the proposed new structure did not receive broad support. However, there is a need to overcome the cons of the current one. The agreement was to set up a joint task force composed of IG officers and Board members. The task force will suggest specific actions to improve the current structure.

The continued enthusiasm and support of our members is essential, and we thank those who accept any of a host of responsibilities that serve journals, conferences, or the awards programs. On this occasion, we want to express our particular gratitude to those members who serve or have served as IG officers, and to those who have volunteered to run for election. The willingness to serve the SMS in such positions shows a commitment that signals the strength of the SMS.

SMS MEMBERSHIP HISTORY 1985–2016

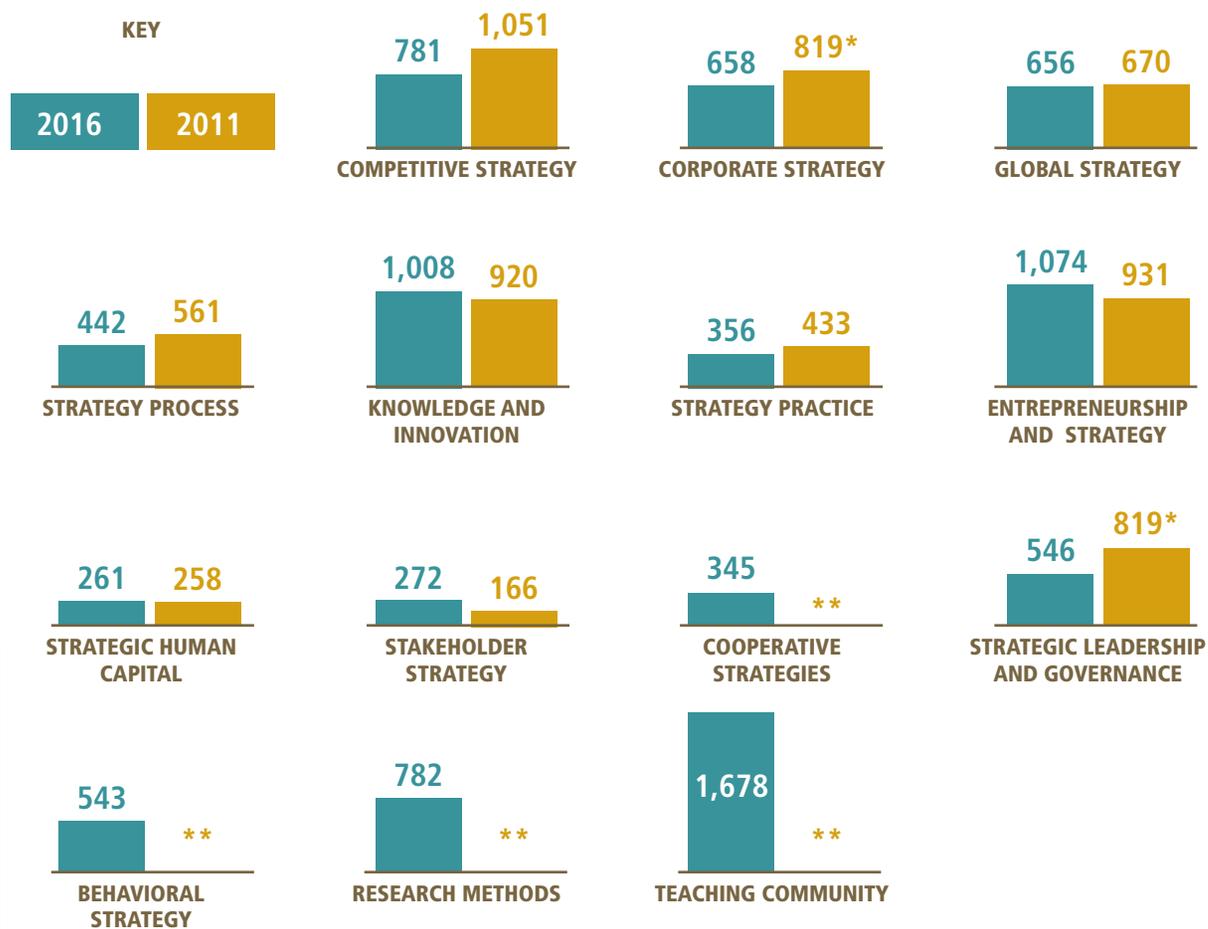


SMS MEMBERS BY REGION



Membership data as of December 31, 2016.

MEMBERSHIP IN INTEREST GROUPS AND COMMUNITIES



* This number represents the membership of the Corporate Strategy and Governance IG, which was split into the Corporate Strategy IG and Strategic Leadership and Governance IG in 2013.

** These IG&Cs do not yet have enough years for comparison.



A REPORT BY COSTAS MARKIDES 2016 CHAIR, CONFERENCE COMMITTEE

Conference Report

The Strategic Management Society is proud to provide its members and the field a diverse array of conferences that are held at a number of locations across the globe. Between the Annual and Special Conferences, the Society hopes to engage with the topics that are prevalent in the field. These conferences provide an opportunity to share research and practices, test ideas, establish professional relationships and nurture ongoing ones.

Each type of conference offers its own unique value to attendees. The Annual Conference provides the opportunity for the field to come together and explore big picture issues within the area of strategic management, interact with members of your Interest Groups and Communities as well as the membership at large, and learn more about the SMS and its leadership at the annual business meeting. In contrast, Special Conferences are initiated and planned by SMS members and focus on addressing more narrowly defined topics or themes from a variety of perspectives.

In 2016 the Strategic Management Society coordinated three conferences that were held in three different countries. Each reflected SMS' signature style of quality locations, multiple networking opportunities and special events that provide attendees the opportunity to experience elements of each location's unique culture and heritage.

Rome, Italy was the site of the first SMS special conference in 2016. Meeting in early June, this conference focused

on "Strategy Challenges in the 21st Century: Innovation, Entrepreneurship and Coopetition," attracting more than 250 attendees. To incorporate the culture of Italy, all attendees were invited to dine at the historic Chioistro del Bramante and view work by Raphael from the 16th century.

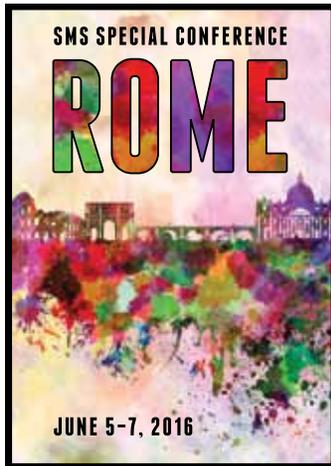
The 36th Annual Conference was held in Berlin, Germany in September. The theme, "Strategies That Move the World," offered opportunities to reflect on how the field of Strategic Management can have an impact on several global issues, including climate change, population growth and urban development, and systemic inequality. With more than 1200 registered attendees representing countries from all around the world, this event became the largest attended conference in SMS history. These attendees participated in more than 200 sessions on the topic and engaged in discussions and workshops that will further the growth of the field.

Eleven extension workshops were held in eight major European cities immediately prior to or following the Annual Conference. At these intimate gatherings of scholars, attendees participated in presentations, panels and breakout sessions dedicated to the exploration and study of strategic human capital and social responsibility, the context of entrepreneurship, innovation and networking, and research designs and tensions. Additional pre-conference activities included more than a dozen workshops on Saturday at the InterContinental Berlin prior to the start of the conference.

