



**CONFERENCE PROGRAM**



Program Chair Welcome ..... 3

SMS Welcome ..... 4

About the Strategic Management Society ..... 5

SMS Conferences ..... 6

Conference and Review Committees ..... 7

Conference Details ..... 8

SMS Oslo Best Conference Paper Prize ..... 9

Conference at a Glance ..... 10

Thursday Sessions ..... 11

Friday Sessions ..... 12

Saturday Sessions ..... 26

Name Index ..... 38



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THE  
CONVERSATION**  
#SMSOslo



@Strategic\_Mgmt



Group: Strategic Management Society



Channel: Strategic Management Society





Dear Colleagues:

We are thrilled to welcome you to the SMS Special Conference in Oslo!!

The conference theme, "Sharing Strategies for the Connected World," has generated many first class submissions that draw our attention to the roles of change, technology, and collaboration. The submissions reflect recent advances concerning organizing and strategizing in a world that is increasingly characterized by technological changes and new ways of connecting.

The conference's four-track program features over 250 participating scholars from around the globe. In addition, there are five attractive plenary sessions—which feature top-flight speakers. The conference also includes a doctoral consortium and a paper development workshop. These speakers and contributors hold the promise of significantly enhancing our understanding of the causes and consequences of new ways of working and developing strategies in a more connected world.

The city of Oslo, Norway's political and financial center and most populous city, is a thriving cosmopolitan business capital. Situated between the fjord and the forest, Oslo provides a special combination of nature experiences and city life. Landmark sights include Frognerparken—a beautiful stroll with sculptures of Gustav Vigeland—and Bygdøy, with a great outdoor folk museum, and where Viking ships, and the vessels that carried Amundsen and Nansen on their polar explorations, and Thor Heyerdahl's "Kon-Tiki", can be seen. Oslo has a range of museums, including the Munch museum and the Astrup Fearnley museum of modern art at Tjuvholmen, and offers a wide range of shopping, restaurants and nightlife.

The conference will be held at BI Norwegian Business School, the largest business school in Norway, and one of the largest in Europe. BI's Department of Strategy and Entrepreneurship is renowned worldwide for high quality research and teaching.

We are grateful for the support of BI Norwegian Business School, and wish to express our appreciation to the many colleagues who have volunteered to serve as track and session chairs, workshop organizers, panelists, and reviewers. Our appreciation also goes to Tove Orheim who has expertly helped us through the administrative and logistical challenges. We also want to recognize the staff at the SMS Executive Office, whose assistance has been invaluable in developing this conference.

A very warm welcome to Norway!

Gabriel R G Benito, Henrich R Greve,  
Randi Lunnan, and Amir Sasson

## PROGRAM CHAIRS



**Gabriel R G Benito**  
*BI Norwegian Business School*



**Henrich R Greve**  
*INSEAD*



**Randi Lunnan**  
*BI Norwegian Business School*



**Amir Sasson**  
*BI Norwegian Business School*



**Russell Coff**  
*University of Wisconsin-  
Madison*



**Nikolaus Pelka**  
*Strategic Management  
Society*

Dear Conference Participant:

Welcome to our Special Conference in Oslo. We are very happy that you have joined us!

The conference will focus on sharing new insights on collaboration, sharing, and connected strategies. Firms employ many creative mechanisms for sharing critical resources. The proliferation of sharing-enabling technologies and sharing business models give rise to unprecedented challenges and opportunities. Innovative shared-risk initiatives such as crowd funding, and the sharing of ideas through open innovation and purpose-based innovation communities, further challenge our conception of funding, innovating and organizing. These developments pose important new research directions—there is much we do not know. The conference will feature sessions with distinguished scholars, business leaders and public policymakers to advance conversations and develop a deeper understanding of sharing strategies.

In contrast to the SMS Annual Conference, Special Conferences provide a smaller forum for discussion and debate, thus allowing a more in-depth examination of a specific topic. They also offer opportunities for members to meet and collaborate in smaller group settings. This conference also provides us with the opportunity to explore Norway which has been implementing an unequivocal, comprehensive and prosperous sharing strategy. It was also rated the 'best place to live' for the 12th year in a row by the UN Human Development Index. It is our sincere hope that this environment will fuel the intellectual discourse and inspire advancement for the field of strategic management.

We would like to take this opportunity to thank those instrumental in organizing this conference. This event would not be a reality without the hard work of the Program Chairs, Gabriel Benito, Henrich Greve, Randi Lunnan, and Amir Sasson. We would also like to thank the Norwegian Business School for their generous support of this event.

We hope that you have an enlightening and gratifying experience at our conference. Please enjoy your stay in Oslo!

Russell Coff  
President

Nikolaus Pelka  
Executive Director



## 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 focuses on the development and dissemination of insights on the strategic management process, as well as on fostering contacts and interchange around the world. The SMS is membership-based and was founded at an inaugural meeting in London in 1981. Today, it enjoys the support of over 3,000 members representing over 1,200 institutions and companies in over 80 countries. Our activities are made possible through the dedicated support from hundreds of individuals who take on a variety of responsibilities, volunteering their time and expertise.

### CONFERENCES

The SMS holds several conferences throughout the year, broadening and developing the field of Strategic Management. Each conference explores a unique and current theme in the field and brings together leading scholars and experts from around the world. These conferences allow the opportunity for both young and senior scholars to present their research and receive feedback to develop this area of academia, as well as their careers. We are also proud to host workshops along with our conferences to allow more in-depth discussion and research development for our scholars.

### RESEARCH FUNDING

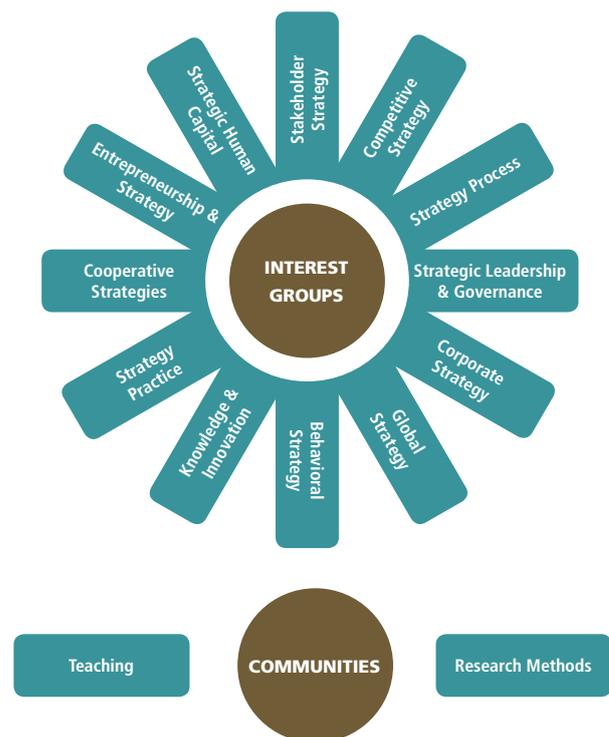
The SMS has developed a grant program, the SRF, to cultivate and encourage scholars' research in the field of strategic management. These programs are motivated by a belief that this area of study will benefit from an entity devoted to supporting research that advances its concepts, theory, and practice. Recipients of these grants are selected through a competitive review process. The current grant programs target students in the midst of their dissertation research and scholars working within organizations to connect research and practice in a more fundamental way.

### SCHOLAR AWARDS AND HONORS

The SMS has developed several award programs to recognize and honor those who have made significant contributions to the theory and practice of strategic management. Through these programs, the SMS distinguishes emerging scholars in the field, business leaders that have demonstrated strategic leadership and innovation, articles published that have notable impact in the field, and authors of outstanding academic work submitted to a conference. Each of these awards is targeted toward people and research that move the study of strategic management forward.

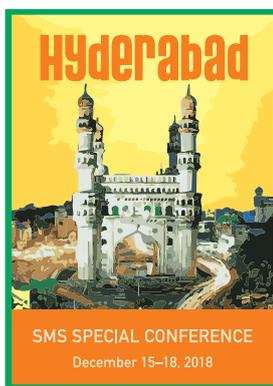
### PUBLICATIONS

The SMS is proudly involved with Wiley in the publication of leading journals that have been vital tools for the benefit of researchers and practitioners in the field for more than three decades. The Strategic Management Journal (SMJ) has been the official journal of the Strategic Management Society since its inception in 1980. This Class A journal is consistently rated one of the top publications in the management field. We also offer two quarterly journals, the Strategic Entrepreneurship Journal (SEJ) and the Global Strategy Journal (GSJ). Though still young, it is our firm intent for them to promote the development and dissemination of advances in the field by maintaining the highest standards of intellectual thought combined with practical relevance.



**SMS INTEREST GROUPS AND COMMUNITIES (IG&C)** The primary purpose of the Interest Groups and Communities within the SMS is to act as a catalyst for building and disseminating new ideas in research, practice, and teaching around a set of core issues in strategic management. Each IG&C recognizes a major, individual stream of practice and research interest, and aims to serve the needs of members with special interests in this area of work. During each Annual Conference, the IG&Cs each foster a competitive track of research proposals, as well as several issue-specific sessions and workshops to cultivate new research in the field.

## UPCOMING CONFERENCES



## ANNUAL CONFERENCES

- 1981 LONDON
- 1982 MONTREAL
- 1983 PARIS
- 1984 PHILADELPHIA
- 1985 BARCELONA
- 1986 SINGAPORE
- 1987 BOSTON
- 1988 AMSTERDAM
- 1989 SAN FRANCISCO
- 1990 STOCKHOLM
- 1991 TORONTO
- 1992 LONDON
- 1993 CHICAGO
- 1994 PARIS
- 1995 MEXICO CITY
- 1996 PHOENIX
- 1997 BARCELONA
- 1998 ORLANDO
- 1999 BERLIN
- 2000 VANCOUVER
- 2001 SAN FRANCISCO
- 2002 PARIS
- 2003 BALTIMORE
- 2004 SAN JUAN
- 2005 ORLANDO
- 2006 VIENNA
- 2007 SAN DIEGO
- 2008 COLOGNE
- 2009 WASHINGTON DC
- 2010 ROME
- 2011 MIAMI
- 2012 PRAGUE
- 2013 ATLANTA
- 2014 MADRID
- 2015 DENVER
- 2016 BERLIN
- 2017 HOUSTON

