

Newsletter

Corporate Strategy Interest Group



Fall 2019

Letter from the Chair

Dear Members of the Corporate Strategy IG:

Welcome to the Fall 2019 Newsletter of the Corporate Strategy Interest Group! In this newsletter, our team would like to give you a brief summary of the SMS Annual Conference in Minneapolis, acknowledge those officers who organized the sessions and activities of our IG, thank the IG members who served as reviewers, and introduce the candidates for leadership positions in the upcoming election.

We are happy to report that, as of mid October, our IG has 592 members. About 20% of SMS members are members of our IG. We believe these numbers present some very promising opportunities for our IG in 2020. We have been continuously taking several initiatives to engage our members, such as newsletters, SMS annual and special conference activities, webcast and “look book” we just launched.

We had an interesting and exciting conference in Minneapolis. Our IG hosted one workshop and three symposiums in the pre-conference programs. We also have seven sessions featuring 34 papers in the annual conference programs. More than 150 of our members attended, reviewed proposals, presented papers, organized and chaired sessions, and helped with different events. Please find details of the conference on the following pages of this newsletter.

I would like to thank Mario Schijven (Program Chair) and Metin Sengul (Associate Program Chair), who organized our program and various activities in Minneapolis. It was a true pleasure working with them. I am confident that they will do an outstanding job as IG Chair and Program Chair next year, together with the newly elected leadership teams. I also appreciate the support of Caterina Moschieri, our Past IG Chair.

I want to thank our chief engagement officer, Patia McGrath, who initiates various activities to reach out to our members. I would also like to thank our six Representatives-at-Large for their services, including Federico Aime, Ivana Naumovska, Martina Pasquini, Youtha Cuypers, Arkadiy Sakhartov, and Yu Zhang. They helped organize the social event, draft the newsletters, and prepare for pre-conference sessions.

Thanks also to the professional leadership and staff of the Strategic Management Society.

In closing, I would like to ask for your continued support of the Corporate Strategy Interest Group in 2020. Please vote in the upcoming election, submit your proposals to and volunteer as a reviewer for the 2020 SMS Annual Conference in London, and help our IG and its members in different ways.

Sincerely,

Guoli Chen
INSEAD

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SMS 2019 Minneapolis Corporate Strategy Pre-Conference Program

The pre-conference program consisted of a workshop Saturday and three panel sessions on Sunday.

CORPORATE STRATEGY JUNIOR FACULTY PROFESSIONAL DEVELOPMENT WORKSHOP

The Corporate Strategy Interest Group hosted this workshop for junior faculty. In the first part of the workshop, panelists shared their insights on how to develop a successful academic career and on research and publishing in top journals. In the second part of the workshop, participants had the opportunity to receive feedback on their current work in progress from senior faculty, as well as provide their own feedback to their peers. The workshop was organized by Youtha Cuypers (NOVA University) and featured panelists Jay Anand (Ohio State University), Xavier Castañer (University of Lausanne), Ilya Cuypers (Singapore Management University), Parthiban David (American University), Xavier Martin (Tilburg University), Gerry McNamara (Michigan State University), Doug Miller (Rutgers University), and Brian Wu (University of Michigan).

FIRMS' VERTICAL AND HORIZONTAL BOUNDARIES: DEMAND, COSTS, AND RESOURCES REVISITED

Changes in the demand, different sources of costs, and heterogeneous resources have been long discussed in the literature of corporate strategy as elements that affect the corporate performance, the growth pace, and thus, also horizontal and vertical boundaries of the firms. This panel session, organized by Martina Pasquini (IE Business School), aimed to build a comprehensive framework on diversification and vertical integration processes in the light of very recent theoretical debates. The panelists Nicolai Foss (Bocconi University), Richard Priem (Texas Christian University), Juan Santalo (IE Business School) and Brian Wu (University of Michigan) highlighted how different resources characteristics such as scalability, flexibility, or fungibility affect the probability of market failure, firm's hyperspecialization, or hyperscaling. These resources' characteristics jointly with market demand conditions can also expand our understanding of the effects that synergies and opportunity costs due to intertemporal or intra-temporal economies of scope have on firm's strategic decisions and its performance over time.

REVISITING CORPORATE ADVANTAGE: WHAT GE'S DOWNFALL MEANS FOR CORPORATE STRATEGY

General Electric (GE) might be the most taught case on corporate strategy in business schools worldwide. However, the recent downfall of GE had led both academics and practitioners to re-think the pros and cons of corporate strategy and advantage. In this panel organized by Yu Zhang (CEIBS), panelists Sea-Jin Chang (National University of Singapore), Aseem Kaul (University of Minnesota), Margarethe Wiersema (University of California, Irvine), and Todd Zenger (University of Utah) discussed causes and consequences of this event. The panelists also reflected on the implication of this event for corporate strategy research and practice, from angles such as resources and capabilities, organizational economics, institutions, financial market and professionals, and corporate governance.



