

Stakeholder Strategy Interest Group Newsletter



Fall-Winter, 2014-2015

Inside this Issue

A Note from SSIG Outgoing Chairperson, Richard Priem.....	1
SMS Conference in Madrid, Incoming Chair, Sybille Sachs.....	2
A Note from SSIG Program Chair, Doug Bosse.....	2
Newly Elected Members of the SSIG Leadership Team	4
Best Paper Award for SSIG Track Paper.....	6
Announcements.....	7

A Note from...

SSIG Outgoing Chairperson, Richard Priem



My 3-year term on the leadership team of the Stakeholder Strategy IG has flown by in an extremely enjoyable “blink of an eye!” I had a wonderful time working with my predecessors, Maurizio Zollo and Jeff Harrison, and with my successors, Sybille Sachs and Doug Bosse. But surely the best experience was meeting so many of our 240+ members at conferences in Prague, Glasgow, Atlanta and Madrid – they are the welcoming, thoughtful and interesting scholarly backbone of the SSIG!

Our IG has had many accomplishments in the past 3 years; our membership has continued to grow, and we have had vibrant and provocative programming at the SMS Conference in Prague, Glasgow, Atlanta and Madrid. Perhaps most noteworthy, however, are the recognitions our research has received from our SMS colleagues. SSIG members

received the awards for “best conference paper” in Glasgow, Atlanta and, most recently, in Madrid. Congratulations to Mary-Hunter McDonnell of Georgetown and Tom Werner of the University of Texas for receiving the Madrid award! These accolades reflect the maturity and high quality of the research performed by our members, and presage a central role for stakeholder strategy scholarship in the years to come.

My deep appreciation and congratulations to those who joined our leadership team after last fall’s election: Don Lange as Associate Program Chair, along with Flore Bridoux, Cynthia Clark and Jennifer Oetzel as Representatives at Large. I know the SSIG will be well-served by this fine group. Plus, I offer many thanks to all who ran in the SSIG elections for their willingness to serve. Next up, on to Denver!

All the best, Richard

Stakeholder Strategy Interest Group Newsletter

Fall-Winter, 2014-2015



SSIG Participation in the

SMS Conference in Madrid

Incoming Chair, Sybille Sachs

The Stakeholder Strategy Interest Group (SSIG) again had a strong program at the 34rd SMS International Conference in Madrid, Spain from September 20th to September 23th, 2014. Overall, we received 50 proposals for our conference track. Many engaged reviewers facilitated our selection process of 30 submissions which were finally included in two common ground (CG) sessions and five paper sessions (PS). These sessions were:

- *What is In It For Us? How Sustainability Matters for Firm Strategy (CG)*
- *Can-do stakeholders? How stakeholders impact CSR and sustainability management (CG)*
- *Yikes: What Now (Reloaded)?: Firm Responses to Stakeholder Activism (PS)*
- *What should we say? The benefits and risks of communication with stakeholders (PS)*
- *Value creation for whom? Stakeholder management and shareholder interests (PS)*
- *Willing and able to engage? Firm interactions with their stakeholders (PS)*
- *Managing or resolving stakeholder issues? Of governments, politics and scandals (PS)*



I would like to express my deepest gratitude to all the authors who submitted their work to the SSIG and the many reviewers who spent their valuable time to make such a strong program possible!

A Note from...

SSIG Program Chair, Doug Bosse



2014 Madrid

Thank you for all of your excellent contributions to our very successful pre-conference sessions in Madrid. Here are the three Sunday sessions we sponsored and a brief summary of each:

1. The questions stakeholder theory does or could answer best

The design of this session set up fantastic dynamics among the distinguished panelists (Jay Barney, Tim Devinney, Richard Priem, and Heli Wang), yet revealed they actually agree in many respects about the research agenda for stakeholder theory in strategic management. This clearly has the potential to become a go-to framework for many more strategy scholars. Jay Barney's view, perhaps surprisingly, is that stakeholder theory will ultimately help address ALL of the interesting questions in strategic management.