## SPECIAL CONFERENCES

- 2007 SHANGHAI, CHINA  
Successful Strategies in Chinese Markets (Chinese Firms and Foreign MNCs) and International Markets (Chinese Firms)
- 2007 CATANIA, ITALY  
New Frontiers in Entrepreneurship: Strategy, Governance and Evolution
- 2008 HYDERABAD, INDIA  
Emerging India: Strategic Innovation in a Flat World
- 2010 LAPLAND, FINLAND  
Intersections of Strategy Processes and Strategy Practices
- 2011 RIO DE JANEIRO, BRAZIL  
Latin America's Burgeoning Strategic Role in Global Development
- 2011 SAN DIEGO, USA  
CK Prahalad: Reaching Over Boundaries and Expanding Possibilities
- 2012 SINGAPORE  
Globalisation Of Innovation Strategies: Novel Moves for a Global Game
- 2012 GUANGZHOU, CHINA  
Competing and Cooperating in and for China
- 2013 LAKE GENEVA, SWITZERLAND  
Strategizing Practices from the Outliers: Enabling "Big Bang" Innovations
- 2013 GLASGOW, SCOTLAND  
Strategy in Complex Settings
- 2013 MOHALI, INDIA  
Strategic Leadership: An Emerging Market Perspective
- 2014 TEL AVIV, ISRAEL  
Startup and Restart Strategies
- 2014 COPENHAGEN, DENMARK  
Micro-Foundations for Strategic Management Research: Embracing Individuals
- 2014 SYDNEY, AUSTRALIA  
Strategic Management in the Asian Century: Dealing with Dynamism, Diversity and Development
- 2015 SANTIAGO, CHILE  
From Local Voids to Local Goods: Can Institutions Promote Competitive Advantage?
- 2015 ST. GALLEN, SWITZERLAND  
Rethinking Corporate Headquarters: Innovative Approaches for Managing the Multi-Divisional Firm
- 2016 ROME, ITALY  
Strategy Challenges in the 21st Century: Innovation, Entrepreneurship and Coopetition
- 2016 HONG KONG  
Contextualizing Strategic Management in Asia: Institutions, Innovation and Internationalization
- 2017 MILAN, ITALY  
Strategic Human Capital, Management Practices and Performance
- 2017 BANFF, CANADA  
Transforming Entrepreneurial Thinking into Dynamic Capabilities
- 2017 SAN JOSE, COSTA RICA  
Collaborative Strategies: New Thinking about Alliances, Mergers, and Acquisitions
- 2018 SAO PAULO, BRAZIL  
Strategizing New Growth Avenues in an Evolving Global Context

*Interested in organizing a special conference?* We welcome ideas and expressions of interest from members who want to be involved in creating a special event that focuses on a specific topical area. These conferences are typically co-organized between the SMS, an Interest Group, and a group of local individuals and/or institutions. Contact us at [sms@strategicmanagement.net](mailto:sms@strategicmanagement.net) for additional information.



## Conference Committee

The individuals listed below worked with the Program Chairs to select the proposals and compose the sessions for the different conference tracks, pre-conference workshops, and awards. We recognize and appreciate the tremendous amount of time and effort spent making this a successful event.

### Track Directors

Ulf Andersson  
 Gary Dushnitsky  
 Vegard Kolbjørnsrud  
 Ragnhild Kvålshaugen  
 Dovev Lavie  
 Alessandra Luzzi  
 Marcus Møller Larsen  
 Linda Rademaker  
 Charles Snow

### Workshop Directors

Helene Loe Colman  
 Alvaro Cuervo-Cazurra  
 Ram Mudambi  
 Torben Pedersen  
 Grazia Santangelo

### Award Director

Alvaro Cuervo-Cazurra

## Review Committee

The SMS and Conference Committee sincerely thank and gratefully recognize the time and effort of the following people who served as reviewers for the SMS Special Conference in Oslo.

Erik Aadland	Nigel Driffield	Heidi Kruger	Alessandra Perri
Niloofer Abolfathi	Jesper Edman	Pankaj Kumar	Bent Petersen
Shambhavi Agrawal	Peter Ekman	Vikas Kumar	Miguel Ramos
Alexander Alexiev	Stefano Elia	Sheen S Levine	Ram Ranganathan
Elisa Alvarez-Garrido	Dries Faems	Jizhen Li	Taco Reus
Tina Ambos	Giulio Ferrigno	Toby Li	Beverly Rich
Rolv Petter Amdam	Hans Frankort	Zhengyu Li	Dimo Ringov
Paula Apascaritei	Lars Frederiksen	Sebastiano Lombardo	Grazia Santangelo
Ilgaz Arikan	Darcy Fudge Kamal	Annika Lorenz	Peter Schou
Snehal Awate	Ajai Gaur	Randi Lunnan	Pamela Sharkey Scott
Helena Barnard	Marco Giarratana	Jeroen Mahieu	Anisa Shyti
Alice Bauer	Brett Anitra Gilbert	Stephan Manning	Rosario Silva
Rene Belderbos	Edward Gillmore	Arjan Markus	Deeksha Singh
Olga Belousova	Martin C. Goossen	Daniel Massie	Tale Skjolsvik
Gabriel R G Benito	Alina Grecu	John Mawdsley	Jonas Soderlund
Karl Joachim Breunig	Evangelos Grigoroudis	Katia Meggiorin	Wolfgang Sofka
Federica Brunetta	Birgitte Groggaard	Francesca Melillo	Diego Stea
Peter Bryant	Sathyajit Gubbi	Dana Minbaeva	Iben Stjerne
Lena Elisabeth Bygballe	Agnes Guenther	Michael Mol	Anna Swärd
Carmelo Cennamo	Martin Hetu	Martina Montauti	C. Annique Un
Zhuo Chen	Ha Hoang	Caterina Moschieri	Anne Live Vaagaasar
George Chondrakis	Lars Huemer	Louis Mulotte	Giovanni Valentini
Bruno Cirillo	Katja Maria Hydle	Samuele Murtinu	Sara Vardi
Alvaro Cuervo-Cazurra	Viacheslav Iurkov	Phillip Christopher Nell	Ernst Verwaal
Ilya Cuypers	Wang Jin	Elena Novelli	Pengfei Wang
Giovanni Battista Dagnino	Amol Joshi	Donal O'Brien	Sheryl Winston Smith
José Antonio Dávila	Korcan Kavusan	Børge Obel	Sara Winterstorm Vaerlander
Henrik Dellestrand	Pooyan Khashabi	Timothy Ott	Caroline Witte
Panos Desyllas	Leena Kinger Hans	Ronaldo Parente	Andy Wu
Ramakrishna Devarakonda	Holmer Kok	Jason Pattit	Robert Wuebker
Giada Di Stefano	Vegard Kolbjørnsrud	Stevo Pavicevic	Minyuan Zhao
Anil Doshi	Susanne Koster	Torben Pedersen	

## CONFERENCE POLICIES

### Name Badges

Name badges must be worn by attendees, guests, and exhibitors at all times. Your name badge will be your ticket to luncheons and evening events. Access to these functions will be denied if you do not have your name badge.

### Recommended Dress

Business casual attire is recommended for all conference sessions and events.

### No Smoking Policy

In consideration of all attendees, we request that there be no smoking during all sessions and meal functions.

### Handouts and Presentations

Upload and download functionality is available on the conference website, and presenters were invited to make their handouts and presentations available here. If presenters have accepted this invitation, you will find a download button next to the presentation on the particular session page of the conference website.

## CONFERENCE VENUE

The conference will be held at BI Norwegian Business School, on their Oslo Campus.

BI Norwegian Business School  
Nydalsveien 37  
0484 Oslo

All plenary and showcase sessions will be held on the first floor and breakout sessions will be on the second. Lunch and Coffee Breaks on Friday and Saturday will be held in the C1 area on the first floor.

## CONFERENCE EVENING EVENTS

### THURSDAY OPENING RECEPTION

We invite you to a cocktail reception at BI Norwegian Business School to welcome you to the conference and to Oslo! The reception will be held at the Living Kitchen on the 7th floor of the Oslo Campus.

### FRIDAY EVENING EVENT

Join us for dinner at Grefsenkollen, a gourmet restaurant overlooking Oslo! The restaurant is located in a historic building from 1926 and is located on a peak to the northeast of Oslo that provides inspiring views of the city. Dinner will be a menu including the best seasonal Norwegian ingredients.

Grefsenkollveien 100  
0490 Oslo, Norway

Buses will depart BI Norwegian Business School at 18:15 to take attendees to the dinner. Following dinner, the buses will return attendees to campus.

## WI-FI

There are two options for Wi-Fi at this conference:

**1. If you are an Eduroam Member, please use this network at the conference.**

**2. If not, please access the "BI-Guest" network using the instructions below:**

- Select "BI-Guest" as the network you want to connect to
- Enter the cell phone number (please note: foreign mobile numbers require country prefix, ie. +4512123123), accept the terms and click "Register"
- Enter password/PIN received via text message and click "Log in"
- You are now online for 12 hours for up to 3 different devices

**Your username:** cell phone number

**Your password:** PIN received via text message



## ★ SMS OSLO BEST CONFERENCE PAPER PRIZE

The following six papers have been selected as finalists out of 15 nominated and submitted papers for this award. You will find these papers indicated throughout the program, and the best paper will be announced following the plenary panel on Saturday afternoon.

### FRIDAY, JUNE 8

TRACK A | SESSION 851 | 8:30–9:45

#### For Which Incumbents are Digital Platforms Really a Threat?— The Role of Asset Ownership

Tim Meyer, *Bocconi University*

Carmelo Cennamo, *Bocconi University*

### FRIDAY, JUNE 8

TRACK B | SESSION 865 | 8:30–9:45

#### Outside-In or Inside-Out? The Local Embeddedness of Crowdfunding Campaigns

Stephan Manning, *University of Massachusetts Boston*

Madeleine Rauch, *European University Viadrina*

Stanislav Vavilov, *University of Massachusetts Boston*

### FRIDAY, JUNE 8

TRACK B | SESSION 865 | 8:30–9:45

#### The Governance of Sharing Economy Platforms: Exploring the Variation between Social Bonding and Economic Transaction

Yaomin Zhang, *University of Manchester*

Jonatan Pinkse, *University of Manchester*

Andrew Mcmeekin, *University of Manchester*

### FRIDAY, JUNE 8

TRACK C | SESSION 863 | 16:15–17:30

#### Platform Ecosystem Evolution: Towards an Integrative Framework and Implications for Complementors

Joost Rietveld, *Erasmus University Rotterdam*

David Nieborg, *University of Toronto*

Joe Ploog, *Erasmus University Rotterdam*

Purseij Heugens, *Erasmus University Rotterdam*

### SATURDAY, JUNE 9

TRACK A | SESSION 850 | 9:00–10:15

#### Patents as Collateral for Loans: The Informational Roles of Citations

Yuandi Wang, *Sichuan University*

Yan Anthea Zhang, *Rice University*

Zhuo Chen, *Rice University*

### SATURDAY, JUNE 9

TRACK B | SESSION 870 | 16:15–17:30

#### Adaptation in Replicating Organizations: How Augmentation and Incomplete Replication Affect Unit Performance

Dimo Ringov, *ESADE Business School*

Haibo Liu, *University of California, Riverside*

Gabriel Szulanski, *INSEAD*

## THURSDAY, JUNE 7, 2018

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- 08:00 – 16:30 Doctoral Workshop
- 09:00 – 12:00 GSJ Paper Development Workshop
- 16:30 – 18:00 Meet the Editors Panel Session
- 18:00 – 20:00 Welcome Reception

## FRIDAY, JUNE 8, 2018

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- 08:30 – 09:45 Paper/Common Ground Sessions
- 09:45 – 10:15 Coffee Break
- 10:15 – 10:45 Keynote
- 10:45 – 12:00 Plenary
- 12:00 – 13:00 Lunch
- 13:00 – 14:15 Showcase Panels
- 14:15 – 14:45 Coffee Break
- 14:45 – 16:00 Paper/Common Ground Sessions
- 16:15 – 17:30 Paper/Common Ground Sessions
- 18:15 – 21:30 Offsite Dinner

## SATURDAY, JUNE 9, 2018

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- 09:00 – 10:15 Paper/Common Ground Sessions
- 10:15 – 10:45 Coffee Break
- 10:45 – 12:00 Plenary
- 12:00 – 13:00 Lunch
- 13:00 – 14:15 Showcase Panels
- 14:15 – 14:45 Coffee Break
- 14:45 – 16:00 Paper/Common Ground Sessions
- 16:15 – 17:30 Paper/Common Ground Sessions

### Conference Theme Tracks

- A — Innovation and Entrepreneurship in the Connected World**
- B — Organizing for Sharing and Collaboration**
- C — Cooperative Strategies for Sharing and Exchanging Knowledge**
- D — Global Strategies for a Connected World**



SESSION 877

**MEET THE EDITORS**

<b>TRACK P</b>	<b>Date</b>	Thursday, Jun 7
	<b>Time</b>	16:30 – 18:00
<b>Special Panel</b>	<b>Room</b>	A2-070

**Session Leader**Torben Pedersen, *Bocconi University***Panelists**Alfonso Gambardella, *Bocconi University*Christoph Zott, *IESE Business School*

The panel will feature a representative editor for each of the SMS journals: SMJ, SEJ, GSJ. The panel will discuss their views on what makes a great scholarly contribution, and delineate the main qualities of papers that get accepted in their journals. They will also take questions directly from the audience.