WHEN AN INDUSTRY PEER IS STRUCK BY MISFORTUNE: GOOD OR BAD NEWS FOR OTHER FIRMS IN THE INDUSTRY?

An industry peer's misfortune (e.g. accusation of misconduct, stakeholder attack, environmental accident) can generate either positive or negative consequences for other firms in the industry. Research in organization theory has underscored the negative spillovers to other firms following an industry peer's misfortune, which has been explained by stakeholders' tendency to generalize the event to the whole industry category (contagion effect). In turn, research on competitive dynamics implies that events which harm the position of an industry peer can benefit firms that compete with that peer (competition effect). Understanding the consequences for firms following an industry peer's misfortune call attention to the underlying mechanisms driving the contagion and competition effects, including firms' reactions to the event. This session showcased contemporary research and opportunities for future work on the topic by panelists Rodolphe Durand (HEC Paris), Joseph Porac (New York University), Tieying Yu (Boston College) and the session organizer Ivana Naumovska (INSEAD), shedding new light on the implications and dynamics of intra-industry contagion and competition.



SMS 2019 Minneapolis Corporate Strategy Reviewers

Many thanks to those Corporate Strategy IG members who served as reviewers for the Minneapolis Conference! The reviewers for submissions to the corporate strategy track included:

Shikha	Agarwal	Joseph	Harrison	Ilaria	Orlandi
Todd	Alessandri	Donald	Hatfield	Lingling	Pan
Abraham	Althonayan	Eva Christina	Herbolzheimer	Martina	Pasquini
Alina	Andronache	Aaron	Hill	Seemantini	Pathak
Nicholas	Argyres	Kenneth	Huang	Oleg	Petrenko
Asli Musaoglu	Arikan	Dinesh	Iyer	Dorota	Piaskowska
Ilgaz	Arikan	S.Hossein	Jalali	Arun	Pillutla
Krishna Kumar	Balaraman	Sharon	James	Roberto	Ragozzino
Alicia	Barroso	Seung-Hwan	Jeong	Evan	Rawley
Donald	Bergh	Han	Jiang	Patrick	Reinmoeller
Olivier	Bertrand	Joy Ruihua	Jiang	Joan E.	Ricart
Marie-Ann	Betschinger	Matthew	Josefy	W Glenn	Rowe
Emanuele L.M.	Bettinazzi	Rojers P.	Joseph	Mohamad Hasan	Sadri Karami
Swati	Bhargava	Eugene	Kang	Arkadiy	Sakhartov
Ajay	Bhaskarabhatla	Amit	Karna	Sabrina	Saleh
Caruna	Bhat	Nikolaos	Kavadis	Mario	Schijven
Navneet	Bhatnagar	Anita	Kerai	Richard	Scoresby
Daniel	Blake	Apalak	Khatua	Matthew	Semadeni
David	Boss	Jason	Kiley	Metin	Sengul
Thomas	Brush	Eun-Hee	Kim	Jennifer	Sexton
Rhett	Brymer	June-Young	Kim	Katsuhiko	Shimizu
Jonathan	Bundy	David	King	Andrew	Shipilov
Joanna	Campbell	Kalin	Kolev	Rosario	Silva
Barbara	Carlin	Yasemin	Kor	David	Souder
Christina	Carnes	S Pavan	Kumar	Vipin	Sreekumar
Abhirup	Chakrabarti	Tomi	Laamanen	Christian	Stadler
Sripada	Chandrasekhar	Nandini	Lahiri	Katalin	Takacs Haynes
Shinjinee	Chattopadhyay	Anna	Lamin	Yi	Tang
Saikat	Chaudhuri	Bruce	Lamont	Yinuo	Tang
Amit Jain	Chauradia	Gianvito	Lanzolla	Laszlo	Tihanyi
Guoli	Chen	Hyeonsuh	Lee	Tony	Tong
Zheng	Cheng	Joonmahn	Lee	Gokhan	Turgut
Hongjen	Chiu	Seung-Hyun	Lee	Cameron	Verhaal
Kitty	Chiu	Edward	Levitas	Elena	Vidal
Shih-chi	Chiu	Dan	Li	Carl	Vieregger
Cynthia	Clark	Weiwien	Li	Danqing	Wang