The second special conference in 2016 was held in December in Hong Kong. Nearly 300 participants gathered to discuss the theme "Contextualizing Strategic Management in Asia: Institutions, Innovation and Internationalization." As an engine of global economic growth, Asian economies have shifted the focus of strategic management research, and thus present a very interesting subject for debate. Attendees discussed the challenges of this economic change in 55 sessions across three days. They were also welcomed to a traditional Chinese banquet dinner at the Hong Kong Cultural Center, at the Serenade Chinese Restaurant which overlooks the Hong Kong island skyline.

The Strategic Management Society, through the dedicated efforts of our membership and supported by staff, is already busy finalizing plans for a full slate of engaging and intellectually stimulating conference activities for 2017. We hope you join us for at least one of these events!

SPECIAL CONFERENCE ROME



Total attendees: 264

2016 SMS Special Conference Rome

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

JUNE 5-7, 2016

LUISS Business School

PROGRAM CO-CHAIRS

Jay Barney, *University of Utah*
Paolo Boccardelli, *LUISS Guido Carli University*
Giovanni Battista Dagnino, *University of Catania*
Valentina Della Corte, *University of Naples
Federico II*
Devi Gnyawali, *Virginia Tech*

EXTENSIONS AND WORKSHOPS

Extensions in Padova and Palermo
SEJ Workshop and Doctoral Workshop

SPECIAL CONFERENCE ROME AWARDS

BEST CONFERENCE PAPER PRIZE

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

Authors

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

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

Authors

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

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

Authors

Sung Namkung, *Indiana University of Pennsylvania*
MB Sarkar, *Temple University*
Nandini Lahiri, *American University*

STRATEGIES THAT MOVE THE WORLD SEPTEMBER 17–20, 2016

PROGRAM CHAIRS



Dodo zu Knyphausen-Aufsess
Technical University of Berlin



Michael Nippa
Free University of Bozen-Bolzano



Ulrich Pidun
Boston Consulting Group



Anja Tuschke
University of Munich

Total attendees: 1,205

CONFERENCE THEME TRACK CHAIRS

Tomi Laamanen, *University of St. Gallen*

Desiree Pacheco, *Portland State University*

Andreas Scherer, *University of Zurich*

Fernando Suarez, *Northeastern University*

INTEREST GROUP TRACK CHAIRS

Kira Fabrizio
Boston University

Jerayr Haleblan
University of California, Riverside

Alex Eapen
Australian National University

J Ignacio Canales
University of Glasgow

Charles Williams
Bocconi University

Stephanie Dameron
Paris Dauphine University

Martin Ganco
University of Wisconsin-Madison

Shad Morris
Brigham Young University

Donald Lange
Arizona State University

Ha Hoang
ESSEC Business School

Craig Crossland
University of Notre Dame

Maurizio Zollo
Bocconi University

Brian Boyd
City University of Hong Kong

Vijaya Narapareddy
University of Denver

Patricia Gorman
Ohio State University

Markus Kreutzer
EBS University of Business and Law

Jorge Walter
George Washington University

Pre-Conference Extensions

SEPT. 15: MUNICH, GERMANY

LMU Munich: New Perspectives on Strategic Human Capital

SEPT. 16: BERLIN, GERMANY

Humboldt University: Strategic Social Responsibility: Multi-Disciplinary Perspectives

SEPT. 16: BERLIN, GERMANY

The Factory: The Institutional and Cultural Context of Entrepreneurship

SEPT. 16: LONDON, ENGLAND

City University of London, Cass Business School: Innovation in an Interconnected World: The Impact of Institutions, Governance, and Competition on the Rate and Direction of the Innovative Effort

SEPT. 16: MUNICH, GERMANY

IESE Campus Munich: Business Model Innovation and Change in Established Firms

SEPT. 16: STOCKHOLM, SWEDEN

Ericsson Campus Stockholm: On Anticipating Evolutions of a Networked Society

Post-Conference Extensions

SEPT. 21: BERLIN, GERMANY

EUREF Campus, Berlin: Innovation Ecosystems and Public-Private Partnerships for Sustainable Mobility

SEPT. 21: BOLZANO, ITALY

The Free University of Bozen-Bolzano: Outliers: How Small Differences Move the World

SEPT. 21: FRANKFURT-WIESBADEN, GERMANY

EBS University Business School: Coordination of Modern Forms of Organizational Work

SEPT. 21: ZURICH, SWITZERLAND

HWZ Zurich: Tensions in Stakeholder Strategy

SEPT. 23: MILAN, ITALY

Bocconi University: Experimental Designs in Strategic Management Research

Workshops

- 12 Successful IG&C Workshops
- Annual Doctoral Workshop
- SRF Workshop
- GSJ Special Issue Workshop

2016 ANNUAL DOCTORAL WORKSHOP—BERLIN

The objective of the PhD Workshop at the SMS Annual Conference is to provide promising young scholars with the opportunity to network with a variety of senior faculty in an interactive and international environment. The high faculty-to-student ratio allows for involved and personalized discussions during each session, as well as extensive question and answer opportunities both within the workshop and during meal functions and breaks. This extremely selective one-day workshop invited 25 of the 109 individuals nominated by SMS faculty members to Berlin. Xavier Martin and Kyle J. Mayer co-organized the workshop.

Xiaoshu Bei
Duke University

Felix Meissner
University of Zurich

Lingling Pan
Michigan State University

Viacheslav Iurkov
BI Norwegian Business School

Elena Plaksenkova
HEC Paris

Albert Ahn
University of California-Irvine

Aurora Liu
York University

Sarah Maria Bruhs
Freie Universität Berlin

Joao Cotter Salvado
London Business School

Kyeonggook Park
NYU Stern

Federico De Michiel
KU Leuven

Xirong Cheng
Renmin University of China

Victor Jarosiewicz
University of Florida

Teresa Antonia Dickler
University of Giessen

Jiyeon Chung
University of Illinois-Urbana Champaign

Amit Kumar
ESSEC Business School

Zhu Zhang
Peking University

J. Yo-Jud Cheng
Harvard University

Georg Guttmann
University of St.Gallen

Denis Iurchenko
University of Lausanne

Casidhe Horan Troyer
University of Michigan

Pebo Wibbens
University of Pennsylvania

Ting Yao
University of North Carolina-Chapel Hill

Santosh Tiwari
Indian Institute of Management - Indore

Diego Zunino
Copenhagen Business School



BERLIN ANNUAL CONFERENCE AWARD RECIPIENTS

BEST CONFERENCE PAPER PRIZE

This prize, which was first awarded in 1998, was created to honor new and exciting research presented at the SMS Annual Conference. Nominated authors are invited to submit a fully developed paper based on their submitted proposal for consideration by the selection committee.

2016 Prize Recipient

Activist-Led Divestitures
Siwen Chen, *University of Pennsylvania*
Emilie Feldman, *University of Pennsylvania*

Honorable Mentions

Narrative Construction during Strategic Change: A Dynamic Perspective
Elena Dalpiaz, *Imperial College London*
Giada Di Stefano, *HEC-Paris*

Why Victories In Certification Contests Did Not Affect Survival Of Organizations In American Automobile Industry
Brent Goldfarb, *University of Maryland*
Anastasiya Zavyalova, *Rice University*
Sandeep Devanatha Pillai, *University of Maryland*

Learning by Exporting Reconsidered – How Export Induced Investments in R&D and Marketing Pay off
Wolfgang Sofka, *Copenhagen Business School*
Elena Golovko, *Tilburg University*
Cindy Lopes-Bento, *Maastricht University*

Public-Private Partnering, Environmental Uncertainty and Hybrid Organizational Design
Ilze Livleniece, *INSEAD*

BEST CONFERENCE PHD PAPER PRIZE

This award was created in 2000 in recognition of a PhD candidate's submission of an outstanding paper at the SMS Annual Conference.

