

Inside this Issue

A Note from SSIG Chair, Don Lange.....	1
A Note from SSIG Program Chair, Flore Bridoux	2
Houston SSIG Sunday Sessions Info, Jonathan Bundy.....	3
Houston SSIG Saturday Research & Paper Development Workshop	4
SSIG Paper Awards, Reps-At-Large	4
SMS Conference Extension at Austin, October 27, 2017.....	5
Special Issue Call for Papers at Journal of Business Ethics.....	5
Announcements – Work Recently Published by SSIG members.....	6
A Note from SSIG Newsletter Editor, Ioannis Ioannou.....	7
Some Pictures from last year’s Paper Awards Ceremony in Berlin.....	8

A Note from the SSIG Chair

Don Lange

Stakeholder Strategy Interest Group Chair

On behalf of the leadership team, welcome to the summer newsletter. As you know, the SSIG is a small but active interest group. We are proud to provide a home and identity for stakeholder-oriented scholarship within the SMS. We value your membership and hope you encourage others to join us.

Right now we are planning for and eagerly anticipating the annual conference in Houston—October 28-31, 2017. To kick things off, for the Saturday part of the conference, our IG members have organized a professional development workshop. This workshop will be similar to the very successful workshop we conducted at the Berlin conference. For Sunday, as is our tradition, we have three very interesting symposia planned. And, for Monday and Tuesday, we have organized a great lineup for the competitive paper portion of the conference. We hope you will be there and able to attend as many of our sessions as possible.

You will read more about all of these plans in this newsletter. You will also read about the conference

extension that we are sponsoring that will be held at the University of Texas at Austin.

Last year in Berlin we gave out IG awards for the first time. That went so well that we are planning to do the same in Houston. Please come to our IG business meeting there to help us celebrate the best conference submissions and our most outstanding reviewers. In this newsletter you will read more about the awards we are planning.

Note that our interest group has a new web page at the SMS site:

<https://www.strategicmanagement.net/ig-stakeholder-strategy/overview>

We will be populating that web page with items of interest to members. Currently you will find a description of the IG, names and photos of the leadership team, current and archived newsletters, and Jeff Harrison’s bibliography of salient works about stakeholder strategy.

Stakeholder Strategy Interest Group Newsletter

Summer 2017



Finally, we want to promote your ideas and help make connections among our network. Each time you publish something related to stakeholder strategy, please let us know so that we have the opportunity to market that piece for you in a future SSIG newsletter.

As always, do not hesitate to let anyone on your IG leadership team know how we can serve you better.

Warm regards,
Don Lange

Chair, Stakeholder Strategy
Interest Group



A Note from the SSIG Program Chair

Flore Bridoux

SSIG Conference Program Chair

Thanks to the hard work and dedication of the submitting authors, reviewers, and leadership team in our IG, our plans for an exciting annual conference in Houston (October 28-31) are coming together.

If you will be attending the Houston conference, here is some information about the conference program for our IG:

Saturday afternoon—*a paper development workshop*
Please check the call below for the details and deadlines if you are an advanced doctoral student or junior faculty member or know one who could be interested.

Sunday morning—*three intriguing panels*
See Jon Bundy's note below for more on the Saturday and Sunday program.

Sunday end-of-day (probably around 5pm) —
Our IG's business meeting.

Please come to share the latest news of our interest group. We will celebrate our authors and reviewers with a number of awards.

Monday and Tuesday—*the 'competitive' part of the SMS program, including our IG's paper sessions and common ground sessions.*

Those sessions will include the following topics:

- Responding to institutional complexity and shifts in logics
- Responding to crisis events
- External pressures and external evaluations
- Stakeholder orientation and corporate strategy
- Corporate political activities
- Endowment and insurance effects of CSR and sustainability
- The nature of the relationships with stakeholders
- Experimental methods

Also keep in mind:

Friday October 27— *Conference extension in Austin 'The Future of Non-Market Strategy Research'*
Please consider joining us for this interesting extension. For more information, see this link:
<http://www.strategicmanagement.net/houston/extensions/ut-austin>

Finally, for those interested in some statistics:

- Competitive proposals submitted to the Houston conference = 922 (about 5% of which were submitted to our IG)
- Acceptance rate in SSIG = 73% (similar to other IGs)
- Number of reviewers in our IG = 68 (a big thank to all of you who accepted to review for our IG)

Thank you for your continuing support of the Stakeholder Strategy Interest Group. I am personally looking forward to connecting or reconnecting with many of you in Houston.

Warmest regards, and hoping to see you in Houston, *Flore Bridoux*



Houston SSIG Sunday Sessions

Jonathan Bundy

SSIG Associate Program chair

The Stakeholder Strategy Interest Group will be sponsoring three Sunday sessions at SMS-Houston. The first two sessions highlight forthcoming contributions in collected works on stakeholders, CSR, and sustainability. The third session considers critical questions related to non-market strategy.