Joseph	Clougherty	Yong	Li	Heli	Wang
Sandra	Corredor	Elizabeth	Lim	Sharon	Watson
Michael	Cummings	Chang	Liu	Libby	Weber
Ilya	Cuypers	Johannes	Luger	Carmen	Weigelt
Youtha	Cuypers	Daniel	Mack	Georg	Wernicke
Giovanni Battista	Dagnino	Tyson	Mackey	Curtis	Wesley
Juan	Delgado García	Mani	Mamik	Michael	Withers
Ramakrishna	Devarakonda	Michael	Mayer	Adam	Wowak
Ravi	Dharwadkar	Patia	McGrath	Brian	Wu
Teresa Antonia	Dickler	Jordan	McSweeney	Jun	Xia
Michael	Dooms	Kevin	McSweeney	Yingzhao	Xiao
Sinziana	Dorobantu	Philipp	Meyer-Doyle	Kai	Xu
Priyanka	Dwivedi	Doug	Miller	Junichi	Yamanoi
Markus	Fitza	Toyah	Miller	Pei-Li	Yu
Jyun-Ying	Fu	Mahka	Moeen	Tieying	Yu
Nicole	Fuller	Jungbien	Moon	Miles	Zachary
Renfei	Gao	Francisco	Morales	Ghahhar	Zavosh
Garima	Garg	Caterina	Moschieri	Cyndi Man	Zhang
Richard	Gentry	Hermann	Ndofor	Weiliang	Zhang
Glory	George	Gavin	Nicholson	Weiguo	Zhong
Rejie	George	Jonathan	O'Brien	David Hongquan	Zhu
Sanjay	Goel	Abbie	Oliver	Hong	Zhu
Orhun	Guldiken	Hugh	O'Neill		

Corporate Strategy IG Social Event SMS Minneapolis: Corporate Strategy Off-site Evening Event

took place at Rock Bottom Restaurant & Brewery on Sunday evening, October 20th 2019
... with several drinks and appetizers

We hope you can join us next year!



SMS 2019 MINNEAPOLIS CORPORATE STRATEGY IG BEST PAPER AWARD

This year, among many high quality submissions, four papers were selected as finalists for the SMS Corporate Strategy IG Best Paper award:

Corporate Strategy IG Best Paper Finalists

“Post-Acquisition Integration Strategic Choices: Do Inherited Alliances Play a Role?” by **Aneta Oleksiak** and **Pedro de Faria**

“Strategic Alignment in Acquisitions to Create Value: Exploration, Exploitation and Dynamic Managerial Capability” by **David Sirmon**, **Michael A. Hitt**, and **Steve Lim**

“Revisiting the Locus of Experience: A Study on Corporate Development Executives, Organizational Learning and M&A Performance” by **Lisa Tang**

“Using Acquisitions to Achieve Optimal Distinctiveness: Navigating Multiplicate and Dynamic Audience Evaluations” by **Rui Yang**

The winner has been announced at the business meeting of the Corporate Strategy IG on Sunday October 20th 2019.



**The Best Paper Award went to Lisa Tang.
Congratulations!!!**

In the photograph from left to right: Michael A. Hitt (Texas A&M University), Lisa Tang (University of Pennsylvania), Rui Yang (University of California, Riverside), and Pedro de Faria (University of Groningen).

SMS Corporate Strategy Interest Group 2019 Elections

We have eight excellent candidates for the upcoming election of new IG leaders. The online ballot with instructions are sent to all IG members by the SMS Office on November 1st. We hope you will participate in this important election!

Candidates for:
Associate Program Chair
1 out of 2 to be elected

Luis Rios
University of Pennsylvania



Tony Tong
University of Colorado, Boulder



Candidates for:
Representative-at-Large Candidates
3 out of 6 to be elected

Afonso Almeida Costa
Universidade Nova de Lisboa



Joonmahn Lee
Korea University



Sandra Corredor
University of Connecticut



Wei Shi
University of Miami



Magdalena Dobrajska
Universidad Carlos III de Madrid



Alex Wilson
University of Minnesota



SMS Corporate Strategy Interest Group 2019 Team

Chairperson
Guoli Chen
INSEAD



Program Chair
Mario Schijven
University of Illinois at
Urbana-Champaign



Associate Program Chair
Metin Sengul
Boston College



2019 Representatives at Large

Federico Aime
Oklahoma State Univ.



Ivana Naumovska
INSEAD



Martina Pasquini
IE Business School



2020 Representatives at Large

Youtha Cuypers
Nova School of Bus.
and Economics



Arkadiy Sakhartov
University of Illinois at
Urbana-Champaign



Yu Zhang
China Europe
International Business





Engagement Officer
Patia McGrath
University of North Carolina at Chapel Hill





Corporate Strategy Interest Group Domain Statement

The Corporate Strategy Interest Group considers the decisions, actions and outcomes associated with an organization's portfolio of business lines. The research and practice of corporate strategy considers actions associated with changing the firm's scope and profile of business lines including vertical integration, mergers and acquisitions, divestitures, corporate diversification strategy/organization, implementation and performance. Recent research considers how resources shape a firm's scope and relatedness of business lines, how firm resource composition influence merger and acquisition outcomes, how diversified firms are managed most effectively and why and when divestiture becomes viable. Other areas of interest include how a firm's resources impact upon its growth and divestment decisions, when different modes of growth and reduction are used, and what tradeoffs exist among various types of diversification strategy and its organization alternatives. Corporate strategy draws from a wide range of theories and methods to help explain the determinants and performance outcomes of managing the scope and boundaries of the diversified firm.

Contact Us

If you have any questions about the Corporate Strategy IG, contact Guoli Chen at Guoli.Chen@insead.edu, Mario Schijven at schijven@illinois.edu, or Metin Sengul at metin.sengul@bc.edu