2016 Prize Recipients

Partners in Crime: Code Violation and Preservation Between Category Insiders and Outsiders

Maima Aulia Syakhroza, *University of Cambridge*
Lionel Paoella, *University of Cambridge*
Kamal Munir, *University of Cambridge*

Webs of Influence: National Stakeholder Networks and Corporate Social Performance

Kate Odziemkowska, *University of Pennsylvania*
Witold Henisz, *University of Pennsylvania*

Title: Leveraging Who You Know by What You Know: Returns to Relational and Human Capital

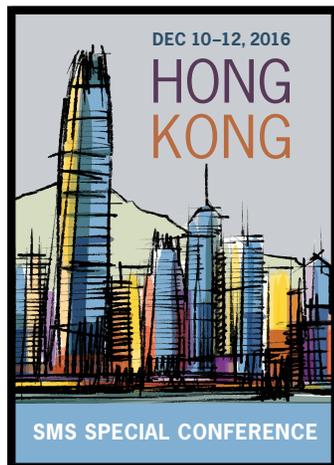
Heejung Byun, *University of Maryland*
Justin Frake, *University of Maryland*
Rajshree Agarwal, *University of Maryland*

Ethics of Sorting Talent on Wall Street
Pooria Assadi, *Simon Fraser University*

Going Against the Grain: the Impact of Mandate Loss on Subsidiary Evolutionary Trajectories

Edward Gillmore, *Mälardalen University*
Ulf Andersson, *Mälardalen University*

SPECIAL CONFERENCE HONG KONG



2016 SMS Special Conference Hong Kong

Contextualizing Strategic Management
in Asia: Institutions, Innovation and
Internationalization

DECEMBER 10-12, 2016

The Chinese University of Hong Kong

PROGRAM CHAIRS

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

Kevin Zhou, *University of Hong Kong*

Gongming Qian, *Chinese University of Hong
Kong*

EXTENSIONS OR WORKSHOPS:

Doctoral and Junior Faculty Workshop

Total attendees: 285

SPECIAL CONFERENCE HONG KONG AWARDS

BEST CONFERENCE PAPER

When the Boss is Not Always the Boss: Hierarchical Inconsistency and Organizational Misconduct

Authors

Yidi Guo, *INSEAD*

Xiaowei Luo, *INSEAD*

BEST TRACK (INSTITUTION) PAPER

Is Blood Thicker than Water? Sibling Rivalry and Strategic Change in Family Business Groups

Authors

Seok Jin Ko, *Seoul National University*

Sun Hyun Park, *Seoul National University*

BEST TRACK (INNOVATION) PAPER

Fools Rush In? Entry into Platform-based Markets Following Acquisition Signals

Authors

Yongzhi Wang, *University of Southern California*

BEST TRACK (INTERNATIONALIZATION) PAPER

How Different Are Emerging Market Multinationals? A Comparative Study of Cross-border M&As and Integration Strategies

Authors

Lisa Tang, *University of Pennsylvania*

Minyuan Zhao, *University of Pennsylvania*



A REPORT BY MARJORIE LYLES 2016 CHAIR, PUBLICATIONS COMMITTEE

Journal Publications

All three of the SMS Journals had successful years in 2016, thanks to the dedication of our Co-Editors who spend several hours each week making sure that the journals publish high-quality articles and remain timely in their reviews to authors. To follow are short summaries for each journal. Our thanks to all the Co-Editors for their devotion to the SMS publications and to the Society as a whole.

GLOBAL STRATEGY JOURNAL

The lead item for the Global Strategy Journal (GSJ) is that after being established among the top journals in International Business and International Management it has taken the next steps to fuel and facilitate the conversations in global strategy by promoting and instigating conversations among scholars on the many open issues in the field. Thanks to the hardwork of our Co-Editors, Stephen Tallman and Torben Pedersen, as well as our team of Associate Editors, the editorial process has been streamlined to be fast and constructive. We are currently down to only 41.5 days on average from submission to first decision.

In order to facilitate the research conversation, the GSJ Editors have published a number of interesting platform papers in 2016, as well as a special issue on "The Role of Location in Achieving Global Competitiveness", a special forum issue on "Developing Dynamic Capabilities in Global Companies", and a point-counter-point on the "Location of MNE HQs". The journal will continue to publish interesting and influential articles in upcoming special issues on "The skepticism about globalization" and "Digitalization and the impact on global strategy". The average number of Google Scholar citations for all articles published is more than 20, which indicates we are on track toward the goal of being the 'journal of record' for research in international and global strategy.

At the end of 2016, the founding editor of the GSJ, Stephen Tallman, stepped down in order to focus more on the positioning of the journal in virtual space. Stephen has been a true pioneer and a big part of the journal's significant achievements. We cannot thank him enough for all the work he has done for the journal. Without his contributions we would not be where we are today.

GSJ CO-EDITORS



Stephen Tallman
University of Richmond



Torben Pedersen
Bocconi University

GSJ Associate Editors

Jay Anand
Ohio State University

Africa Arino
IESE Business School

Dan Li
Indiana University

Shige Makino
Chinese University of Hong Kong

Anupama Phene
George Washington University

Lucia Piscitello
Polytechnic University of Milan

STRATEGIC ENTREPRENEURSHIP JOURNAL

The Strategic Entrepreneurship Journal (SEJ) continues to enjoy a steady flow of manuscripts and growing recognition as a leading journal. This year the SEJ was accepted for inclusion in the recently updated Financial Times 50 journal list. This is a clear indicator of SEJ's emerging status and reflects the leadership provided by the Co-Editors and the SMS. We appreciate the hard-work and dedication of these Co-Editors, Rajshree Agarwal, Tom Lumpkin, and Christoph Zott, as well as Mike Wright, whose term ends at the close of 2016. In addition, we'd like to thank our associate editors who have volunteered their time throughout the year. We were saddened by the sudden loss of a valued associate editor from this team, MB Sarkar, who passed away in June 2016.

The SEJ received 273 submissions in 2016, and as part of their four quarterly issues, the SEJ published two special issues in 2016: "Theories of Entrepreneurship" in March and "Enduring Entrepreneurship" in December, hosting a total of 13 papers.

With regard to impact factor, the SEJ was recently ranked #72 in Management with an impact factor of 1.8. So, despite the very good news from the Financial Times, the journal continues to prioritize efforts to improve our overall impact. Toward this goal, a mini-retreat was held for Associate Editors in August. The four Co-Editors and five of the Associate Editors attended. In addition to the Impact Factor of the journal, discussions were focused on the quality of editorial work. It was a success and discussions are in progress to organize a longer retreat, most likely linked to an SMS Conference in 2017.