**TORBEN PEDERSEN** is Professor of International Business at the Bocconi University, Milan, Italy. His research interests is 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 *Academy of Management Journal*, *Strategic Management Journal*, *Journal of Management*, *Journal of International Business Studies*, *Journal of Management Studies and Organization Science*. In addition he has written more than 25 teaching cases published at case clearing houses or in teaching-oriented books. He was Vice-President for AIB (2008-2010) and Program chair in 2009 for the AIB-conference in San Diego. He was also Vice Chairman of EIBA from 2007-2010. He is an elected Fellow of the Academy of International Business. He is currently co-editor of *Global Strategy Journal* and *Advances in International Management* as well as serves on numerous editorial boards.



**ALFONSO GAMBARDELLA** is Professor of Corporate Management at Bocconi University. 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 is a Fellow of the Strategic Management Society, 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 Co-Editor of the *Strategic Management Journal*. He obtained his PhD from Stanford University.



**CHRISTOPH ZOTT** is a Professor of Entrepreneurship at IESE Business School in Barcelona, where he is also the Director of the MRM and Ph.D. Programs. His current research and teaching interests center on business model innovation, design thinking, entrepreneurial leadership, and private equity. He has published on these and related topics in numerous top academic and practitioner outlets. Christoph Zott is a Co-Editor for the *Strategic Entrepreneurship Journal* and a member of the editorial board of the *Strategic Management Journal*. He has also served in various leadership roles for the Strategic Management Society and the Business Policy and Strategy division of the Academy of Management. Christoph Zott holds graduate degrees with distinction in Industrial Engineering from Karlsruhe Institute of Technology (Germany) and Institut National Polytechnique de Grenoble (France). He received his Ph.D. in Commerce and Business Administration from the University of British Columbia (Canada).

18:00 – 20:00

**WELCOME RECEPTION**

SESSION 851

**MODEL INNOVATION**

<b>TRACK A</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	08:30 – 09:45
<b>Paper</b>	<b>Room</b>	C2-080

**Session Chair:** Robert Wuebker, *University of Utah*

**Developing a Business-Model Innovation Capability**

Christoph Zott, *IESE Business School*  
Raffi Amit, *University of Pennsylvania*

Developing a business-model innovation capability has become a key imperative for today's leaders of established firms who are keen on sustaining the competitiveness and prosperity of their companies in an interconnected, digitally enabled, environment. Anchored in a 17-year research effort on business models and substantial recent field work on business-model innovation in established firms, we develop a three-step process that guides established firms towards building a business model innovation capability. Our framework highlights the role of three key steps in the process: awareness, framing, and design. These steps are linked in a virtuous cycle, which fuels the continuous and successful innovation of an established firm's business model.

**Strategies for the Disrupted**

Anita McGahan, *University of Toronto*  
Richard Saouma, *Michigan State University*  
Robert Wuebker, *University of Utah*

This paper develops a formal model of disruptive competition, integrating a longstanding literature on disruptive processes with emerging insights from value capture theory. We conceptualize disruptive competition as a multi-period battle for transaction partners fought between value networks. Most research on disruptive competition focuses on how managers can anticipate and prepare for it, or explains why firms were unable to adapt. In contrast, this paper details the process through which an entrant with limited resources becomes an existential threat to a resource-rich incumbent, highlighting the strategic options available to managers of incumbent firms facing this challenge. Our model reveals three basic—and perhaps not immediately obvious—strategies that an incumbent firm can take to forestall the migration of end-users and the defection of suppliers to a competitor.

**Architectural Entrepreneurship in Digital Ecosystems**

Richard Tee, *LUISS Guido Carli University*  
Jason Woodard, *Olin College of Engineering*

Although a growing body of scholarship has explored the structure and dynamics of digital ecosystems, the forces that shape these ecosystems in the early stages of their development remain largely opaque. Based on a study of cloud computing software platforms, we analyze the processes by which firms influence the architecture of the ecosystem in which they operate. Our case evidence reveals the importance of a distinct set of orchestrating processes that are fundamentally entrepreneurial in the sense that they enable firms to pursue opportunities to shape the architecture of their ecosystem. We develop the concept of architectural entrepreneurship to explain how these processes are interrelated, and apply it to understand how firms can shape their ecosystem's architecture in pursuit of strategic advantage.

**★ For Which Incumbents are Digital Platforms Really a Threat? – The Role of Asset Ownership**

Tim Meyer, *Bocconi University*  
Carmelo Cennamo, *Bocconi University*

Digital platforms like Airbnb can achieve large scale without incurring the constraints of asset ownership, by simply focusing on matching buyers with sellers that share the required physical assets. Therefore, they are considered critical threats to traditional businesses, particularly to those at the low-end of the market. Using hotel industry data, we show that the incumbents who are affected the most by the entry of digital platforms are actually the ones who used to benefit from owning both the core and complementary downstream assets required to succeed in an industry, because the digital platform will render these assets obsolete. Therefore, platforms do not necessarily affect firms that operate in the same market segment, but those that are more differentiated and should be affected the least.

SESSION 856

**THE ENTREPRENEURIAL PERSPECTIVE**

<b>TRACK A</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	08:30 – 09:45
<b>Common Ground</b>	<b>Room</b>	C2-095

**Session Facilitator:** Susan Mudambi, *Temple University*

**Exploring the Relationship between Entrepreneurial Orientation, Use of Future-Oriented Influence Tactics, and Employment Status**

Marcus Crews, *Rutgers University*  
Brett Anitra Gilbert, *American University*  
Andres Velez-Calle, *EAFIT University*  
Maria Alejandra Gonzalez-Perez, *EAFIT University*  
Yuanyuan Li, *Rutgers University*

Entrepreneurs often face substantial resource constraints when creating new ventures. Individual success at influencing others to provide resources may be a critical factor explaining entrepreneurial and workforce behavior, especially in developing countries where resource scarcity is common (Rosenfeld, 2003). While past research efforts largely focus on entrepreneurs' social capital as a means to marshal resources from their personal networks (Baron & Markman, 2000), the emerging social competence perspective suggests entrepreneurs' social skills are likely a more proximal influence on outcomes (Baron & Markman, 2003, 2000; Tocher, Oswald, Shook, & Adams, 2012). Drawing on interpersonal influence theory (IIT) and the entrepreneurial orientation (EO) literature, the current study assesses how individuals' EO and use of influence tactics affect employment outcomes for people in two developing countries.

**Opportunities, Environment, and Entrepreneur Interaction: Exploring the Entrepreneurial Process through the Structuration Theoretical Lens**

Alice Bauer, *Hamburg University of Technology*  
Thomas Wrona, *Hamburg University of Technology*

Dealing with and developing opportunities seems to be of utmost importance for all businesses. Why? Because the recognition and exploitation of opportunities is one of the biggest steps in every business. Despite its importance, the focus on opportunities and their recognition has been neglected so far. Specifically, previous one-dimensional explanations lack a deeper understanding and investigation of the entrepreneurial process in a connected world. Conducting a qualitative multiple case study, we aim for a realistic depiction of the circular process between the environment and the entrepreneur along the entire entrepreneurial process, from opportunity up to an active business. By providing real-life insights on business model developments emerging from a continuous and dual interaction, we contribute to management research and entrepreneurship research particularly.

**Entrepreneurs are Different: Cognitive Distinctions in Exploration-Exploitation**

Sheen S Levine, *University of Texas at Dallas*  
Charlotte Reypens, *University of Texas at Dallas*

The pursuit of opportunities is the stuff of entrepreneurship. But do entrepreneurs excel in searching for opportunities? This remains contentious, theoretically and empirically. To untangle the effects of personal traits versus fortuitous situations, we design an economic experiment that investigates exploration-exploitation decisions, with feedback, over time. Studying prospective entrepreneurs and non-entrepreneurs, we document whether and how they recognize, evaluate, and exploit opportunities. We find that entrepreneurs do not differ in their search for opportunities, but in their responses to what transpires during the search: When performance trails aspirations, entrepreneurs engage in more expansive search than non-entrepreneurs. When accumulating slack, many curtail exploration, but entrepreneurs are less likely to do so. The results add to the debate on entrepreneurs and entrepreneurial opportunities.

FRIDAY 08:30 – 09:45



## Capabilities for Intrapreneurship in the Digital Era: Cases of Chinese Firms

Jun Jin, *Zhejiang University*  
Maureen McKelvey, *University of Gothenburg*  
Liyang Wang, *Zhejiang University of Technology*  
Aijun Ruan, *Taizhou University*

How could a firm compete in the digital era? We assume that firms especially the manufacturing firms could improve their capabilities and achieve transformation through the intrapreneurship mechanism based on the big data and cyber platform. The paper uses four cases from different Chinese industries to testify the capabilities that a firm needs to implement the intrapreneurship strategy driven by the internet technology and big data to achieve their growth. The research suggests that the cooperative capabilities, internal existed capabilities including core technology capability, knowledge integrative capability, and learning capabilities are critical to implement the intrapreneurship strategy in the digital era. In addition, a firm should be an ambidextrous organization with an internal market to test idea and take pressure.

## Innovation and Entrepreneurship in an Increasingly Socially Connected World: The Moderating Role of Organizational Learning

Natarajan Balasubramanian, *Syracuse University*

Increasing social connectedness across consumers is a double-edged sword for firms. On the one hand, it increases the ability of firms to reach new customers and learn about ways to improve their own products and services, but on the other hand, it also potentially amplifies the impact of negative customer experiences. The latter effect is particularly relevant for firms and products that face a steep learning curve, when such negative experiences may be part of the learning process. This proposed study combines insights from organizational learning theory and industrial economics to develop key strategic implications with regard to how increasing social connectedness will affect firm innovation and entrepreneurship.

