



GLOBAL STRATEGY INTEREST GROUP PRE-CONFERENCE NEWSLETTER



Page | 1

IN THIS ISSUE

Greetings from the Global Strategy Group Chair	1
Programme highlights	2
Sunday panel sessions	4
Information on the IG business meeting	6
Introducing the Global Strategy Interest Group Officers and Representatives-at-large	7
SMS special conferences	8

INTRODUCTION BY THE GLOBAL STRATEGY INTEREST GROUP CHAIR

Liena Kano
University of Calgary
GS IG Chair

It is a privilege to welcome you on behalf of the Global Strategy Interest Group (GS IG) leadership team to the GS IG's events at the SMS Minneapolis conference! Thanks to your contributions as an author, reviewer, or general GS IG member, we have a very exciting conference programme to look forward to.

Below we present a convenient summary of the GS IG program. I would like to use this opportunity to thank our members who have taken key roles in putting the program together. I would like to thank *Luis Dau*, *Rian Drogendijk*, and *Birgitte Grøgaard* for organizing a pre-conference paper development workshop for our IG. Thanks to our Associate Program Chair, *Tina Ambos*, for putting together three exciting GS IG sessions on Sunday morning. Many thanks also to *Felipe Monteiro*, our Program Chair, for taking primary responsibility for the main conference program for the IG. And finally, these words would not reach you without *Kristin Brandl's* efforts in putting together this pre-conference newsletter, and without *Joao Albino-Pimentel* and *Catherine Magelssen*, who maintain our IG website.

The GS IG has a tradition of having its business meeting in an informal setting at an offsite venue. Keeping with that, our business meeting this year will be at Brit's Pub (1110 Nicollet Mall), on Sunday October, 20th from 18:30 onwards. Please see details on page 6. We hope you will consider joining your GS IG colleagues for drinks and appetizers.

We look forward to meeting you at the conference! Safe travels everyone!

PROGRAMME HIGHLIGHTS

The *conference programme* has been ably put together by Felipe Monteiro. Below you can find an outline of all the Global Strategy IG sessions. Please be aware that plenty of none GS IG specific sessions, such as general plenary sessions, might also be of interest to you. More details such as abstracts of the presentations can be found in the online programme, where we are listed as Track G. We hope you will enjoy these sessions and the conference.

Saturday, October 19th

Time	Room	Session	Session title
13:00 - 16:00	Marquette 3		Global Strategy Paper Development Workshop

Sunday, October 20th

Time	Room	Session	Session title (session type)
08:00 - 09:15	Marquette 7	1306	Selling Initiatives to Corporate Headquarters When out of the Spotlight (panel session)
09:30 - 10:45	Marquette 7	1305	The Future Global Strategy (panel session)
11:15 - 12:30	Marquette 7	1307	Informal Institutions and International Business (panel session)
15:15 - 16:30	Marquette 4	1408	Non-Market and Political Strategy for MNEs (paper session)
	Marquette 3	1403	Knowledge and Organizational Learning in Global Strategy (paper session)
18:15	Off-site	-	GS IG Business Meeting (See page 6 for details)

Monday, October 21st

Time	Room	Session	Session title (session type)
08:00 - 09:15	Marquette 6	1420	Liability of Foreignness and Distance (paper session)
	Marquette 5	1407	Headquarter-Subsidiary Relationships (paper session)
11:00 - 12:15	Board Room 2	1425	Political and Institutional Contingencies in Global Strategy (common ground session)
15:30 - 16:45	Rochester	1436	Global Strategy in the Age of Skepticism of Globalization (panel session)

Tuesday, October 22nd

<i>Time</i>	<i>Room</i>	<i>Session</i>	<i>Session title (session type)</i>
08:00 - 09:15	Board Room 2	1427	The Role of Institutions in Global Strategy (common ground session)
	Marquette 5	1401	Cross-Border Innovation and Entrepreneurship (paper session)
11:00 - 12:15	Board Room 1	1496	Base of the Pyramid (common ground session)
	Rochester	1437	Institutions and Entrepreneurship (panel session)
14:30 - 15:45	Rochester	1435	Emerging Digital Technologies and the Changing Nature of Global Capability (Out)Sourcing (panel session)
16:15 - 17:30	Board Room 1	1428	M&As and Managing the MNE (common ground session)
17:45 - 19:00	Marquette 3	1419	Internationalize and De-Internationalize (paper session)
	Board Room 2	1426	Global vs. Local: the Sources of Expansion and Performance of MNEs (common ground session)

ADDITIONAL GLOBAL STRATEGY IG EVENTS

GLOBAL STRATEGY IG RUN: Let's kick off the conference with a social run (all abilities and different distance options) on **Saturday October 19th, 7:00**, at the conference hotel lobby.

GLOBAL STRATEGY IG BREAKFAST: Welcome breakfast for all new and old members, **Sunday October 20th, 7-7:45**, in Boardroom 3.