Details are below and I look forward to discussing these topics with you on Sunday, October 29th in Houston!

Jonathan Bundy,
Associate Program Chair



Stakeholder Theory at the Intersections

This session will feature chapters from the forthcoming Handbook of Stakeholder Theory to be published by Cambridge University Press and co-edited by Jay Barney, Ed Freeman, Jeff Harrison, and Rob Phillips. Panelists will consider the role of stakeholder theory in related disciplines and cross-functional topic areas. Topics include stakeholder theory's role in the areas of accounting, marketing, CSR, and international business. Join us for a riveting discussion of how stakeholder theory is used in interdisciplinary and cross-functional research.

Panelists: Heather Elms (American University), Samantha Miles (Oxford Brooks University), Maurizio Zollo (Bocconi University), CB Bhattacharya (European School of Management and Technology Berlin), and Daniel Korschun (Drexel)

Sustainability, Stakeholder Governance, and Corporate Social Responsibility

Scholarly interest in the areas of sustainability, stakeholder relations and corporate social responsibility (CSR) has increased considerably in recent years. What are some defining insights from research in

each of these areas to date? What are the theoretical and empirical connections between these areas? What are the exciting new developments and / or opportunities for future exploration? This panel brings together leading scholars in the area to showcase some of the best current theorizing and research that cuts across areas, and to discuss and debate a research agenda for this emerging field. This session also highlights a forthcoming Advances in Strategic Management (AiSM) volume that aims to address these and related questions, co-edited by Sinziana Dorobantu (NYU), Ruth Aguilera (Northeastern U.), Jiao Luo (U. of Minnesota) and Frances Milliken (NYU).

Chair: Ruth Aguilera (Northeastern U.)

Panelists: Claudine Gartenberg (NYU), Anne Jacqueminet (Bocconi), Nan Jia (U. of Southern California), Alfred Marcus (U. of Minnesota), and Mary-Hunter McDonnell (Wharton)

Managing External Stakeholder Relationships: Nonmarket Processes and Practices as Enhancers of Firm Competitiveness

Interest in the effective management of stakeholder relationships has surged in recent years. Governments currently stand out as one of the major stakeholders for companies. However, drawing the attention solely to the corporate political strategy of the firm neglects the management of relationships with other key external stakeholders, particularly through corporate social strategies. This panel focuses on the link between nonmarket strategy and firm competitiveness. Therefore, the themes addressed will include the challenges of effectively aligning the two pillars of nonmarket strategy (corporate political activity and corporate social responsibility), as well as the effect of nonmarket processes and practices on the enhancement (or lack of thereof) of the competitiveness of firms (e.g. capability acquisition and upgrade and organizational performance).

Panelists: Sinziana Dorobantu (NYU), Raquel Garcia-Garcia (Open University Business School), Thomas Lawton (Open University Business School), Sotirios Paroutis (Warwick Business School), and Tazeeb Rajwani (Essex Business School)

Stakeholder Strategy Interest Group Newsletter

Summer 2017



Call For Participants

Houston SSIG Saturday Research & Paper Development Workshop

Application Deadline: Aug 15th, 2017

Following a successful first offering last year in Berlin, our Interest Group, in conjunction with the Research Methods Community, will offer a research focused workshop for advanced doctoral students and junior faculty. This workshop will include panel discussions and breakout sessions and will be held on the Saturday afternoon before the conference begins.

For the panel portion, faculty will discuss the state of the field, new research directions, and methodological advances, including experiments, regression discontinuity designs, and computational text analysis. Additionally, the panel will address opportunities for publishing stakeholder, sustainability, and social issues in top-tier management journals. Several junior faculty members will share their thoughts on these issues and discuss their research and publishing experiences to date. We will then have time for Q&A for all panelists.

The second portion of the session will involve a breakout session where participants can gain personalized feedback on their research from faculty.

The co-organizers of the workshop are Olga Hawn (UNC-Chapel Hill), Anne Jacqueminet (Bocconi University), and Timothy Werner (University of Texas at Austin).