## Dynamic Capabilities and Business Model Innovation in Start Up Companies: The Role of the Board

Paolo Di Toma, *University of Modena and Reggio Emilia*

This research addresses business model innovation in start up companies. In the face of discontinuities and disruptive changes involving social and business environment, firms need to constantly evolve their business model. Basing on a dynamic capabilities perspective, this study investigates how start up companies constantly adapt the know how required to innovate their business model by the development of network relationships. It also focuses how Boards need to reconfigure their role when performing their tasks. The research is carried out by a single case study approach and investigates a young start up company involved in the design of high tech innovative medical devices. Emerging findings show how a new combinative capability is generated by dynamically shaping the ecosystem and managing relationships with the actors involved.

### SESSION 865

## SHARING ECONOMY PLATFORMS

<b>TRACK B</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	08:30 – 09:45
<b>Common Ground</b>	<b>Room</b>	C2-055

**Session Facilitator:** Charles Snow, *Penn Sate University*

## The Role of Platforms in Sharing Economy: Are We Missing the Platforms for the Crowd?

Gary Dushnitsky, *London Business School*  
Markus Fitza, *Frankfurt School of Finance & Management gGmbH*

Crowdfunding platforms are among the most salient examples of the "sharing economy". The term "crowdfunding" denotes a new business model in the financial markets which utilizes online platforms to originate and aggregate funding. Extant work exhibits many virtues, yet it focuses on a handful of crowdfunding platforms, where in fact there are dozens of platforms at play. An interesting question emerges: do the pattern of funding success observed within a few selected platforms generalize to all other platforms? The purpose of this study is to address the aforementioned lacuna. The paper reports variance decomposition

analyses of eight major crowdfunding sites, examining if results based on one platform can be replicated with the other platforms.

## Why Do Peer-Providers Share their Assets through the Sharing-Economy Platforms?

Oksana Gerwe, *Brunel University London*  
Rosario Silva, *IE Business School*

Despite the recent proliferation of the sharing economy platforms, little is known about what drives peer-providers to enter these platforms. We study this question by looking at the role of demand, supply and policy factors in the context of listings posted by individual hosts on the Airbnb platform in Spain. We show that the growth of market demand, the level of brand differentiation, the unemployment rate, and the availability of underused assets are positively associated with the entry of peer-providers, while a higher level of the hotels' quality and a stricter regulation discourage entry. We also find that peer-providers with a higher level of social interaction are less affected by the demand growth, the level of product differentiation and the existence of underused assets.

## ★ The Governance of Sharing Economy Platforms: Exploring the Variation between Social Bonding and Economic Transaction

Yaomin Zhang, *University of Manchester*  
Jonatan Pinkse, *University of Manchester*  
Andrew Mcmeekin, *University of Manchester*

This research explores how the governance of sharing economy platforms varies in terms of their dependence on social bonding and economic transaction, respectively. Based on five pairs of contrasting features between the dual governance mechanisms, we conduct a content analysis on 56 cases to investigate to what extent our theoretically derived features can be captured empirically. The preliminary findings re-assured the strong hybrid feature of sharing economy business models and presented a general pattern of case distribution in the dual mechanisms. This study provides a more structured framework for understanding the diversity in sharing economy business models, as well as improving our insights on how sharing is actually governed. The multiple-case study also moves beyond the small sample case studies dominating this field.

## Sharing Citizenship Behavior or Consumer Misbehavior: an Investigation on How Governance Influences (Un)sustainable Car Sharing

Nicole Stofberg, *University of Amsterdam*  
Francesca Ciulli, *University of Amsterdam*  
Flore Bridoux, *University of Amsterdam*  
Ans Kolk, *University of Amsterdam*

Car sharing organizations have adopted different governance models to coordinate, monitor and sanction sharing behaviours. This study examines the effects of three car sharing platforms' governance models (i.e. centralized governance, peer governance and lead user governance) on users' misbehaviour and sharing citizenship behaviour and the mediating role of perceived task and outcome interdependence. We predict that peer governance mechanisms and, to a lower extent, lead user governance mechanisms, foster, among car sharing users, a perception of initiated and received task interdependence and of positive outcome interdependence, which drive, in turn, an increase in the adoption of sharing citizenship behaviours and a decrease in misbehaviour towards the shared car.

## ★ Outside-In or Inside-Out? The Local Embeddedness of Crowdfunding Campaigns

Stephan Manning, *University of Massachusetts Boston*  
Madeleine Rauch, *European University Viadrina*  
Stanislav Vavilov, *University of Massachusetts Boston*

This study explores how entrepreneurs combine local and virtual resources in support of their ventures, based on the example of crowdfunding. Specifically we study in what way and under what conditions local embeddedness matters for crowdfunding campaigns, and how crowdfunding campaigns may affect the pursuit of entrepreneurial projects in particular locations. Findings have important implications for research on the interplay between virtual platforms and local ecosystems, but also for entrepreneurial strategies and policy-making.

### Connecting Epistemic Communities in an Open Innovation Network Through an Intermediary Performance Management System

Diana Marie De Silva, *University of Padova*  
 Anna Nosella, *University of Padova*  
 Lara Agostini, *University of Padova*  
 Ernst Verwaal, *KU Leuven*

Knowledge sharing need to operate in an organized manner to simplify the complexities of collaboration in heterogeneous settings. This study hopes to shed light on the role of intermediary organizations in the implementation of a performance management system (PMS) in open innovation networks for creating the better setting for epistemic communities involved to integrate their knowledge across epistemic and organizational boundaries. Insights may contribute to the further development of the knowledge-based view and may provide a better guide on how a PMS could be designed to deal with diverging epistemic objectives and cognitive and normative frameworks in open innovation networks.

SESSION 847

### THE INTERPLAY OF COMPETITION AND COOPERATION IN NETWORKS

TRACK C	Date	Friday, Jun 8
	Time	08:30 – 09:45
Paper	Room	C2-005
Session Chair:	Dovev Lavie, <i>Bocconi University</i>	

### The Effects of Coopetition on the Innovation Activities and Performance of Firms: Some Empirical Evidence

Cristina Fernandes, *University of Beira Interior*  
 João Ferreira, *University of Beira Interior*  
 Pedro Mota Veiga, *University Portucalense*  
 Carla Marques, *University of Trás-os-Montes and Alto Douro*

The objective of this research involves evaluating the impact of coopetition on the innovation activities and innovation performance of companies. To this end, the study deployed data from the Community Innovation Survey – CIS 2012 and subject to the application of different multivariate statistical analysis processes. We furthermore conclude that coopetition and the transfer of knowledge to and from competitors generates a statistically significant positive impact on company innovation related activities and performance. This work enriches the theory of innovation from the perspectives of game-theoretic strategic and resource theory approach. Moreover, our findings provide several recommendations for managers to effectively conduct firm’s coopetition strategy on innovation performance

### What Drives Exploration? Convergence with the Exploration Tendencies of Alliance Partners and Competitors

Geert Duysters, *Tilburg University*  
 Dovev Lavie, *Bocconi University*  
 Anna Sabidussi, *Tilburg University*  
 Uriel Stettner, *Tel Aviv University*

Strategy research has alluded to organizational incentives and environmental conditions that drive firms’ tendencies to explore versus exploit. We complement this research by demonstrating how convergence with the dominant corporate behaviors of the firm’s alliance partners and competitors drives these tendencies. Using panel data on 182 U.S.-based, publicly-traded electronics firms, we reveal an inverted U-shaped association between the firm’s exploration and the exploration tendencies of its partners and competitors. We also show how convergence becomes stronger under uncertainty but weaker when the exploration pattern of the firm’s partners and competitors is incoherent.

Finally, convergence is weakened by the technological proximity between the firm and its competitors. Our findings inform research on the antecedents of exploration and underscore the role of interdependence in firms’ exploration tendencies.

### How Do Firms Learn from Alliances? Impact of Alliance Structure on Private Versus Common Benefits

Shantala Samant, *Western Washington University*  
 Jongwook Kim, *Western Washington University*

This paper examines the impact of the characteristics of inter-firm alliances on the benefits that accrue to partner firms. We argue that the extent of common benefits (i.e. benefits shared by all partners) to private benefits (i.e. benefits held separately by each partner exclusive of the others) vary depending on the characteristics of the alliance and partners. We hypothesize that alliance characteristics such as tacit knowledge exchange, technology overlap, and bilateral alliances will positively impact common benefits by encouraging cooperative behavior. On the other hand, partner characteristics such as absorptive capacity and outside options will positively impact private benefits by encouraging competitive behavior. We test our hypotheses by measuring alliance benefits in the form of patenting outcomes in the context of the biopharmaceutical industry.

### Toward a Network Perspective on Coopetition: Coopetition Networks, Internal Network Structures, and Knowledge Recombinant Capabilities

Yan Yan, *University of Groningen*  
 Dries Faems, *University of Groningen*  
 John Dong, *University of Groningen*

Focusing on the direct ties between coopetitors (i.e., direct coopetition network), extant coopetition research rather ignores the potential impact of indirect connections with other firms from the same industry in the network (i.e., indirect coopetition network). Drawing on insights from knowledge network theory, we advance coopetition research by comparing the impact of direct and indirect coopetition networks on knowledge recombinant capabilities of focal firms. Moreover, we explicitly consider the moderating impact of focal firms’ internal network structures (i.e., internal collaboration network and internal technology network). We test our hypotheses on a large-scale panel data set from the global solar photovoltaic industry between 1995 and 2015.

09:45 – 10:15  
**COFFEE BREAK**



SESSION 878

## ORGANIZING AND STRATEGIZING IN A CONNECTED WORLD

<b>TRACK P</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	10:15 – 10:45
<b>Keynotes</b>	<b>Room</b>	C1-060

### Panelists

Øystein Fjeldstad, *BI Norwegian Business School*  
Charles Snow, *Penn State University*

Firms increasingly face competitive pressures related to rapid and continuous adaptation to a complex, dynamic, and highly interconnected global environment. Attempting to redesign organizations to cope with such pressure challenges the usefulness of hierarchical organizational designs. Professors Snow and Fjeldstad discuss strategy and organization as dynamic processes as opposed to static choices and structures and illustrate their arguments with examples from medicine, military defense, and technology innovation and commercialization.



**PROFESSOR ØYSTEIN FJELDSTAD** teaches strategy at BI-Norwegian Business School. He researches value creation, business models, and collaborative organization design. His research has been published in journals such as *Strategic Management Journal*, *Strategic Organization*, *Long Range Planning*, *Journal of Management Studies*, and *Social Networks*. Øystein Fjeldstad's empirical contexts include telecommunications, financial services, technology, and shipping.



**CHARLES C. SNOW** is Professor Emeritus of Strategy and Organization at Penn State University. He has taught management subjects to students and executives in more than 30 countries in Europe, Asia, Australia, New Zealand, and South America. He is a founding member of the Organizational Design Community and co-editor of the *Journal of Organization Design*. He is a visiting professor at Aarhus University School of Business and Social Sciences (Denmark), and his research interests are in organization design, new organizational forms, and collaborative innovation.