GLOBAL STRATEGY IG LUNCH: At Sunday's and Monday's lunch, you will find two tables reserved for the GS IG. If you are new to SMS – come and have lunch with us! **Sunday October 20th and Monday October 21st, 12:30-13:30**, at the conference lunch.

SUNDAY PANEL SESSIONS**Session 1306 - Selling Initiatives to Corporate Headquarters When out of the Spotlight**

08:00 - 09:15, room: Marquette 7

Session Leader – Rian Drogendijk *University of Groningen*

Strategic initiatives do not necessarily have their origin in the core of the multinational corporation (MNC). In fact, managers in units located outside of the core may be in a better position to take initiatives that lead to novel strategic directions for MNCs, because their local institutional and business environment may inspire to insights that are different from those current at headquarters (e.g. Ambos & Birkinshaw 2010, Bouquet & Birkinshaw 2008). But how to get Headquarters' support for such novel initiatives? Issue Selling literature (Dutton & Ashford 1993) studies how middle managers communicate issues known to top management, so that they are understood and preferably receive approval or support. This has inspired some work on issue selling behavior by MNC subsidiaries (Conroy & Collins 2016; Dörrenbächer & Gammelgaard 2016; Ling, Floyd & Baldrige 2005). However, this panel addresses the question whether issue selling, or communicating initiatives to Headquarters, is indeed an available strategy for managers in units that are not in the spotlight. Out-of-the-spotlight subsidiaries are for example likely to run into bounded rationality or ethnocentrism of top management, which therefore does not recognize the value of strategic opportunities suggested by non-core subsidiaries (Birkinshaw and Ridderstrale 1999; Monteiro 2015). Further, subsidiaries will have to compete with the initiatives taken by other, possibly more powerful, units (Mudambi and Navarra 2004; Haq, Drogendijk & Blankenburg-Holm 2017). This panel discusses the state of our knowledge on issue selling by out of the spotlight subsidiaries in MNCs. It seeks to develop a research agenda that extends issue selling literature to the complex context of MNCs and their global environment.

Panelists

Kieran Conroy *Queen's University Belfast*

Felipe Monteiro *INSEAD*

Ram Mudambi *Temple University*

Session 1305 - The Future Global Strategy

09:30 - 10:45, room: Marquette 7

Session Leader - Alvaro Cuervo-Cazurra *Northeastern University, Torben Pedersen*

Bocconi University

Global strategy as an area of research dates back to the pioneering work of Levitt in the 1960s, but received a boost with Bartlett and Ghoshal's (1989). Rugman and Verbeke (2004) provided an important caveat with their regionalization perspective. There have been numerous new perspectives on global strategy proposed over the last decade. Many, like the regionalization perspective, have their roots in international business. These include in the importance of language (Tenzer et al., 2014), the concept of added cultural distance (Hutzschenreuter et al., 2011), and the role of knowledge clusters (Cano-Kollmann, et al., 2016). The panel highlights important new directions for global strategy research, drawing on these trends as well as from the broader field of strategic management and management more generally.

Panelists

Jay Anand *Ohio State University*

Jay Barney *University of Utah*

Dan Li *Indiana University*

Gurneeta Vasudeva Singh *University of Minnesota*

Session 1307 - Informal Institutions and International Business

11:15 - 12:30, room: Marquette 7

Session Leader - Luis Dau *Northeastern University*

This panel is linked to the forthcoming special issue of the Journal of International Business Studies on informal institutions and international business, with special issue editors Luis Dau, Northeastern University; Aya Chacar, Florida International University; Marjorie Lyles, Florida International University; and JT Li, Hong Kong University of Science and Technology. The session is provided to promote and encourage research on this important yet under-studied topic in the global strategy literature. Institutions are the “humanly devised constraints” or “the rules of the game in a society” (North, 1990: 3). The literature has paid much attention to formal institutions, or the written (codified) rules or constraints, such as laws, regulations, constitutions, contracts, property rights, and formal agreements. On the other hand, much less attention has been given to informal institutions or the typically unwritten (non-codified) but socially shared rules and constraints (Pejovich, 1999; Sartor & Beamish, 2014; Sauerwald & Peng, 2013). These informal institutions include common values, cognitions, beliefs, traditions, customs, sanctions, and norms of behavior that are often expected or taken for granted (North, 1990, 2005). In the advent of globalization, the international business literature has increasingly emphasized the importance of considering the institutional environment, instead of studying firm behavior in a vacuum (Eden, 2010; Kostova, 1997; Kostova et al., 2008; Li, 2013; Li & Qian, 2013). Still, a gap exists in our understanding of informal institutions, as formal institutions only provide part of the picture (North, 1990). This gap is particularly problematic in developing and emerging markets, where informal institutions may have a more prominent role, enabling and facilitating business transactions (Khanna & Palepu, 1997, 2000; Verbeke & Kano, 2013). Our panelists will explore some of the key areas on this topic, allowing time at the end for Q&A with the audience.