SEJ CO-EDITORS



Rajshree Agarwal
University of Maryland



Tom Lumpkin
University of Oklahoma



Mike Wright
*Imperial College
London*



Christoph Zott
IESE Business School

SEJ Associate Editors

Sharon Alvarez
University of Pittsburg

Frederic Delmar
Lund University

Tim Folta
*University of
Connecticut*

**Isabelle Le Breton-
Miller**
HEC-Montreal

Garry Bruton
*Texas Christian
Univeristy*

Gary Dushnitsky
London Business School

Melissa Graebner
*University of Texas at
Austin*

MB Sarkar
Temple University

STRATEGIC MANAGEMENT JOURNAL

The flagship journal of the SMS, the Strategic Management Journal (SMJ), continues to thrive and publish leading research for the field, thanks to the hard work of the editorial leadership team. Sendil Ethiraj of LBS joined Alfonso Gambardella and Constance Helfat as Co-Editors at the start of 2016, and former Co-Editors, Rich Bettis and Will Mitchell, took on the role of Consulting Editors for the journal. Several new Associate Editors were also appointed to this team in 2016, including top young scholars worldwide.

The journal published two special issues: "Replication in Strategic Management" and "Question-Based Innovations in Strategy Research." These special issues attracted a large number of submissions, including many by highly respected scholars, and resulted in the publication of high-quality articles. SMJ plans to continue publishing replications and methods papers in regular issues of the journal. Special issues greatly enhance research in the field of strategic management, and SMJ has several in progress, including some on Theory, Processes and Practices, Competition and Cooperation, and Reviews of Strategic Management Research (the latter was published in January 2017). SMJ also posted two new Calls for Papers in 2016 for special issues in important subareas of strategic management involving public and non-profit organizations and history and strategy research. SMJ plans to continue to publish special issues on emerging topics that have the potential to shape the conversation in strategic management. In addition, the current Editors and Consulting Editors published an editorial on "Creating Repeatable Cumulative Knowledge in Strategic Management," as the fourth in an ongoing series of editorials discussing important aspects of research in strategy.

The SMJ's new policy for reporting statistical results, which stipulates the journal will no longer publish manuscripts with explicit cutoff points for statistical significance, was implemented at the beginning of 2016. Published papers must discuss effect sizes and appropriately interpret p-values, standard errors, and/or confidence intervals, as stated in the SMJ Author Guidelines. The implementation of the policy has been smooth and effective. Editors, authors, and reviewers have become rapidly familiar with the policy, which is now routine.

SMJ CO-EDITORS



Sendil Ethiraj
London Business School



Alfonso Gambardella
Bocconi University



Constance Helfat
Dartmouth College

SMJ Associate Editors

Pam Barr
Georgia State University

Sharon Belenzon
Duke University

Chris Bingham
University of North Carolina at Chapel Hill

Philip Bromiley
University of California, Irvine

Stefano Brusoni
ETH Zurich

Richard Burton
Duke University

Sea-Jin Chang
National University of Singapore

Olivier Chatain
HEC Paris

Aaron Chatterji
Duke University

Wilbur Chung
University of Maryland

Emilie Feldman
University of Pennsylvania

Steve Floyd
University of Massachusetts-Amherst

Andrea Fosfuri
Bocconi University

Vibha Gaba
INSEAD

Martin Ganco
University of Wisconsin-Madison

Witold Henisz
University of Pennsylvania

Glenn Hoetker
Arizona State University

Samina Karim
Northeastern University

Tobias Kretschmer
LMU Munich

Jiatao Li
Hong Kong University of Science and Technology

Catherine Maritan
Syracuse University

Kyle J. Mayer
University of Southern California

Anita McGahan
University of Toronto

Gerry McNamara
Michigan State University

Joanne Oxley
University of Toronto

Lamar Pierce
Washington University in St. Louis

Jeff Reuer
University of Colorado, Boulder

Andrew Shipilov
INSEAD

Jim Westphal
University of Michigan

Richard Whittington
University of Oxford

Margarethe Wiersema
University of California, Irvine

Brian Wu
University of Michigan

The Dan and Mary Lou Schendel Best Paper Prize



Gautam Ahuja
University of Michigan



Riitta Katila
Stanford University

Technological Aquisitions and the Innovation Permormance of Acquiring Firms: A Longitudinal Study

(SMJ Volume 22, Issue 1, January 2001)

This annual prize honors substantial work published in the Strategic Management Journal five years or more prior to the citation. Authors of the winning paper receive a monetary award of US\$ 5,000.

SEJ Best Paper Prize



Rajshree Agarwal
University of Maryland



David Audretsch
Indiana University



MB Sarkar
Temple University

The Process of Creative Construction: Knowledge Spillovers, Entrepreneurship, and Economic Growth

(SEJ Volume 1, Issue 3-4, December 2007)

This annual prize honors substantial work published in the Strategic Entrepreneurship Journal five years or more prior to the citation. Authors of the winning paper receive a monetary award of US \$5,000.



A REPORT BY HARBIR SINGH 2016 DEAN OF THE FELLOWS PROGRAM

Fellows

The purpose of the SMS Fellows is to recognize and honor members of the Strategic Management Society who have made significant contributions to the theory and practice of strategic management. The Fellows also provides opportunities for partnership and a forum for discussion among persons recognized and honored. This year, three new Fellows were inducted at the SMS Annual Meeting: Philip Bromiley, Alfonso Gamberdella and Torben Pedersen.



PHILIP BROMILEY is the Dean's Professor of Strategic Management at the Paul Merage School of Business, University of California, Irvine. Professor Bromiley is the author of over 70 journal articles and book chapters as well as two books: Behavioral Foundations of Strategic Management and Corporate Capital Investment: A Behavioral Approach. He serves on the editorial boards of Strategic Management Journal, Journal of Management Studies, and Journal of Management & Strategy.



ALFONSO GAMBARDELLA is a Professor of Corporate Management at Bocconi University and his research focuses on technology strategy. Along with publications in leading international journals, his book, Markets for Technology (with Ashish Arora and Andrea Fosfuri) is widely cited. He has served as Associate Editor of the Palgrave Encyclopedia of Strategic Management, and in 2015-16 was the Chair of the Business Policy and Strategy Division of the Academy of Management. He is also Co-Editor of the Strategic Management Journal.



TORBEN PEDERSEN is a Professor of International Business at Bocconi University in Milan, Italy. His research interests are in the interface between strategy and international management and he has published over 100 articles and books concerning the managerial and strategic aspects of globalization. His research has appeared in prominent journals such as the Academy of Management Journal, the Strategic Management Journal, and several others. In addition, he has written more than 25 teaching cases. He is an elected Fellow of AIB and is currently co-editor of the Global Strategy Journal and serves on several other editorial boards.