SESSION 886

**THE FUTURE OF WORK**

<b>TRACK P</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	10:45 – 12:00
<b>Plenary Panel</b>	<b>Room</b>	C1-060

**Session Leader**

Marie Louise Mors, *Copenhagen Business School*

**Panelists**

Julian Birkinshaw, *London Business School*  
 Morten Hansen, *University of California, Berkeley*  
 Kimberly Lein-Mathisen, *Microsoft*

The work place is constantly changing. As firms become more agile and aim to stay successful in constantly changing environments, they are also experimenting with new ways of organizing. Moreover, new technologies and digitization means that the meaning of work and the definition of jobs are also changing. These changes also have implications for employees and the role they will play in the organization of tomorrow. The panel will address these issues and relate to the challenges that both companies and employees face in redefining the workplace.

FRIDAY PLENARY



**LOUISE MORS** is Professor of Strategic and International Management at the Copenhagen Business School. Previously she was on the faculty in Strategy and Entrepreneurship at the London Business School. She completed her PhD in Management at INSEAD in Fontainebleau and also spent time as a post-doc at MIT. Her research examines the relationship between senior managers' informal networks, organization design, knowledge transfer and innovation.

Her work has appeared in the *Strategic Management and Academy of Management Journals*. Louise Mors currently serves as associate editor of *Academy of Management Perspectives*. She is also an active member of the SMS, where she previously served as rep at large for the K&I interest group and often serves as a reviewer.



Before joining Microsoft, **KIMBERLY LEIN-MATHISEN** was at Orkla Home & Personal Care, where she led its transformation into the leading Nordic branded consumer goods company and expanded its rapidly growing International business. She began her career with Procter & Gamble, and then went on to co-found Appear Networks, a Swedish provider of enterprise mobility software solutions. Following that, she joined Eli Lilly, a global pharmaceutical company

where she held senior leadership positions, including Managing Director Norway, General Manager Germany, and Vice-President and head of Lilly's global alliance in diabetes with German company, Boehringer Ingelheim. Kimberly has a BSc in Industrial Engineering from the University of Illinois and an MBA from Harvard Business School. She is a member of the Board of Directors of NHST, owner of the leading business newspaper in Norway, *Dagens Næringsliv*, and Meda AB, a Swedish-based global specialty pharmaceutical company. She has also served on the Board of the American Chamber of Commerce both in Norway and in Germany for several years.



**JULIAN BIRKINSHAW** is Professor of Strategy and Entrepreneurship and Director of the Deloitte Institute at the London Business School. He is a Fellow of the British Academy, the Academy of Social Sciences, and the Academy of International Business. He is also a co-founder with Gary Hamel of the Management Lab (MLab). Julian has PhD and MBA degrees in Business from the Ivey School of Business, University of Western Ontario, and a

BSc (Hons) from the University of Durham. He was awarded an Honorary Doctorate by the Stockholm School of Economics. His main area of expertise is in strategy and organisation in large established firms, and on specific issues like management innovation, strategic agility, corporate entrepreneurship, organisation design, and headquarters-subsidiary relationships. He is the author of thirteen books including *Becoming a Better Boss* (2013), *Reinventing Management* (2010), and *Giant Steps in Management* (2007), and over ninety articles in such journals as *SMJ*, *Org Science* and *Harvard Business Review*.



**MORTEN T. HANSEN** is a management professor at University of California, Berkeley. He is also a faculty member at Apple University, Apple. He is the coauthor (with Jim Collins) of the New York Times bestseller *Great by Choice* and the author of the highly acclaimed *Collaboration* and *Great at Work*. Formerly a professor at Harvard Business School and INSEAD (France), professor Hansen holds a PhD from Stanford Business School, where he was a Fulbright scholar. His academic research has won several prestigious awards, and he is

ranked one of the world's most influential management thinkers by *Thinkers50*. Morten Hansen was also a manager at the Boston Consulting Group, where he advised corporate clients worldwide. Born and raised in Norway, he lives in San Francisco with his wife and two daughters.

12:00 – 13:00

**LUNCH**



## SESSION 873

**DIGITALIZATION AND THE INTERNATIONALIZATION PROCESS**

<b>TRACK P</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	13:00 – 14:15
<b>Showcase Panel</b>	<b>Room</b>	C2-080

**Session Leaders**

Marcus Møller Larsen, *Copenhagen Business School*  
Torben Pedersen, *Bocconi University*

**Panelists**

Frank Elter, *Telenor Group*  
Liena Kano, *University of Calgary*  
Stephan Manning, *University of Massachusetts Boston*  
Grazia Santangelo, *University of Catania*

Digitalization has altered the competitive landscape of companies and affects all areas of international business. As a result, new business models (e.g. e-commerce, high frequency trading) and innovative forms of coordination have evolved (e.g. open-source). The focus of the panel will be on implications of digitalization for the internationalization process. How does digitalization impact, e.g., entry mode choice, foreign market learning, liabilities of foreignness and outsidership, and the feasibility of gradual and 'born global' modes of internationalization? How do the characteristics of digitalization, such as disintermediation and generativity shape and extend opportunities for value co-creation over national borders? To what extent is physical presence and embeddedness in foreign markets still needed? Does digitalization allow for remotely serving markets abroad?



**MARCUS M. LARSEN** is an Associate Professor in the Department of Strategic Management and Globalization at the Copenhagen Business School and an Adjunct Associate Professor in the Department of Strategy at BI Norwegian Business School. He is also a John H. Dunning Visiting Fellow at the University of Reading. His research focuses largely on the organizational design in multinational corporations and has been published in outlets such as the *Strategic Management Journal*, the *Journal of International Business Studies*, *Organization Science*. He has also received several awards for research, including the Peter J. Buckley and Mark Casson AIB Dissertation Award, the Barry Richman AoM Best Dissertation Award, and the Temple University AIB Best Paper Award.



**TORBEN PEDERSEN** is Professor of International Business at the Bocconi University, Milan, Italy. His research interests is 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 *Academy of Management Journal*, *Strategic Management Journal*, *Journal of Management*, *Journal of International Business Studies*, *Journal of Management Studies* and *Organization Science*.

In addition he has written more than 25 teaching cases published at case clearing houses or in teaching-oriented books. He was Vice-President for AIB (2008-2010) and Program chair in 2009 for the AIB-conference in San Diego. He was also Vice Chairman of EIBA from 2007-2010. He is an elected Fellow of the Academy of International Business. He is currently co-editor of *Global Strategy Journal* and *Advances in International Management* as well as serves on numerous editorial boards.



**FRANK ELTER** is part time Associate Professor at Norwegian School of Economics – NHH where he is a guest lecturer and researcher. He holds a doctorate in strategy (Dr.Oecon), a bachelor in marketing and innovation, and an MBA in International Management with focus on strategy and international finance. He has over 30 years of experience in industry, consulting and research. His current research interests

are business model innovation, digitalization and implications for strategy and organisation of international businesses. He holds a Vice President position in Telenor where he is part of the the management of Telenor Research. He advises executives on topics within his research interest, and he teaches at Telenor's many internal leadership and expert development program.



**LIENA KANO** is an Assistant Professor of Strategy and Global Management at the Haskayne School of Business, University of Calgary, and the Alan M. Rugman Visiting Fellow at the Henley Business School, University of Reading. Her research interests lie at the intersection of strategic management and international business. Liena studies business phenomena such as family firm governance, emerging economy multinationals and multinational networks, with a particular focus on microfoundations that underlie international governance decisions. Liena's work has been published in *California Management Review*, *Entrepreneurship Theory and Practice*, *Journal of World Business*, *Business History Review* and other high-quality academic outlets. She serves on editorial review boards of *JIBS* (incoming team), *JWB*, *MBR* and *MOR*. Her reviewing work has been recognized by several Best Reviewer awards. Prior to earning her PhD at the University of Calgary, Liena enjoyed a dynamic career in strategic management in a range of industries. Her significant leadership experience has influenced her current research interests.



**STEPHAN MANNING** is Associate Professor of Management at University of Massachusetts Boston. His research lies at the intersection of business strategy, economic development and institutional dynamics. He is currently studying social enterprises, entrepreneurial ecosystems, global sourcing, sustainability standards, and project-based organizing. His industry expertise includes film and creative industries, automotive industry, and global business services. He has done field research in various countries, including China, Germany, Guatemala, Kenya, Romania, South Africa and the United States. His research has been published in numerous top-tier academic journals, such as *Strategic Management Journal*, *Journal of International Business Studies*, *Journal of Management Studies*, *Organization Studies*, *Human Relations* and *Research Policy*. He serves as Senior Editor of *Management and Organization Review*. He is co-founder of the *Organizations and Social Change* (OSC) Research Group, and lead editor and author of the OSC blog. He also writes regularly for *The Conversation*, *The Broker* and other blog platforms.



**GRAZIA D. SANTANGELO** is Professor in International Business at the University of Catania (Italy), where she holds the Jean Monnet Chair International Business for European Union. She was elected President of the European International Business Academy (EIBA) and Italian national representative in the EIBA board. Grazia Santangelo chaired the 2013 Academy of International Business (AIB) Doctoral Student Consortium and the 2015 Academy of Management (AOM) International Management (IM) Division Junior Faculty Consortium. Her research focuses on the geography of innovation, institutions and internationalization strategies, linkage creation and non-economic impact by multinational enterprises. She received the AIB-UK & Ireland Chapter Palgrave Macmillan Best Paper Award and the AOM IM Best Paper Award in International Ethic, Social Responsibility, and/or Sustainability. Her research was also selected for inclusion in the AOM Meeting Best Paper Proceedings. She serves on the Editorial Review Board of *Journal of International Business Studies* and *Journal of World Business*.

SESSION 876

**SOVEREIGN WEALTH FUNDS: A FORCE FOR EVOLUTION AND REVOLUTION IN THE GLOBAL ECONOMY?**

<b>TRACK P</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	13:00 – 14:15
<b>Showcase Panel</b>	<b>Room</b>	C1-060

**Session Leader**

Gurneeta Vasudeva, *University of Minnesota*

**Panelists**

- Ruth Aguilera, *Northeastern University*
- Jeanett Bergan, *PricewaterhouseCoopers AS*
- Javier Capape, *IE Business School*
- Geoff Wood, *University of Essex*

Norway's sovereign wealth fund (SWF) today is valued at approximately 1 trillion US dollars, making it the largest SWF among others in its class from the U.A.E., China and Singapore, to name a few. Apart from its large size, Norway's SWF stands out for its transparency, responsible investment principles and active ownership strategies vis-à-vis its investees worldwide. Despite their large and growing footprint, relatively little is known about the strategic, financial, and regulatory implications of SWFs in the global economy. Against this backdrop, this panel brings together a range of experts in the fields of international business, corporate governance, law and corporate social responsibility to share their research findings, experiences and perspectives on SWFs. In this manner, the panel will help shed light on the evolution of SWFs and how they might be revolutionizing the transnational role of national governments and institutional investors more broadly.