2. Global stakeholder networks Jonathan Doh, Ans Kolks, Jennifer Oetzel, and Maurizio Zollo each talked about their work to better understand the management

Stakeholder Strategy Interest Group Newsletter

Fall-Winter, 2014-2015



challenges of global stakeholder networks. The opportunities for future research in this area are vast. Questions arise from the challenges involved in finding, initiating, and governing relationships with stakeholders who can be local, regional, and global. Each of whom can also have differing cultures, ideologies, characteristics, and expectations for institutional development. Layering in the potential for some of these stakeholders to work together as they seek to influence a firm, and the multi-directional nature of their influence strategies, just makes the complexities even more severe and, therefore, interesting.

3. Applying stakeholder analysis in the classroom.

Attendees were given an excellent experience in this session. The panelists provided specific details about why and how they teach stakeholder theory, and the audience involvement was very high. Each attendee also walked out with a collection of full-length cases in which the protagonist faces tough ethical or stakeholder issues and a signed copy of Jared Harris' co-authored handbook "The Strategists Toolkit." Our collaboration with the SMS Teaching Community has firmly established a track record of delivering immensely practical pre-conference workshops at the intersection of our two groups.

2015 Denver (October 3 – 6)

Before you know it, the submission system will be open for submitting your proposals for our annual conference in Denver! You

will have from the last week in December through February 26, 2015 to get your 5 – 7 page proposals submitted for consideration.

With over 240 members in our IG now, I am confident we will have a record number of high-quality papers to evaluate this spring for inclusion in the program. If you have not already done so, please sign up as a reviewer (<http://denver.strategicmanagement.net/>). Our reviewing duty is comparatively easy given that the submissions to the SMS conference are all summaries.

I look forward to working with each of you as authors and as reviewers so that our Denver conference raises the bar, yet again, on the quality of program assembled by our IG.

We have only scratched the surface in terms of how stakeholder theory can be modified, extended, and applied to address issues and research questions most relevant to managers and scholars of strategic management. From our SSIG *Call for Papers*: Whereas prior definitions of the strategy field focus on product market (industry) rivals striving to outperform one another, the growing body of stakeholder theories embraces larger questions about value creation and trade recognizing firms are in constant competition for ALL of their stakeholders. This work tends to challenge and provoke shifts in the boundaries of strategic management. An expanding list of research questions addresses such issues as: the managerial tensions of competing and cooperating with a plurality of stakeholders; the complex behaviors that affect the content and nature of human relationships that both create and destroy value; the ethics, duties, and norms associated with participating in developed and developing free markets; and the spillover costs and benefits for society. We warmly invite you to join in these conversations so that together we might improve our collective understanding of how firms – in conjunction with other private,

Stakeholder Strategy Interest Group Newsletter

Fall-Winter, 2014-2015



public, and nonprofit institutions – contribute to societal welfare and improvement.

Warmest regards this season, and Happy New Year!
Doug Bosse

Academy of Management Journal, Academy of Management Review, Journal of Management, Organization Science, Personnel Psychology, and Strategic Management Journal. Don is currently serving as Associate Editor of *Academy of Management Review*.

Congratulations to our Newly Elected

Members of the SSIG Leadership Team!

The new members of the SSIG leadership team are:

ASSOCIATE PROGRAM CHAIR



Don Lange

Arizona State University

Don Lange is an Associate Professor of Management and the Lincoln Professor of Management Ethics in the W. P. Carey School of Business at Arizona State University, and has been with ASU since 2006. Don's research interests include individual- and situational-level drivers of good and bad behavior in organizations, the antecedents and outcomes of reputation and legitimacy (primarily but not exclusively) at the organization level, and the meaning and construction of perceptions of corporate social (ir)responsibility. His work has appeared in

REPS-AT-LARGE



Flore Bridoux

University of Amsterdam

Flore Bridoux is an Assistant Professor of Strategy at the University of Amsterdam. She received her PhD in management from the Université catholique de Louvain, Belgium. Her current research focuses on the management of stakeholders and human capital. In particular, she studies how firms can motivate stakeholders to contribute to collective value creation given the heterogeneity in human social dispositions. She is also interested in the dynamics that characterize firms' interactions with stakeholders across product, factor, and political arenas. Her work has been published in, among others, *Academy of Management Review*, *Journal of Management*, and *Strategic Management Journal*. She serves as ad-hoc reviewer for many journals and conferences. She teaches strategy

Stakeholder Strategy Interest Group Newsletter

Fall-Winter, 2014-2015



courses in the MSc Business Administration program and is program director of the Research Master ‘Business in Society’.