FELLOWS ROSTER

ACTIVE

Rajshree Agarwal
Raffi Amit
Africa Ariño
Charles Baden-Fuller
Jay Barney
Christopher Bartlett
Richard Bettis
Philip Bromiley
Robert Burgelman
Carlos Cavallé
Bala Chakravarthy
Karel Cool
Ming-Jer Chen
Yves Doz
Irene Duhaime
Rodolphe Durand
Kathleen Eisenhardt
Alfonso Gamberdella
Robert Grant
Ranjay Gulati
Anil Gupta
Donald Hambrick
Constance Helfat
Michael Hitt
Robert Hoskisson
Anne Huff
Duane Ireland
Daniel Levinthal

Marvin Lieberman
Marjorie Lyles
Joseph Mahoney
Anita McGahan
Rita McGrath
Danny Miller
Henry Mintzberg
Will Mitchell
Torben Pedersen
Margaret Peteraf
Andrew Pettigrew
Jeffrey Reuer
Joan Enric Ricart
Peter Smith Ring
Richard Rumelt
Dan Schendel
Nicolaj Siggelkow
Harbir Singh
George Stalk Jr.
Stephen Tallman
Howard Thomas
Jose de la Torre
Margarethe Wiersema
Sidney Winter
Akbar Zaheer
Edward Zajac
Maurizio Zollo

INACTIVE

Joseph Bower
Pankaj Ghemawat
Vijay Govindarajan
William Guth
Gary Hamel
Bruce Kogut
Peter Lorange
Ian MacMillan
John McGee
David Norburn
Michael Porter
Ken Smith
David Teece

IN MEMORIAM

Kenneth Andrews
H. Igor Ansoff
Edward Bowman
Alfred Chandler
Derek Channon
Arnold Cooper
Sumantra Ghoshal
Bruce Henderson
CK Prahalad
John Stopford



Awards & Honors Program: Recognizing Excellence

The Awards and Honors Program of the SMS provides an opportunity to recognize those who have excelled in the field of strategic management through their careers and publications, as well as those who are influencing the field through their current scholarship. These awards are important to the SMS mission as they encourage our members to remain at the forefront of strategic scholarship and reflect on the development of the field.

In 2016, the SMS coordinated 13 award competitions. In recognition of those who have impacted the field throughout their lifetime, the SMS has developed the Lifetime Achievement Award, the CK Prahalad Distinguished Scholar-Practitioner Award, and the Service Award. The first two of these awards provide the SMS an opportunity to recognize those whose work has influenced the direction of the field and the practice of strategic management throughout their careers. The Service Award is presented in acknowledgement of contributions by the recipient to the SMS.

The Journal Best Paper Prizes present an opportunity for the SMS to honor those whose published work has been impactful to the field. These awards, the Dan & Mary Lou Schendel Best Paper Prize for published work in the SMJ and the SEJ Best Paper Prize, are presented for work that was published more than 5 years ago, to allow the impact to be demonstrable.

The Society also recognizes relatively young scholars through the Emerging Scholar Award, which recognizes a portfolio of work that suggests the recipient will make fundamental contributions to the way we think about knowledge essential to achieving durable organizational success.

The remaining 7 awards presented in 2016 were conference paper prizes from the three events this year. We are delighted that we were able to recognize so many individuals and thought-provoking papers through these awards. These prizes allow the SMS to provide recognition to scholars in the field as they develop their ideas from the proposals to papers.

As the scholarship and practice of strategic management and the SMS continue to evolve, so will our Awards and Honors Program, as we are dedicated to recognizing the individuals and research that shape this field. The Awards and Honors Committee is tasked with guiding this important program activity within the SMS. Structured to ensure accountable and transparent award procedures, the Awards Committee oversees the nomination and selection process for each honor.

The members of the 2016 Award and Honors Committee were:

Bob Hoskisson (Chair)

Nicolai Foss

Jeff Reuer

Yan Anthea Zhang

The committee coordinates and from time to time evaluates the awards and honors program of the Society. It recommends selection committee chairs for award competitions, the presentation of awards, certificates, medals, plaques, or other such recognition, either as a formal program of the Society, or on an individual basis.

SMS Lifetime Achievement Award



As the CEO of Siemens AG, Joe Kaeser has demonstrated sustained strategic leadership and innovation that significantly altered strategy practice, both within and beyond his home industry of electrical engineering and electronics.

Joe Kaeser

President and CEO of Siemens, AG

The SMS presents the Lifetime Achievement Award to honor the highest level of achievement in strategic management by a business leader. This award is only presented when an appropriate honoree is identified. The recipient of this award has demonstrated sustained strategic leadership and innovation that significantly altered strategy practice and is recognized as influencing the scholarly debate in leading academic institutions.

PREVIOUS RECIPIENTS

- 2015** Adam Aron
- 2014** Paul Polman
- 2013** Neville Isdell
- 2012** Carlos Ghosn
- 2011** Romano Prodi
- 2003** Herb Kelleher
- 2001** Andrew S. Grove

CK Prahalad Distinguished Scholar Practitioner Award



The impact of Richard Rumelt's research throughout his career has been substantial in the development and direction of the field. He also served as an officer for the SMS during a difficult transition period for the society and which greatly influenced how influential the SMS has become in the field.

Richard Rumelt

UCLA

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

PREVIOUS RECIPIENTS

- 2015** Michael Porter
- 2014** Henry Mintzberg
- 2013** Clayton Christensen
- 2012** Nitin Nohria
- 2011** Yves Doz

SMS Service Award



As a founding member of the SMS, a former President of the Society, and former Annual Conference Program Chair, and a current consulting editor for the SMJ, Richard Bettis' service to the SMS and the field as a whole is exemplary of this award.

Richard Bettis

*University of North Carolina
at Chapel Hill*

Beginning in 2014, this award is conferred in recognition of significant and enduring service to the Strategic Management Society and its members. The recipient's service will be an outstanding and distinguished contribution to the organization. Those in current leadership roles are ineligible generally until five years after the completion of their term.

PREVIOUS RECIPIENTS

2015 Michael Hitt
2014 Lois Gast

SMS Emerging Scholar Award



Guoli Chen was selected for this award due to his impact in the field at such an early stage in his career. His prolific research and intellectual leadership have already displayed far-reaching, practical applications to the field.

Guoli Chen

INSEAD

Inaugurated in 2007, this prize is awarded annually to a relatively young or new scholar who displays exemplary scholarship that promises to have an impact on future strategic management practice. The recipient of this Award is recognized and featured in one of the SMS journals, has the opportunity to present his research in a prominent setting at the SMS Annual Conference, and receives a US\$ 5,000 monetary award.

PREVIOUS RECIPIENTS

2015 Aaron Chatterji
2014 Andrew Shipilov
2013 Gary Dushnitsky
2012 Dovev Lavie
2011 David Sirmon
2010 Yan Anthea Zhang
2009 Michael Lenox
2008 Riitta Katila
2007 Jeff Reuer



A REPORT BY CATHERINE MARITAN 2016 CO-CHAIR

SRF Program

During 2016 the SRF continued to fulfil its role as the research funding arm of the SMS completing the fifth cycle of SRF Dissertation Research Program and the launching of the new Research in Organizations program. In June, Co-Chair Tomi Laamanen stepped down from the SRF to assume the position of Treasurer of the SMS. The search for a new co-chair to join Cathy Maritan in leading the SRF was initiated in the fall with a call for nominations, and has concluded with the appointment of Michael Leiblein.

The fifth cycle of the Dissertation Research Program led by Program Director Irene Duhaime and Associate Program Director Tammy Madsen concluded in late 2016. 51 full-time doctoral students based in 16 countries and representing 43 institutions submitted proposals seeking funding to support their dissertation projects. After peer review of the submissions by 38 senior scholars from North America, Europe and Asia, 15 proposals were selected for funding of up to \$10,000 with the award recipients named 2016 Dissertation Research Scholars. In addition to research funding, the Dissertation Research Program provides mentoring and professional development activities for awardees. A day-long workshop for 2015 SRF Dissertation Scholars was held prior to the Annual Conference in Berlin and a poster session during the Conference offered the opportunity for the 2014 SRF Dissertation Scholars to display outcomes of their funded research.