FRIDAY SHOWCASE PANELS



**GURNEETA VASUDEVA** is an Associate Professor at the Carlson School of Management, University of Minnesota. Her research advances the idea that firms' knowledge flows and value creation depend on dual considerations pertaining to their organizational and institutional ecosystem. She has examined relational designs for building knowledge capabilities in the fuel cell, mobile handset and pharmaceutical industries. Apart from technological knowledge-building, she has investigated how firms develop environmental, social and corporate governance capabilities for sustainable growth, and learn from the actions of large prominent actors who have made responsible investments a cornerstone of their international investment strategy. Her doctoral thesis won the best dissertation awards from AOM and AIB. Her research has been published in the AOM Journal, Management Science, SMJ, Organization Science and Research Policy, and she serves on the editorial board of the AOM Journal, Organization Science, SMJ and GSJ. She is a recipient of the Carlson School Dean's annual research award, and has received multiple research grants.



**RUTH AGUILERA** is a Full Professor at the D'Amore-McKim School of Business at Northeastern University. She has been a Visiting Full Professor in the Department of Strategy and Policy, at the National University of Singapore Business School and was a Professor at the College of Business at the University of Illinois at Urbana-Champaign. Ruth Aguilera's research interests lie at the intersection of strategic organization and global strategy, specializing in international corporate governance, corporate social responsibility, and internationalization. Her research has been published at AMJ, AMR, GSJ, JIBS, Org Science, and SMJ among other journals. She has spent considerable time conducting research at WZB, Bocconi University, RIETI-MITI, Sogang University, and ESADE in Barcelona. She serves as Senior Editor at Organization Science, an Associate Editor at Corporate Governance:

An International Review, a Consulting Editor at the Journal of International Business Studies, and serves on the editorial boards of SMJ, GSJ, Academy of Management Perspectives and Organization Studies.



**JEANETT BERGAN** is an experienced professional in sustainability and responsible investments. Today she is a Director in PwC, Risk Advisory Services, leading their Sustainability Practice. She has 19 years' experience from developing and implementing responsible investment strategies. She was previously the head of responsible investments at KLP, where she established principles for responsible investment, ownership, governance and divestment for KLP's investment portfolio. As part of her investment oversight responsibilities she performed numerous investigations and evaluations on human rights, indigenous peoples' rights, individuals' rights in situation of war or conflict, labour rights, corruption, severe environmental damage, climate change and low carbon development. Her experience also includes development finance investments in climate change and low carbon development, finance and microfinance. Jeanett is experienced in investments and project oversight grounded in international conventions and norms and also following the Norwegian Government policies and regulations as well as the IFC's performance standards. Former employers also include Storebrand and KPMG.



**JAVIER CAPAPÉ** is the Director of the Sovereign Wealth Lab and Associate Professor at IE Business School. He has been Consultant at the United Nations Environment Program (UNEP). Since 2012, he is the SovereignNET Research Affiliate at The Fletcher School (Tufts University) and Co-Editor of the Sovereign Wealth Funds Reports series. He has published in top academic journals such as the Academy of Management Perspectives and Oxford University Press. His research has been regularly cited in international media (including Financial Times, The Economist, Reuters). His latest research jointly with Ruth Aguilera, Vicente Bermejo (ESADE Business School), and Vicente Cuñat (London School of Economics) studies the equity holdings of the Norway's sovereign wealth fund and concludes that the fund has improved the governance monitoring controls of its portfolio companies. It was awarded the CNMV Best Paper Award in the XXV Forum of the Spanish Finance Association (2017).



**PROFESSOR GEOFFREY WOOD** is Dean and Professor of International Business, at Essex Business School. Previously he was Professor of International Business at Warwick Business School, UK. He has authored/co-authored/edited sixteen books, and over one hundred and seventy five articles in peer-reviewed journals. He holds honorary positions at Griffith and Monash University in Australia, and Witwatersrand and Nelson Mandela Universities in South Africa. Geoff's research interests centre on the relationship between institutional setting, corporate governance, firm finance, and firm level work and employment relations. Geoffrey Wood is Editor in Chief of the British Journal of Management and Associate Editor of Academy of Management Perspectives. He also serves on the BAM Council. He is Co-Editor of the Annals of Corporate Governance, and editor of the Chartered ABS Journal Ranking list. He has had numerous research grants, including funding councils, government departments, charities, the labour movement, and the European Union.



## SESSION 887

**OPPORTUNITIES AND CHALLENGES FOR OPENING STRATEGY PROCESS IN THE CONNECTED WORLD**

## TRACK P

Date Friday, Jun 8

Time 13:00 – 14:15

## Showcase Panel

Room C1-050

**Opportunities and Challenges for Opening Strategy Process in the Connected World**

## Session Leader

Saeed Khanagha, *Ericsson*

## Panelists

Johan Myrberger, *Ericsson*Luciano C. Oviedo, *Intel*Krsto Pandza, *University of Leeds*Heraldo Sales Cavalcante, *Ericsson*

It has been widely accepted that advances in digital technologies affect competitive advantage of firms. The digitalization often disrupts existing business models, makes core competency obsolete and blur differences between industries. Digitalization, therefore, affects the very content of strategy. What has been discussed much less is the question of how digitalization and emergence of networked society affect the very strategy process and practice? The notions such as open innovation, open communities and crowd-sourcing begin to resonate for practicing strategists that aspire to increase participation, inclusivity and transparency of the strategy process. This panel session reports an open strategy approach adopted by Ericsson. The panelists will present results that inform our understanding of opportunities and challenges of opening strategy. The panel will also discuss if open strategy initiatives genuinely replace and disrupt the conventional strategy formulation processes or just complement the conventional approach.



**SAEED KHANAGHA** is Assistant Professor of strategy at Radboud University Nijmegen, Netherlands and Senior Researcher at Ericsson, Sweden. He has visiting research positions at Rotterdam School of Management and Leeds University Business School. His research focuses on emergence of digital platforms and ecosystems and the implications of digital transformation on strategy content and process and on business models of organizations. His research has been

published in outlets such as *Journal of Management Studies* and *Long Range Planning*. He is co-author of a successful European Commission funded Horizon 2020 grant application entitled *Complex and Open Innovation for Networked Society (COINS)*.



**JOHAN MYRBERGER** has been part of the collaborative and open strategy journey of *Strategy Perspectives* from the early adopter phase to the more accepted mainstream phase. He has been active in a number of specific strategic topic, but also been part of the team that shaped the community and the underlying platform. The dynamics of organizations and communities has been a core part of the roles Myrberger has had across Ericsson, both in product management roles

for products, as part of the team that created the current learning and development organization and in IT/Digitalization roles. Johan also plays the trumpet, mainly jazz. Probably this has shaped his interest in creative dynamics.



**LUCIANO OVIEDO** operates at the intersection of strategy making and applied R&D, where his vision is to cultivate unique insights and perspectives through novel collaborations. Luciano most recently performed corporate & business strategy at Intel Corporation where he collaborated with leaders across diverse cultures and geographies to formulate and implement strategies for emerging markets and technologies such as (2D/3D) body processing, computational imaging, video analytics, cognitive and augmented/virtual reality. He currently performs applied technology strategy R&D at Arizona State University, the OpenFog Consortium as co-chair for the Social Impact Committee, and the IEEE Standards Association as co-chair for the 3D Body Processing initiative. Luciano is interested in the future of strategy making, its evolution and drivers, how people practice and learn it, and the impact and implications of these dynamics to society. He earned a bachelors in electrical & computer engineering and a masters in tech/info systems from Wisconsin, and is currently pursuing a doctorate in strategy from Warwick.



**KRSTO PANDZA** is Professor in Strategy and Innovation at Leeds University Business School. His research links the domains of strategic management, technology and innovation management, manufacturing strategy, and R&D policy. He strives to integrate the diversity of the above mentioned research fields in order to achieve a more holistic understanding of the role of engineering and scientific knowledge, technology and operations in creating and sustaining a competitive advantage in technology intensive and manufacturing organisations. He is especially interested in the role of managerial agency within dynamic and evolutionary organisational phenomena. His current research explores development dynamics in a nanotechnology innovation system with an aim to advance the debate on dynamic capabilities by addressing the relevance of managerial agency.



**HERALDO SALES-CAVALCANTE** is Strategic Marketing Manager at Ericsson, Emerging Business. Heraldo has been working focused in the areas of Strategy, Competitive Intelligence, Executive Development and Marketing since he joined Ericsson in 1997. Prior to Ericsson Heraldo worked at the University of Stockholm, pioneering what was then called "distance learning". Heraldo's major areas of interest is the interplay of strategy and learning. Also, he is passionate about scaling and making executive education more inclusive and accessible throughout the company with the use of advanced online programs as well as the integration of formal and informal learning using social/collaborative approaches and tools. Heraldo has a M.Sc. in Engineering from the Federal University of Rio de Janeiro and a MBA from the University of Stockholm.

14:15 – 14:45  
**COFFEE BREAK**

SESSION 855

**PLATFORM PLAY**

<b>TRACK A</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	14:45 – 16:00
<b>Paper</b>	<b>Room</b>	C2-080

**Session Chair:** Timothy Ott, *University of North Carolina at Chapel Hill*

**Platform Governance and Complementor Portfolios: Kiva and Certification**

Joost Rietveld, *Erasmus University Rotterdam*  
 Robert Seamans, *New York University*  
 Katia Meggiorin, *New York University*

We propose a study to better understand how a platform's use of complementor certification affects its complementors' behavior, particularly as pertains to the bundle of products offered by the complementors. We will use a unique dataset of the sharing economy organization Kiva that includes all micro-finance loans performed through the platform. Our empirical identification strategy will take advantage of Kiva's unexpected introduction of a certification program in late 2011. We expect our project to contribute to the growing literature on governance of sharing economy firms, and also to have practical implications for managers of firms operating in the sharing economy and other multi-sided market settings.

**Building Communities: Strategically Leveraging Direct Network Effects to Build Multi-Sided Platforms**

Timothy Ott, *University of North Carolina at Chapel Hill*  
 Douglas Hannah, *University of Texas at Austin*

Multi-sided platforms (MSPs) like Uber and Airbnb have become ubiquitous in today's economy. Prior literature has offered detailed pricing strategies for these platforms but has only recently started exploring non-price strategies for growing the user bases. Using a unique combination of longitudinal multiple case study and formal modeling we explore whether executives can craft strategies to grow MSPs that do not rely on price setting and when these strategies may be most useful. We find that executives creatively use direct network effects to build communities on one or more sides of the platform which help them attract and retain users for that side. Our insights into these "community effects" will contribute to literature on MSPs and entrepreneurial strategy, along with practical insights for executives.

**Will Bad Money Drive Out Good Money? User Quality Control in Two-sided Markets**

Rikiya Tsuchihashi, *Aichi Gakuin University*

Management and economic scholars note the importance of gaining users and indirect network effects in two-sided markets or sharing economies. Although extant literature stresses the significance of network effects and the "quantity" of users, the magnitude of user "quality" has not yet been brought to attention. This paper builds a framework with four quadrants—a combination of "ex-ante and ex-post" and "top and bottom" users—for managing users' quality in two-sided markets. The framework is also applied to four cases on platform firms. The results show that managing users' quality differs according to each industry. The implications of these findings contribute to platform firms trying to manage users' quality.