Apply here:

<https://www.strategicmanagement.net/houston/workshops/stakeholder-research-methods-workshop>

Selected participants will be notified by **Aug 31th, 2017**. The senior faculty panelists will include: • Ronnie Chatterji (Duke University) • Caroline Flammer (Boston University) • Vit Henisz (University of Pennsylvania) • Brayden King (Northwestern University) • Lamar Pierce (Washington University)

Stakeholder Strategy Advanced Doctoral Student and Junior Faculty Workshop Timeline

August 15th: Application Deadline

August 31st: Notification of Acceptance

October 28, 2017 **Advanced Doctoral Student/Junior Faculty Workshop**

October 28-31, 2017 **37th SMS Annual Conference**

SSIG Paper Awards

O. Hawn, R. Krause & A. Jacqueminet

REPS-AT-LARGE

The Stakeholder Strategy Interest Group will recognize best proposals submitted to the Stakeholder Strategy track of the SMS annual conference with the following awards: Stakeholder Strategy Best Proposal; Stakeholder Strategy Best Proposal with a Student First Author; and Stakeholder Strategy Best Proposal for Practical Implications.

In anticipation of the 2017 SMS Annual Conference in Houston, the following proposals have been selected by the Stakeholder Strategy awards committee comprised of Olga Hawn (UNC Kenan-Flagler School of Business), Ryan Krause (TCU Neeley School of Business) and Anne Jacqueminet (Bocconi University).

The **Stakeholder Strategy Best Proposal** will be awarded to the proposal entitled "Co-opting Contention: Field-level Effects of Firm-NGO Alliances" by Kate Odziemkowska (University of Pennsylvania) & Mary-Hunter McDonnell (University of Pennsylvania).

The **Stakeholder Strategy Best Proposal with a Student First Author** will be awarded to the proposal "Stakeholder Oriented Firms Trigger Punishment of Immorality" by Katinka Quintelier (VU University Amsterdam).

The **Stakeholder Strategy Best Proposal for Practical Implications** will be awarded to recognize the

Stakeholder Strategy Interest Group Newsletter

Summer 2017



proposal "Valuing Stakeholder Governance: Property Rights, Stakeholder Mobilization, and the Value of Community Benefits Agreements" by Sinziana Dorobantu (NYU) and Kate Odziemkowska (University of Pennsylvania).

In addition, the Stakeholder Strategy Interest Group will recognize the following SMS Members as **Outstanding Reviewers**: Geoffrey Bell (University of Minnesota, Duluth), Jill Brown (Bentley University), Scott Erickson (Ithaca College), Emilio Marti (University of Oxford), Kate Odziemkowska (University of Pennsylvania), Tazeeb Rajwani (University of Essex), J.W. Stoelhorst (University of Amsterdam), Pushpika Vishwanathan (University of Amsterdam), Thomas Roulet (King's College, London)



SMS Conference Extension at Austin

Friday, October 27, 2017

The Future of

Non-Market Strategy Research

The McCombs School of Business at the University of Texas at Austin invites all members of the Stakeholder Strategy Interest Group to attend a pre-conference extension on non-market strategy on Friday, October 27 (prior to the start of the main conference in Houston).

The extension seeks both to take stock of the findings and insights produced by non-market strategy scholars in the last two decades and to contemplate future paths available. With a focus on methodologies, geographies, institutions and industries, this extension will bring together leading scholars from this growing field

and others interested in stakeholder strategy to discuss the extent to which existing findings can inform future research inquiries and the ways in which methodological developments can advance our research designs.

The extension will begin with a keynote address by **Thomas Lyon** (University of Michigan), followed by a sequence of panel and roundtable sessions designed to launch a new generation of questions, scholars and collaborations. Our goal is to provoke new research themes and develop new research paths.

The **co-organizers** of the extension are Brian Richter (University of Texas at Austin), Tazeeb Rajwani (University of Essex), and Timothy Werner (University of Texas at Austin).

The faculty **panelists** include Aaron Chatterji (Duke University), Sinziana Dorobantu (New York University), Caroline Flammer (Boston University), Witold Henisz (University of Pennsylvania), Nathan Jensen (University of Texas at Austin), Brayden King (Northwestern University), Mary-Hunter McDonnell (University of Pennsylvania), Brian Roberts (University of Texas at Austin), Doug Schuler (Rice University), and Pei Sun.

You can register for the extension here: <https://www.strategicmanagement.net/houston/extensions/ut-austin#/>

Special Issue Call For Papers

Journal of Business Ethics

Special Issue theme: "Linking Corporate Reputation and Accountability: Antecedents, Mechanisms, Paradoxes, and Outcomes"

Deadline: **January 1, 2018**. More information [here](#).

Guest Editors:

Craig E. Carroll, New York University, craig.carroll@nyu.edu and *Rowena Olegario*, Saïd Business School, University of Oxford, rowena.olegario@sbs.ox.ac.uk

Announcements

Member Publications

Hawn, O. and Ioannou, I. (2016), **Mind the gap: The interplay between external and internal actions in the case of corporate social responsibility**. *Strategic Management Journal*, 37: 2569–2588.