During 2016, the SRF issued the first call for proposals for funding through the Research in Organizations (RiO) grant program. This new grant program was created to support the SMS goal of linking strategy scholars and practitioners. It funds empirical research studies conducted in organizational settings in which scholars collaborate with managers to generate new knowledge that contributes to both strategic management theory and practice. The first RiO award cycle, directed by SRF Co-Chair Cathy Maritan, attracted submissions from 22 scholars who had partnered with a participating firm or not-for-profit organization. Three proposals were selected for funding of up to \$20,000.



Strategy Research
FOUNDATION

The following proposals were selected for funding awards:

2016 DISSERTATION SCHOLARS

Dhruba Borah, *University of Manchester*

Challenges for Offshoring R&D to Emerging Countries:
Evidences from Foreign MNC Subsidiaries in India

Robert Bremner, *Stanford University*

Experimentation in Nascent Markets: How Firms Effectively
Commercialize New Technology

Heejung Byun, *University of Maryland*

Essays on a Demand-Side Driver of Industry Evolution

Stefan Dimitriadis, *Harvard University*

Sharing, Listening, and Recombining: The Micro-Foundations of
Inter-Firm Tie Formation

Cheng Gao, *Harvard University*

Nonmarket Strategy in Nascent Industries: How New Ventures
Navigate Regulatory Ambiguity

Laura Gasiorowski, *Temple University*

The Role of Key Resource Providers in New Venture Resource
Acquisition

Hye Young Kang, *Boston University*

Within-Platform Competition: Examining the Strategic Dynamics
of Platform Complementors in Mobile App Stores

Sina Khoshokhan, *Boston University*

The Impact of Intellectual Property Rights on Cumulative
Innovation: Evidence from Biotechnology Industry

Wesley Koo, *Stanford University*

Seller Performance Amid Platform Change and the Importance
of Offline Environment

Moyra Marval, *ESCP Europe Business School - Paris*

Developing Collaboration Between Startups and Large Firms:
The Case of Corporate Accelerator Programs

Paul Nary, *University of Minnesota*

Technology AB Extra: Technology Acquisitions and
Complementarity and Substitutability of External Corporate
Development Modes

Dorothea Roumpi, *University of Arkansas*

Retaining Valued Human Capital: Investigating the Demand
Side of the Labor Market

Xinran Wang, *University of Tennessee*

Three Essays of Social Disapproval and Impression Management
in the Social Media Era

Christina Wawarta, *University of Warwick*

Knowledge Artifacts in Practice: Their Role, Interplay and Impact
on Strategy Making

Zhe Xing, *University of Southern California*

Mergers and Attributions: An Examination of M&A Terminations
in 1996-2015

2016 RiO SCHOLARS

Rudolphe Durand

HEC-Paris

Categorization and Empathy as Drivers of Corporate Social
Initiatives' Success

Participating Organization: Danone Group

Geoffrey Kistruck

York University

Strategic Challenges Among Hybrid Organizations: A Field
Experiment in Collaboration with Goodwill Industries
International

Participating Organization: Goodwill Industries International

Jelena Spanjol

University of Illinois at Chicago

A Comparative Study of Innovation Initiatives: Understanding
Embeddedness as a Strategic Choice

Participating Organization: Caterpillar Inc.



AIIJA LEIPONEN AND CHARLIE WILLIAMS 2016 CO-EDITORS

Strategic Management Society Media Innovations

The society's work on Media Innovations aims to use digital media to increase the recognition, engagement, and impact of SMS research and other activities. We facilitate and strengthen engagement and connections within the community of academics and practitioners of strategic management via our social networks (Facebook, Twitter, LinkedIn and YouTube) where we disseminate information about new publications, events, and emerging phenomena. The numbers of our followers and members in these networks have continued to grow at a steady rate, reaching over 30,000 media touch points. As of February 2017, SMS Twitter has 2753 followers; SMS Facebook group has 19,402 members; SMS LinkedIn group has 8,911 members, and the SMS YouTube channel has 451 subscribers. In particular, the Facebook community has emerged as the focal point of interaction among community members around strategy news, teaching, and research. Twitter remains an important venue for academic interaction, though growth across the entire platform fell in 2016. All these channels are utilized not just by the media co-editors and SMS staff but by a community of SMS scholars, including authors, interest group and community leaders, SMS leadership, and other intellectual leaders. They have become sites for significant global and intellectual reach.

The Research Chatter podcasts created by Media Innovations Associate Editor Aaron Chatterji along with Charlie Williams continued in 2016 with 4 new episodes. The discussions covered corporate social responsibility, "experimental capitalism", CEO activism, and the new urban revival. Research chatter episodes have been played 5,821 times from SoundCloud where they are physically hosted. In addition, users

can download the episodes from iTunes, but unfortunately we do not have those statistics.

The number of video abstracts for new papers in SMS journals grew to a total of 30 and new entries continue to roll in. Authors have used a wide variety of approaches and formats to summarize their research, from documentaries and talking head explanations to slideshow presentations and animations. These entries are posted on the SMS YouTube channel and are linked to the Wiley Online Library. As of February 2017 we have a total of 79 videos on the SMS channel, encompassing video abstracts for newly published articles, video summaries of past SMJ Best Papers, introductions to Virtual Special Issues, and other types of scholarly interviews or discussions. One notable addition in December was a spirited defense of management theory by SMJ editor, Alfonso Gambardella, as a reaction to a critical essay in *The Economist*. Altogether, SMS videos have been viewed over 30,000 times.

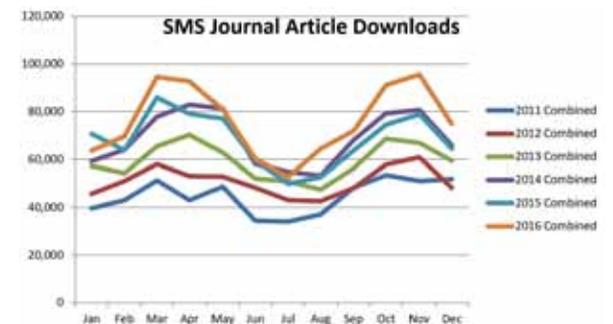
The Virtual Special Issues continue to be an important area of intellectual focus, with two new VSIs published in 2016 and more planned for 2017. With the number of invited VSIs falling, we have launched a public call for proposals for Virtual Special Issues that was distributed in March 2017.

In preview for 2017, the SMS website is undergoing a makeover and Media Innovations will have its own new virtual home for Research Chatters, recent videos, snapshots for ongoing discussions in social media, and new media experiments: <http://strategicmanagement.net/media-innovations>. Please visit often!

Ultimately, we aim for digital engagement with our community

to raise the profile of our meetings and research. A key indicator, downloads of SMS journal articles, continued to increase in 2016. In the figure below, monthly article downloads for all three journals – Strategic Management Journal, Global Strategy Journal, and Strategic Entrepreneurship Journal – are combined.

We believe that the SMS community and broader society stand to benefit substantially as we develop an open, extensive, and interactive digital communication platform. Open-access online content and rich communication opportunities reinforce the value of the traditional formats of journal articles, conference presentations, and membership overall. We look forward to engaging with multiple stakeholders of the SMS in building on our growing base of media visibility and activity. In general, we are always on the hunt for opportunities to connect with managers, teachers, students, and other practitioners, and we continue to develop additional application-oriented media experiments. Please feel free to approach us with any ideas you have for expanding or improving the society's digital engagement and media innovations.