Cynthia Clark

Bentley University

Cynthia E. Clark is an associate professor of management at Bentley University where she also serves as the director of the Harold S. Geneen Institute of Corporate Governance, the director of the Bentley Alliance for Ethics and Social Responsibility and a research fellow at the Center for Business Ethics. Her research interests concern ethical tensions in organizations with a particular focus on how firms address conflicts of interest, stakeholder/stockholder perspectives and disclosing voluntary and mandatory information. Recently published work has appeared in Business Ethics Quarterly, Journal of Business Ethics, Management Information Systems Quarterly and Business & Society.



Jennifer Oetzel

American University, Washington, DC

Jennifer Oetzel is Associate Professor of International Business and the Kogod International Business Professor in the Kogod School of Business at American University. Her research focuses on political risks, such as violent conflicts, as well as natural disasters to better understand how major discontinuities affect firms. Dr. Oetzel’s work has been published in the Strategic Management Journal, Organization Science, the Journal of International Business Studies, Journal of Business Ethics, Long Range Planning, Journal of World Business, International Business Review, American Business Law Journal, among others. She serves on the Editorial Boards for the Strategic Management Journal, the Journal of World Business, and Business, Peace, and Sustainable Development Journal, and is an Associate Editor for Business & Society.

Stakeholder Strategy Interest Group Newsletter

Fall-Winter, 2014-2015



Best Paper Award for SSIG Track Paper

Mary-Hunter McDonnell of Georgetown University and Tim Werner of the University of Texas at Austin received the “Best Paper” award for the 34th Annual SMS Conference in Madrid for their paper:

Blacklisted Benefactors: The Political Contestation of Non-Market Strategy

This paper explores how contentious stakeholders can disrupt a firm’s non-market strategy. We offer the first systematic study of the effect of public protest on corporate political strategy, using a unique database that allows us to empirically analyze the impact of social movement boycotts on targeted firms’ campaign contributions. We show that boycotts lead to significant reductions in the amount of targets’ campaign contributions and increase the percentage of contributions that are refused by politicians. These results highlight the importance of considering how a firm’s socio-political environment shapes its non-market strategy. We supplement this primary analysis by drawing from social movement theory to extrapolate and test a number of mechanisms that moderate the extent to which movement challenges effectively disrupt corporate political activity.

Congratulations to Mae and Tim for their exceptional stakeholder strategy scholarship!



Mary-Hunter (Mae) McDonnell is an assistant professor at the McDonough School of Business, Georgetown University. She explores the political interactions

between corporations and their myriad stakeholders. In particular, she is interested in how a company’s interactions with its stakeholders shape corporate social activity and non-market strategy. Her work also sheds light on the mechanisms that stakeholders use to enforce social norms for corporations and to punish corporate transgressions. Her research has been published in several peer-reviewed outlets, including Administrative Science Quarterly, Psychological Science, Strategic Organization, and the Academy of Management Best Paper Proceedings.



Timothy Werner is an assistant professor of business, government and society at the McCombs School of Business at the University of Texas at Austin. Werner received his Ph.D. in political science from the University of Wisconsin-Madison in 2009, and he researches and teaches non-market strategy, with a particular focus on the intersection of corporate political activity and corporate social responsibility. Werner’s work has appeared in leading journals in management, economics, and political science, and in 2012, he published a book, Public Forces and Private Politics in American Big Business, with Cambridge University Press.

Stakeholder Strategy Interest Group Newsletter



Fall-Winter, 2014-2015

Announcements

Newsletter Editor, Irene Henriques

Dear SSIG members,



As incoming SSIG Newsletter editor, I am writing to ask your feedback on what you would like to see in your newsletter. We need your news, announcements, conversations etc. So please send me your thoughts for our Spring-Summer Newsletter at:

ihenriques@schulich.yorku.ca

Looking forward to hearing from you,

Irene