**Overshare and Collapse: How Sustainable are Profit-Oriented Company-to-Peer Bike-Sharing Systems?**

Thomas K. Hamann, *University of Liechtenstein*  
 Stefan Gueldenberg, *University of Liechtenstein*

Whereas most researcher agree that the sharing economy is rich and diverse, quite a lot investigations refer to the sharing economy as a whole. Therefore, this research effort concentrates on one single specific sub-sector (for-profit company-to-peer bike-sharing systems) in order to learn more about the characteristics of a specific business model of the sharing economy. Based on the characteristics taken from previous research on what sharing-economy actors attributed to the sharing economy (so-called framings), the sustainability of the business model is reviewed.

SESSION 868

**COLLABORATION AND PROBLEM SOLVING**

<b>TRACK B</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	14:45 – 16:00
<b>Paper</b>	<b>Room</b>	C2-005

**Session Chair:** Dries Faems, *University of Groningen*

**Organizing Large-scale Distributed Problem Solving: the Case of Collaborative Drug Discovery**

Vegard Kolbjørnsrud, *BI Norwegian Business School*  
 Øystein Fjeldstad, *BI Norwegian Business School*

We examine a large-scale, complex problem-solving effort that uses actor-oriented mechanisms to expand and prune solution pathways. The mechanisms enable specialized individual problem solvers to develop and integrate reciprocally interdependent contributions into joint solutions. The context is the Open Source Drug Discovery community with more than 8000 participants from more than 130 countries pursuing new drugs against tuberculosis. We show how protocols and processes for search, posting, broadcasting, and subscription enable collective problem solving. Further, we explicate amplification and attenuation mechanisms that allow participants to individually experiment locally, whilst collectively search globally for successful solutions with minimal use of hierarchy. We present implications for the study of organization design, organization of knowledge creation and knowledge resources, and organizational routines as source of flexibility and change.

**What's in the Toolbox? Interdisciplinary Collaboration in the Creation of New Digital Products**

Raissa Pershina, *University of Oslo*  
 Birthe Soppe, *University of Oslo*

Advances in digital technologies have given rise to new types of products. However, expertise in digital technologies is necessary, but rarely sufficient to produce new digital products. This paper examines interdisciplinary work in the context of new product design. We focus on organizational artefacts that enable productive design work among individuals with divergent professional backgrounds. The empirical setting for this qualitative study is the digital serious games industry. The design of digital serious games involves various types of experts with digital and non-digital domains of expertise. Based on in-depth interviews, we identify a range of artefacts, precisely, a set of objects, practices, and language and suggest that together, they present a "toolbox" of interconnected boundary-spanning tools that enable collaboration and knowledge integration in interdisciplinarity.

**Building and Orchestrating an Online Strategy Community Within Established Organization – a Longitudinal Case Study.**

Anna Plotnikova, *University of Leeds*  
 Saeed Khanagha, *Ericsson*  
 Krsto Pandza, *University of Leeds*

This study aims to answer the question of how to build online strategy community within large and established organization. Drawing our conclusions from the longitudinal case study of online community of professionals within large telecommunication corporation, we propose a process model of online community building through legitimacy gaining and identity transition and underscore influences of community managers, members, and internal and external stakeholders. Our findings illuminate the patterns of activities which involved in creation and development of online community through different stages of its life-cycle.

FRIDAY 14:45 – 16:00



## Does Going-Together Always Lead to Better Solutions? An Exploration of Challenge-Based R&D Projects

Holmer Kok, *Stockholm School of Economics*  
Dries Faems, *University of Groningen*  
Pedro de Faria, *University of Groningen*

We explore the added value of collaborative strategies for challenge-based R&D projects. Among academics, practitioners and policy makers, there is an implicit assumption that going-together strategies – i.e. a focal organization collaborating with external partners – outperform going-alone strategies in terms of generating high-quality solutions. In this study, we question this assumption and test how three particular focal organization characteristics—institutional background, internal knowledge pool, and R&D project portfolio—influence the ability of focal organizations to reap the unique recombination opportunities of going-together. We rely on a unique dataset of 414 government-supported challenge-based R&D projects from the Hydrogen and Fuel Cells Program of the U.S Department of Energy to test our hypotheses.

SESSION 869

### COORDINATION, CONTROL, AND TRUST

#### TRACK B

Date	Friday, Jun 8
Time	14:45 – 16:00
Room	C2-095

#### Common Ground

Session Facilitator: Charles Snow, *Penn State University*

## The “Hidden Matrix”: Reporting Relationships Outside the Formal Line Organization

Nicolay Worren, *Norwegian University of Life Sciences*  
Joachim Scholderer, *Norwegian University of Life Sciences*

It is often assumed that formal reporting relationships exist within a reporting structure (“the formal organization”), while there may exist informal, social network ties between employees belonging to different departments (“the informal organization”). Data from a small organization with 81 employees suggest that this assumption may be wrong: we not only found that there were frequent inter-unit relationships, but that a frequent form of inter-unit relationships was of a formal nature (i.e., an employee requiring the approval for a decision), as opposed to informal collaboration. Although we studied only one organization, anecdotal evidence suggest that this phenomenon may be widespread, particularly in larger and more complex organizations.

## Coordination and Collaboration Processes in Fluid Organizations: a Study of Angel Investor Networks

Suho Han, *University of Texas at Austin*  
Melissa Graebner, *University of Texas at Austin*

This study examines the coordination and collaboration processes in an emerging organizational form where manager hierarchies, specialized roles, and formal employment is absent: angel investor networks. These collaborative networks are a vital and rapidly-growing source of funding for nascent ventures, yet remain under-investigated by scholars. Through an in-depth study of eight angel networks, we explicate how these organizations manage a fluid collection of voluntary members with varying goals, backgrounds, and participation as they coordinate across several tasks. We find that multiple dimensions of diversity produce coordination tensions that angel networks attempt to resolve. However, these attempts are incomplete solutions that generate their own forms of instability. This research provides new insights into an important collaborative organization where fluidity is a defining temporal feature of organizing.

## Controlling for Trust or Distrust? Examining the Relationship Between Trust and Control in Inter-organizational Projects

Anna Swärd, *BI Norwegian Business School*  
Lena Elisabeth Bygballe, *BI Norwegian Business School*  
Ragnhild Kvålshaugen, *BI Norwegian Business School*

Trust and control are important coordinating mechanisms in inter-organizational relationships. It is argued that control is either negative for trust or that trust and control are substitutes, while yet others find that trust and control can co-exist and complement each other. In this paper, we argue that this inconsistency may come from a lack of studies on how control is carried out. We study the act of controlling in inter-organizational projects, and seek to understand when and under which conditions various forms of formal and informal control lead to trust versus mistrust. The findings show that how formal and informal control are combined is important for how trust develops. Thus, we find support for the co-existence of trust and control in inter-organizational relationships.

## Trusting in a Trustless World: Using Distributed Technology for Safer Sharing In Supply Chains

Phil Godsiff, *University of Surrey*

Blockchains and distributed ledgers are the new technology solutions underpinning cryptocurrencies such as bitcoin. By design they provide the attributes of resilience immutability security and transparency. They can store data or simple software, leading to “smart contracts”. They enable the safe transfer of value over the internet, and are useful for lightweight financial systems and ledgers where data needs to be shared or available and not all parties in the system can be trusted, or where provenance and authenticity need to be attested. They can solve many of the issues facing supply chains and the sharing economy but more research is needed for them to become mainstream.

## Managing Cross-Boundary Collaboration for Value Creation: Lessons from a ‘Blue Growth’ Initiative

Valerie Cummins, *University College Cork*  
Paul Verdin, *Free University of Brussels*  
Amy Edmondson, *Harvard University*

New growth initiatives require collaboration across traditional sectors to develop eco-systems that can deliver sustainable sources of value. Collaborating across academic disciplines, the authors analyse a recent case of unprecedented collaboration between academia, government and industry in Ireland concerning marine innovation. Our analysis investigates: the effects of organizational structure and the characteristics of innovators; interpersonal dynamics that frustrate or enable cross-boundary teaming; and the role of senior executives in detecting, and responding to small deviations in expectations to avoid large-scale organizational failures. To leverage the potential benefits of cross-sector collaboration, we argue that leaders must engage in strategic error management. This paper extracts the value from the Irish case to find ways to avoid the mistakes of the relatively short-lived collaboration in future innovation efforts.

## Organizing for Collaboration: How Design Characteristics Lead to Collaboration within the Organization and Customer Satisfaction

Iveta Ludviga, *RISEBA University*

Organizational designs are changing towards more networked and ‘organization of the future’ requires freedom to act, flexible working practices, outcome-based performance management and high-trust working relationships. Using data from structured survey in Latvian organizations, the study addresses the question which organizational design mechanisms facilitates sharing of knowledge collaboration within organizations and contributes to organizational performance. The findings provide empirical evidence of the positive impact of decentralization, outcome-based performance management and internal trust on collaboration within the organizational boundaries and customer satisfaction. Internal trust appears to be even more important for large organizations than for smaller ones.

SESSION 859

**KNOWLEDGE AND RESTRUCTURE IN THE MNC**

<b>TRACK D</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	14:45 – 16:00
<b>Common Ground</b>	<b>Room</b>	C2-055

Session Facilitator: Torben Pedersen, *Bocconi University*

**Knowledge Sharing in Collocated and Knowledge-Based Subgroups: A Case from Global Virtual Team**

Autcharaporn Somsing, *University Nice Sophia Antipolis*

Global virtual teams experience various difficulties especially on how to share knowledge across the team. One of the major threats to share knowledge could be explained by having several subgroups. Although previous literature has explained the influences of subgroups and knowledge sharing, the real practices of global virtual team has been rarely explored. This paper aims to discover, based on a case study, how a global virtual team could be managed to share knowledge with several restrictions and specificities including collocated subgroups, knowledge-based subgroups, and member changes. The findings from this paper suggests how team design for collocated and knowledge-based subgroups could influence on knowledge sharing and thus performance of global virtual teams.

**Selecting the Governance Mode When Offshoring Knowledge-Intensive Activities**

Carmen Paz-Aparicio, *Carlos III University of Madrid*  
 Fernando Muñoz-Bullon, *Carlos III University of Madrid*  
 Maria J. Sanchez-Bueno, *Carlos III University of Madrid*  
 Joan E Ricart, *IESE Business School*

The offshoring phenomenon has evolved during the last decades. This evolution can be understood from a threefold perspective: the evolution in the type of activity being offshored, the learning from both the companies implementing offshoring and the service providers and thirdly, the motivations to initiate offshoring. This study proposes an empirical model that will allow us to explore the interaction of the type of activity (specifically knowledge-intensive) and the drivers on the decision of selecting the most appropriate governance mode. Specifically, our results show that strategic drivers become primary determinants prompting firms to offshore knowledge-intensive activities through a captive center. In contrast, the motivation to reduce cost promotes a preference for offshore outsourcing knowledge-intensive activities. Empirical evidence is supported with data from the ORN.