Abstract: We explore the effect of the interplay between a firm's external and internal actions on market value in the context of corporate social responsibility (CSR). Specifically, drawing from the neo-institutional theory, we distinguish between external and internal CSR actions and argue that they jointly contribute to the accumulation of intangible firm resources and are therefore associated with better market value. Importantly, though, we find that, on average, firms undertake more internal than external CSR actions, and we theorize that a wider gap between external and internal actions is negatively associated with market value. We confirm our hypotheses empirically, using the market-value equation and a sample comprising 1,492 firms in 33 countries from 2002 to 2008. Finally, we discuss implications for future research and practice.

Managerial summary: Companies often accumulate intangible assets by taking internally and externally oriented CSR actions. Contrary to popular beliefs, the data show that they undertake more internal than external ones: firms do more and communicate less. How does a potential gap (i.e., a misalignment) between internal and external CSR actions affect a firm's market value? We find that although together (the sum of) internal and external actions are positively associated with market value, a wider gap has negative implications. In other words, firms do not realize the full benefits of their internal actions when such actions are not externally communicated to key stakeholders, and to the investment community in particular. This negative association with market value is particularly salient in CSR-intensive and the natural resources and extractives industries

Kolk, A., Kourula, A. & Pisani, N. (2017). **Multinational Enterprises and the Sustainable Development Goals: What do we know and how to proceed?** *Transnational Corporations* [included special issue to be launched at AIB conference]

Abstract: Multinational Enterprises (MNEs) can play an important role in the implementation of the Sustainable Development Goals (SDGs). This article examines 'what we know' about their participation in implementing the SDGs and their impact, both positive and negative, on People, Planet, Prosperity and Peace as identified in the United Nations (UN) 2030 Agenda. To this end, we review the research published in the main international business (IB) journals on five key SDGs that represent these four "P's", grouped into three categories: 1) poverty and inequality, 2) energy and climate change, and 3) peace. We summarize the findings of the 61 relevant IB studies and subsequently explore the UN's fifth "P", partnership, both in terms of published research on MNEs and the SDGs, and of a collaborative agenda to help address the large challenges of the 2030 Agenda. In view of the relatively limited research on MNEs and SDGs found thus far, academic institutions and international business scholars in particular are well-positioned to offer important insights about the role of business in supporting the SDGs, for which we offer suggestions, also in relation with other key actors.

Pisani, N., Kourula, A., Kolk, A. & Meijer, R. (2017). **How global is international CSR research? Insights and recommendations from a systematic review**. *Journal of World Business*, doi: 10.1016/j.jwb.2017.05.003 [soon available online as open access]

Abstract: While studies on international corporate social responsibility (CSR) have expanded significantly, their true global nature can be questioned. We systematically review 494 articles in 31 journals over a 31-year period. We assess the embeddedness of CSR in international management/business (IB); analyze the coverage of developing, emerging, and developed countries; map the literature thematically; summarize key findings; discuss main empirical features; and identify unanswered questions, implications, and best practices. We find that international

CSR research is far from being global and still emerging in 'mainstream' IB. This comprehensive review also helps to set an agenda for future international CSR scholarship.

Kourula, A., Pisani, N. & Kolk, A. (2017). **Corporate sustainability and inclusive development: Highlights from international business and management research.** *Current Opinion in Environmental Sustainability*, 24, 14-18.

Abstract: Sustainability has attracted increasing attention from business scholars as corporations have started to take more responsibility for their environmental, social, and development impacts. In this review, we focus on the latest sustainability-related research published in the international business and management (IM) field and explore the links with inclusive development in three ways. First, we introduce the concept of sustainability as perceived in the corporate realm. Second, we review key features of the most recent sustainability studies published in IM journals and analyze the degree to which these works have combined and elaborated upon the different components of inclusive development. Third, we discuss the role of IM research in sustainability science and the potential for interdisciplinary work with other academic fields. Highlights • Our analysis shows the emergence of an inclusive development research agenda in IM. • IM has studied the environment and labor, not human wellbeing and empowerment. • IM is more developed-country oriented, without really questioning economic growth. • SDGs 3, 4, 5, 6, 11, 14, 15, and 16 have received limited attention in IM thus far. • IM can contribute many insights on firms and their peculiarities to other fields.

A Note from SSIG Newsletter Editor

Ioannis Ioannou

Dear SSIG members,

As SSIG Newsletter editor, I am writing to ask your feedback on what you would like to see in your newsletter. This is *your* newsletter so, we need your news, announcements, publications, conversations etc.

Please do send me your thoughts for our next newsletter at: iioannou@london.edu

Looking forward to hearing from you, *Ioannis*.



Stakeholder Strategy Interest Group Newsletter

Summer 2017



Some Pictures from last year's Paper Awards Ceremony and Business Meeting in Berlin!