A REPORT BY TOMI LAAMANEN 2016 TREASURER

Treasurer Report

The financial statements of the Society are developed by the Executive Director, audited by an independent auditing firm, and approved by the Board of Directors. Revenue and expenses are reported on a modified cash basis. Corresponding amounts for the past three years (2014–2016) are included here for reference.

Total revenues for 2016 were significantly higher (+18.9%) than in 2015. Investment returns accounted for 90.7% of this increase. The investment returns in 2016 were 6.4% which is in line with our goal of a net gain of 4% above the rate of inflation. SMS' reserves are invested rather conservatively and with a long time horizon in mind. In comparison, during the same time the S&P 1500 index total annual return was 13.0%. The SMS funds are held mainly in mutual funds comprised of interest bearing instruments and equities, with a limit of 40% in broadly diversified equity holdings.

Program income was also up slightly in 2016. We reduced membership fees in 2015, so that revenue from this source was down from prior years despite growing membership numbers. The lower fees were possible due to our membership growth, which allowed spreading the costs wider, and offers existing members better value. In addition to donations and grants in support of conference activities, SMS in 2016 still received in-kind revenues from the University of Illinois at Chicago in the form of office space.

Revenues from conference registration fees were generated by our popular Annual Conference in Berlin where we even had to limit attendance due to the space constraints and two

additional very successful special conferences in Rome, Italy, and Hong Kong. The donations, awards, and grants funding shown as part of the program income fluctuates yearly depending on the specific financial arrangements of mainly the Special Conferences. Revenues from royalty and publication services in 2016 continued to come mostly from SMJ, but the SEJ and GSJ contributions also continued to grow.

Expenses in the awards and grants category supported the Society's efforts to honor member achievements, including the different conference paper prizes. The disbursement of grants to the SRF scholars continued to increase, but at a slower pace than planned due to the fact that the grants are paid out only against progress in the research and receipts for incurred costs. For the 2014 Dissertation Research Grant cycle, whose grant period just concluded with the end of 2016, a total amount of \$151,762 was awarded in grants and only \$82,713 has been disbursed over these two years. Also shown here are scholarships and direct costs for PhD students and junior faculty to attend developmental workshops offered by the Society.

Program operations and administrative expenses are stated in functional categories in the financial statements, making it somewhat difficult in this view to track particular activities that incur costs over periods beyond one fiscal year. Therefore, we provide on the left/right side of this page an income and expense statement for our biggest event, the annual conference in Berlin, to illustrate the overall economics of this activity.

Administrative expenses remained under control in 2016, despite the continuing investments in our new IT infrastructure and database. The peak of these IT infrastructure upgrade costs has now been reached and the costs have already started to decrease in the last months of 2016. The membership services category accounts for journal subscriptions we purchase for our members as well as other costs directly related to membership and Interest Group activities. The office staffing expenses increased slightly mainly due to an increase in the costs of the provided health care benefits, but were still clearly below the budgeted amount.

The direct conference expenses are the largest expense line item and include direct, on-site costs for food, meeting space, and audio-visual support for conference events. These expenses are offset by conference registration fees. However, the amounts in this category do not include other indirect costs required to support conferences but reported as different line items (e.g. office staff and operations).

Overall, revenues in 2016 exceeded expenditures and led to a surplus of \$462,355 for the year. At the end of 2016 the Society held reserves of US\$6.79 million of which \$3.42 million are designated as the Research Endowment.

I started my term as Treasurer in June 2016. I would like to thank our retiring Treasurer Steven Floyd for his diligent and hard work over the years as the Treasurer of the SMS and I am also grateful to our Executive Director Niko Pelka for his support of me in this role and for his stewardship of the Society's financial resources.

REVENUE AND EXPENSES		2016	2015	2014
I	Revenue			
1	Earnings from Investments	371,023	13,798	200,166
2	Program Income			
	Membership Dues	470,272	456,282	555,060
	Grants & Awards Funding	74,264	133,327	183,410
	Conference Registration Fees	1,146,465	1,012,571	1,195,710
	Royalties and Publication Services	474,849	471,881	462,525
	Distribution after SRF Dissolution	-	-	1,631,435
	Total Program Income	2,165,851	2,074,061	4,028,140
	Total Revenue	2,536,874	2,087,859	4,228,305
II	Expenses			
3	Grants and Awards			
	Awards & Prizes	35,540	23,360	28,000
	Research Grants	95,679	43,281	-
	PhD Workshop Scholarships	42,585	60,755	58,083
	Total Awards & Grants Programs	173,804	127,396	86,083
4	Program Operation & Admin			
	Office Staff	462,945	454,996	508,070
	Information Systems	270,215	238,567	149,404
	Membership Services	143,896	178,124	164,517
	Conference Operations	776,261	661,765	916,971
	Meetings & Travel	28,330	64,779	64,912
	Operations (space, print, freight, supplies)	173,468	160,650	200,073
	Other	45,601	38,985	37,124
	Total Admin	1,900,715	1,797,866	2,041,072
	Total Expenses	2,074,519	1,925,262	2,127,155
III	Change in Net Assets	462,355	162,597	2,101,150
ASSETS AT END OF YEAR		2016	2015	2014
	Unrestricted	3,357,695	2,968,319	2,670,922
	Grant Pledge to SRF	-	-	-
	Board Designated for Research Funding	3,428,011	3,355,032	3,489,832
	Total Assets at End of Year	6,785,706	6,323,351	6,160,754

2016 BERLIN ANNUAL CONFERENCE FINANCES

The annual meeting in Berlin once more set an absolute record in attendance for any SMS event, despite early closing of registration due to capacity concerns. Berlin was also the eighth consecutive annual conference at which the registration fees level was held constant. Program planning expenses were incurred for the conference planning meeting, which brings all program and track chairs together to finalize the program content as well as for staff travel. Meal and other social functions constitute the largest expense items for the conference itself, as has been the case for most of our conferences. This is by design and reflects the Society's goal of holding a conference that both brings the field together as a community and offers an intellectually stimulating program. Opportunities for networking are consistently cited in attendee feedback as one of the most valuable conference elements. We benefited financially in Berlin from the much stronger than expected attendance, which generated a surplus of about 7% of revenues.

INCOME

Conference Registration Fees	942,478
Sponsorship & Donations	31,103
Total Income	973,581

EXPENSE

Conference Awards	12,000
Program Planning & Travel	48,762
Information Systems	60,991
Office & Temp Staff	124,913
Mailing, Shipping, Printing, Supplies	37,408
Credit Card & Bank Fees	29,749
Food & Beverages	371,138
Meeting Space & Audio Visual	181,822
Other Conference Expenses	39,933
Total Expense	906,715

Surplus	\$ 66,866
----------------	------------------

COMPETITIVE STRATEGY

Chair: Samina Karim

ADDITIONAL OFFICERS
Kira Fabrizio
Vikas Aggarwal

REPS AT LARGE
Asli Musaoglu
Olivier Chatain
Emilie Feldman
Mahka Moeen
Puaykhoon Toh
Feng Zhu

CORPORATE STRATEGY

Chair: Douglas Miller

ADDITIONAL OFFICERS
Jerayr Haleblan
Caterina Moschieri

REPS AT LARGE
Metin Sengul
William Wan
Sharon Watson
Ji-Yub Kim
Gwendolyn Lee
Libby Weber

GLOBAL STRATEGY

Chair: Ronaldo Parente

ADDITIONAL OFFICERS
Alex Eapen
Randi Lunnan

REPS AT LARGE
Mirko Benischke
Srividya Jandhyala
Liena Kano
Anna Lamin
Marcus Møller Larsen
Felipe Monteiro