Panelists

Kristin Brandl *University of Victoria*

Aya Chacar *Florida International University*

Ajai Gaur *Rutgers University*

Tatiana Kostova *University of South Carolina*

Dan Li *Indiana University*

GLOBAL STRATEGY IG BUSINESS MEETING

We would like to invite you to the Global Strategy IG’s business meeting for drinks and some light food:

Time: 18:30

Venue: Brit’s Pub & Eating Establishment

1110 Nicollet Mall, Minneapolis, MN

Tel: 612-332-3908

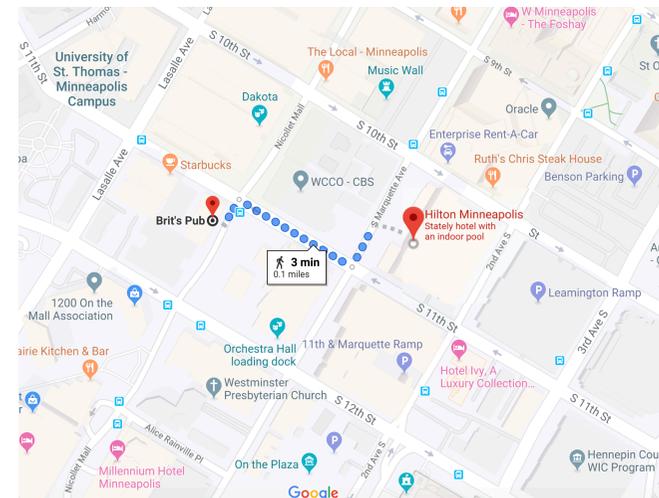
<https://britspub.com>

For over a quarter of a century Brit’s Pub has been Minneapolis’s own little corner of the UK. The pub was voted ‘pub of the year’ in 2019 by City Pages and Mpls. St. Paul magazine, and its rooftop patio has been named one of the top rooftop bars in America!

This year, we are sharing our social event with our friends and colleagues from the *Teaching Community*, who will be joining us at Brit’s Pub for the social part of our meeting. Let’s show them our Global Strategy IG hospitality!

How to get there:

Brit’s Pub is located within a short stroll from the conference hotel. If you would like to walk together, please **meet us in the Hilton lobby at 18:15**.



INTRODUCING THE GLOBAL STRATEGY IG OFFICERS AND REPRESENTATIVES-AT-LARGE

We are very happy to introduce the current Global Strategy IG team:



Liena Kano
Chair (2019)



Felipe Monteiro
Program Chair (2019)



Tina Ambos
Associate Program Chair
(2019)



Luis Dau
Representative-at-large
(2019)



Rian Drogendijk
Representative-at-large
(2019)



Catherine Magelssen
Representative-at-large
(2019)



Joao Albino-Pimentel
Representative-at-large
(2020)

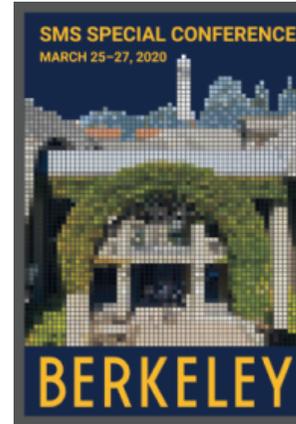


Kristin Brandl
Representative-at-large
(2020)



Brigitte Grøgaard
Representative-at-large
(2020)

UPCOMING SMS SPECIAL CONFERENCES



Designing the Future: Strategy, Technology, and Society in the 4th Industrial Revolution

Rapidly evolving technologies such as AI, 5G, IOT, Fog, CV, AR/VR, and Cloud are redefining how people live, learn, heal, play, work, share, move, produce, and even reproduce. These technological innovations – euphemistically referred to as the 4th (Industrial) Revolution – are generating new opportunities and problems for start-ups, investors, small-medium businesses, multinational corporations, universities, cities, nation-states, and global networks. Such challenges present both practitioners and scholars with many strategic questions. This Special Conference draws on scholarship and practice at the intersection of strategy and technology and also places design at its core.

A Brave New World: Strategies for Adapting to a Changing Business Environment

The world of business is changing rapidly. Digitization and artificial intelligence are transforming the nature of work, enabling new business models, new organizational forms, and new modes of entrepreneurship. The SMS Special Conference in Hangzhou seeks to bring together ambitious and cutting-edge research that explores this "Brave New World." We aim to showcase work that not only sheds new light on these emerging phenomena, but also examines the implications of these trends for existing research and practice. We aspire to foster an engaged and critical dialog, drawing together not only leading scholars from Asia and around the world, but also executives and practitioners who grapple with these phenomena on a daily basis.