STRATEGY PROCESS

Chair: Adelaide King

ADDITIONAL OFFICERS
J Ignacio Canales
Dries Faems

REPS AT LARGE
Philip Bromiley
Laurent Mirabeau
Jorge Walter
Magdalena Dobrajska
John Joseph
Ioannis Thanos

KNOWLEDGE AND INNOVATION

Chair: Anu Wadhwa

ADDITIONAL OFFICERS
Charlie Williams
Lourdes Sosa

REPS AT LARGE
Nilanjana Dutt
Daniella Laureiro-Martinez
Christian Stadler
Benjamin Hallen
Renee Rottner
Giovanni Valentini

STRATEGY PRACTICE

Chair: Martin Friesl

ADDITIONAL OFFICERS
Stephanie Dameron
George Tovstiga

REPS AT LARGE
Rita Järventie-Thesleff
Patrick Regnér
George Tovstiga ?
Shenghui Ma
Krsto Pandza
Esther Tippmann

ENTREPRENEURSHIP AND STRATEGY

Chair: Igor Filatotchev

ADDITIONAL OFFICERS
Martin Ganco
Justin Webb

REPS AT LARGE
Geoffrey Kistruck
Alicia Robb
Jeffrey York
Emily Cox Pahnke
Manuela Hoehn-Weiss
Aseem Kaul

STRATEGIC HUMAN CAPITAL

Chair: Deepak Somaya

ADDITIONAL OFFICERS
Shad Morris
Thomas Moliterno

REPS AT LARGE
Seth Carnahan
Denisa Constanta Mindruta
Daniel Elfenbein
Gina Dokko
Tomasz Obloj
Y Sekou Bermis

STAKEHOLDER STRATEGY

Chair: Doug Bosse

ADDITIONAL OFFICERS
Donald Lange
Flore Bridoux

REPS AT LARGE
Flore Bridoux?
Cynthia Clark
Jennifer Oetzel
Olga Hawn
Ioannis Ioannou
Ryan Krause

COOPERATIVE STRATEGIES

Chair: Laura Poppo

ADDITIONAL OFFICERS
Ha Hoang
Janet Bercovitz

REPS AT LARGE
Werner Hoffman
Anne Parmigiani
Bertrand Quelin
Xavier Castaner
Olga Bruyaka
Nan Jia

STRATEGIC LEADERSHIP AND GOVERNANCE

Chair: Vincent Baker

ADDITIONAL OFFICERS
Craig Crossland
Cynthia Devers

REPS AT LARGE
Dawn Harris
Michael Mannor
Michael Withers
Steven Boivie
Aaron Hill
Sabina Nielsen

BEHAVIORAL STRATEGY

Chair: Rhonda Reger

ADDITIONAL OFFICERS
Maurizio Zollo
Violina Rindova

REPS AT LARGE
Gautam Ahuja
Tomi Laamanen
Phanish Puranam
J.P. Eggers
Giovanni Gavetti
Hart Posen

RESEARCH METHODS COMMUNITY

Chair: Donald Bergh

ADDITIONAL OFFICERS
Brian Boyd
Karen Schnatterly

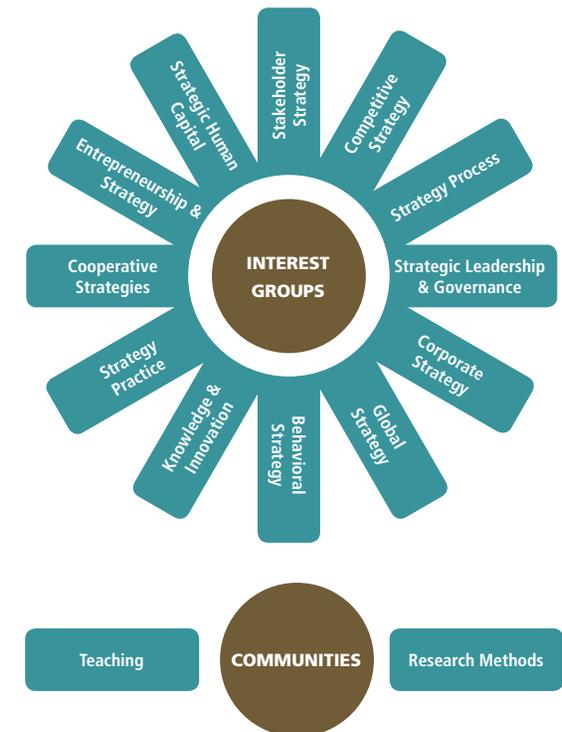
REPS AT LARGE
Purcey Heugens
Aaron Hill
Margaret White
Timothy Devinney
Steve Gove
Andreas Schwab

TEACHING COMMUNITY

Chair: David King

ADDITIONAL OFFICERS
Vijaya Narapareddy
Paulo Prochno

REPS AT LARGE
Robert Grant
Allegre Hadida
Yun Su
Stephen Cummings
Patricia Gorman
Myleen Leary



CORPORATE OFFICERS



Marjorie Lyles
Indiana University
President
2016–2017



Robert Hoskisson
Rice University
Past President
2016–2017



Russell Coff
University of Wisconsin-Madison
President-Elect
2016–2017



Steven Floyd
University of Massachusetts-Amherst
Treasurer



Tomi Laamanen
Need Affiliation
Treasurer



Nikolaus Pelka
Strategic Management Society
Executive Director

DIRECTORS-AT-LARGE



Africa Arino
IESE Business School



Pamela Barr
Georgia State University



Ruth Aguilera
Northeastern University



Nicolai Foss
Bocconi University



J Myles Shaver
University of Minnesota



Costas Markides
London Business School



Gabriel Szulanski
INSEAD



Yan Anthea Zhang
Rice University



Jeffrey Reuer
University of Colorado, Boulder

Outgoing Board Members

We would like to thank **Africa Arino, Nicolai Foss, and Gabriel Szulanski** for their years of service to the SMS. Their time and contributions to the society are greatly appreciated.

Board Meetings

Regular Board Meeting

June 5 & 6, 2016

Annual Board Meeting

September 16 & 17, 2016

Executive Office Staff

We would also like to thank the office staff of the SMS for their efforts in 2016: **Robin Chan, Madeline Olszak, Andrea Schmidl, and Elizabeth Ziola**

a professional society for the advancement of strategic management

The Strategic Management Society (SMS) is unique in bringing together the worlds of reflective practice and thoughtful scholarship.

The Society consists of over 3,000 members representing over 80 different countries. Membership, composed of academics, business practitioners, and consultants, focuses its attention on the development and dissemination of insights on the strategic management process, as well as fostering contacts and interchange around the world.

The Society is probably best known through the *Strategic Management Journal (SMJ)* published by John Wiley & Sons. This Class A journal has become the leading scholarly publication in the field of Strategic Management and is consistently rated one of the top publications in the management area. In 2007 the Society launched the *Strategic Entrepreneurship Journal (SEJ)* and in 2010 the *Global Strategy Journal (GSJ)*. The intent is for these new quarterly publications to soon also become Class A journals and to 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 *SMJ* has done for many years.



SMS Executive Office • Rice Building, Suite 215 • 815 W Van Buren Street • Chicago IL 60607-3567 USA
Phone +1 312 492 6224 • sms@strategicmanagement.net • www.strategicmanagement.net

Interested? Visit www.strategicmanagement.net