**Sharing Knowledge and Best Practices Between Home and Host Countries**

Shigemi Yoneyama, *Gakushuin University*  
 Sarah Cheah, *National University of Singapore*

In this paper, we investigate the situation of knowledge creation in foreign subsidiaries of multinational enterprises (MNEs) and examine the impact of unintended reverse knowledge transfer from subsidiaries to parents on the latter's R&D activities. Based on a questionnaire survey of more than 3,000 Japanese MNEs with overseas subsidiaries, our results reveal that the degree of knowledge transfer from foreign subsidiaries have a significant and positive impact on parents' R&D activities in all performance measures, regardless of the knowledge type. We establish an inverse U-shaped relationship between unintended reverse knowledge transfer and R&D performance of parents. Empirically, we show the degree of unintended knowledge creation is a significant factor of the degree of unintended knowledge transfer.

**Networks, Market Knowledge and E-commerce Firm Internationalisation: Case Study of Amazon and Taobao**

Chi Kai Yip, *Alliance Manchester Business School*  
 Asmund Rygh, *Alliance Manchester Business School*

The internet and digitalisation promise to significantly reduce the costs and risks of internationalisation. However, recent literature suggests that internet-based firms, which tend to follow a network externalities logic, still face challenges in their internationalisation such as a liability of outsidership in foreign markets. This Proposal outlines an ongoing "revelatory case" case study of the interaction between Amazon as an

entrant into the Chinese e-commerce market and its local rival Taobao (a subsidiary of Alibaba). The preliminary findings, based on extensive secondary data collection and semi-structured interviews taking the consumer perspective, confirm the crucial role of local market knowledge and adaptation even for internet-based firms. The case analysis also suggests important implications for internet firm internationalisation from an institution-based international business perspective.

**Reframing Reshoring Beyond Cost Minimization Motives**

Alfredo Valentino, *Luiss Guido Carli University*  
 Matteo Giuliano Caroli, *Luiss Guido Carli University*

As the costs to move goods and services have fallen, multinational corporations (MNCs) have taken advantage by disaggregating their global value chain (GVC) via offshoring to lower cost venues. However, an increasing number of MNCs have realized that the costs of offshoring are real and the benefits elusive and this has caused many firms to re-examine their location strategy, moving their facilities once again, this time closer to home. This paper offers a fine-grained interpretation of reshoring with a focus on sustainability, hitherto unexplored in the offshoring/reshoring literature, to determine the conditions under which MNC location strategy can create more sustainable GVCs. We contribute to the emergent research agenda on reshoring by unravelling its antecedents and linking them to the different types of reshoring.

**Resource Redeployment Among Siblings: Evidence from the Global Retail Sector**

Timo Sohl, *Pompeu Fabra University*  
 Timothy Folta, *University of Connecticut*

This study provides a first large-scale empirical test of the theory of resource redeployment. We use panel data on 5,003 chains from the retail sector in 163 countries (1997–2010) to examine the redeployment of fixed assets (stores) across sibling chains. We find that the presence of closely-related sibling chains increases a focal chain's hazard of country exit by 33.2 percent. At the same time, the country exit of chains is associated with a 6.6 percent increase in store growth of closely-related sibling chains that remain in the country. The evidence also suggests that among closely-related sibling chains, corporate parents tend to redeploy stores from low- towards high-growth sibling chains and that the decision to internally redeploy stores depends on market frictions.

FRIDAY 14:45 – 16:00



## SESSION 853

**INNOVATION DRIVERS AND IMPEDIMENTS**

<b>TRACK A</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	16:15 – 17:30
<b>Common Ground</b>	<b>Room</b>	C2-095

Session Facilitator: Wolfgang Sofka, *Copenhagen Business School*

### When Does Equity Sharing of Core Employees Incentive Innovation for Small and Medium Manufacturing Enterprises?

Yunshi Mao, *Sun Yat-Sen University*  
Jing Wang, *Sun Yat-Sen University*

This paper explores whether equity sharing of core employees could incentive innovation for small and medium high-technology manufacturing enterprises, and when equity sharing could get better incentive effect for innovation. With the data of 223 small and medium high-technology manufacturing enterprises from China's Over-the-counter Exchange for Small Companies, which have published equity sharing incentive announcement between the years of 2014-2017, this paper firstly uses 223 paired sampling firms to test whether equity sharing of core employees could incentive innovation for small and medium high-technology manufacturing enterprises. Secondly, this paper uses both multiple regression analysis (MRA) and fuzzy set qualitative comparative analysis (fsQCA) to find when equity sharing could get better incentive effect of innovation for small and medium high-technology manufacturing enterprises.

### How Do Resource Commitment and Participant Diversity Matter in Collaborative Innovation?

Haiyang Li, *Rice University*  
Jade Lo, *Drexel University*  
Toby Li, *Rice University*

In this study, we examine the conditions under which the costs of collaborative innovation will outweigh its benefits. We propose that while resource commitment will increase the performance of collaborative innovation, this positive relationship will be weakened when participating firms have more diverse industry backgrounds because of incentive concerns. We further argue that the negative interaction effect of resource commitment and participant diversity on innovation performance is depending up the trust level among the participating firms as well as the nature of the project task. With a unique dataset from the ATP, we found strong empirical support for our arguments.

### Building Innovation Capabilities in the UAE Small and Medium Enterprises through Assessment and Networks

Fauzia Jabeen, *Abu Dhabi University*  
Petra Turkama, *Abu Dhabi University*

Small and Medium Size Enterprises (SMEs) contribute more than 60% in UAE's GDP. The purpose of this research is to explore two issues: understanding of the term "innovation", and innovation practice(s) in the UAE small and medium enterprises. A total of 100 UAE SMEs registered in Dubai SME and Abu Dhabi Chamber of Commerce will be selected for this study. The research will provide an insight to the policy makers and small and medium enterprises about the innovation practices in UAE based SMEs and will help them to effectively tailor the current support structures, networks and clusters so that they are responsive to the (real) needs of small and medium enterprises.

### Consolidation Strategies of Automotive Electronics Industries: Combining Dynamic Capabilities and Business Models in Pursuing Innovation

Andrejs Cirjevskis, *RISEBA University*

We examine dynamic capabilities in merger and acquisition, particularly, in processes of a reinvention of acquirer's business models, for which we have incomplete understanding. Using the inductive case study of Samsung's acquisition of Harman International Industries, we explore the role of dynamic capabilities in reinvention of business model of merging company by means of acquisition of technologically advanced firm. Our primary theoretical contributions are to the dynamic capabilities framework. We contribute a fresh view of importance of acquisition based

dynamic capabilities and their role in changing business model of merging company. Finally, we clarify micro-foundations of acquisition based dynamic capabilities that underpinning a reinvention of business model in pursuing innovation. We conclude by integration of dynamic capabilities and business model perspectives in new conceptual framework.

### Innovation Dispersion: Does Openness Lead to Less Concentration in the Innovation Ecosystem?

Martin Hetu, *HEC-Paris*  
Denisa Mindruta, *HEC-Paris*

The paper examines the impact of the relaxation of IP rights in an innovation ecosystem ("openness") on the subsequent dispersion among innovators. The current literature predicts that "openness" has a positive impact on innovation dispersion. However, we argue that unequal access to resources by researchers acts as a negative moderator of this relationship. Our methodological design relies on an exogenous shock in the openness of the innovation ecosystem triggered by a recent shift in the IP regime in the genetic testing industry. This study aims to contribute to the innovation literature by uncovering how social inequality stemming from the allocation of research resources among innovators may impinge on the positive effects of opening innovation to a larger community of researchers.

### Collaborating to Shape Markets: Antecedents, Activities and Outcomes

Suvi Nenonen, *University of Auckland*  
Kaj Storbacka, *University of Auckland*

We define market-shaping strategies as purposeful efforts by a firm to perform and transform markets, and build a conceptual model that identifies antecedents, activities and outcomes of such strategies. We use a qualitative research approach, collecting data in four countries, from 21 firms successfully engaging in market-shaping. The findings illustrate how firms influence markets by engaging in exchanging, networking and influencing activities. The antecedents of market-shaping strategies relate to a firm's ability to understand the systemic nature of its market, and to institutionalize new value-creating practices. Success is dependent on mediating collaborative activities: partnering, credibility building, and championing change. Finally, we develop testable hypotheses related to the relationship between market-shaping activities and outcomes in the form of market change, and market and firm level performance.

## SESSION 872

**ORGANIZATIONAL LEARNING**

<b>TRACK B</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	16:15 – 17:30
<b>Paper</b>	<b>Room</b>	C2-080

Session Chair: Peter Klein, *Baylor University*

### Complex Learning: Evidence from U.S. Manufacturing

Nilanjana Dutt, *Bocconi University*  
Megan Lawrence, *Vanderbilt University*

Complexity and learning both contribute to how organizations solve problems and improve operational performance. Organizational learning research suggests that while learning improves performance, complexity may impede improvement. However, learning studies also suggest that complex tasks may improve organization's capacity to learn, highlighting a potential indirect and positive effect of complexity on performance. We test how complexity and learning drive improvements in the operational performance of U.S. manufacturing facilities. We find that while the direct effect of complexity is to reduce operational efficiency, complexity is associated with improvements in learning, which in turn improves operational performance. Additionally, we find that facilities that have more prior experience, can handle more complexity without reducing operational performance, suggesting that the learning benefits from complexity may be persistent.

**Learning by Seconding: Evidence from NSF Rotators**

Christos Kolympiris, *University of Bath*  
 Sebastian Hoenen, *Wageningen University*  
 Peter Klein, *Baylor University*

We study knowledge flows between organizations through secondments, short-term employee assignments at an organization different from the home institution. Secondments allow the sending organization to capture knowledge and network resources from the receiving organization without a formal alliance, a process we term learning by seconding. We focus on the National Science Foundation’s rotation program, under which the NSF employs academics, called rotators, on loan from their university, to lead peer reviews. Using difference-in-difference estimations we show that rotators’ colleagues raise considerably more research funds than similar scientists without a rotator colleague. Additional quantitative and qualitative evidence implies that the treatment effect occurs via knowledge transfer rather than rent-seeking. Overall, the results suggest that trust and legitimacy play an important role in organizational knowledge acquisition.

**How CEOs Contribute to Knowledge Utilization Heterogeneity: Micro-foundations of Organizational Problem Solving**

Peiyuan Huang, *University of Pittsburgh*  
 Susan Cohen, *University of Pittsburgh*  
 Turanay Caner, *St. John’s University*

The knowledge-based view (KBV) suggests that a key role for managers is to identify problems a firm solves and to align governance with the complexity level of those problems. However, little is known about how managers’ backgrounds prepare them for this role. We theorize that while CEOs with business backgrounds are more adept at creating favorable contexts for internal knowledge utilization, CEOs with science backgrounds have advantages in facilitating external knowledge assimilation. We further theorize that firms led by science CEOs are more likely to produce high-value solutions. Using patent information from large biopharmaceutical firms, we find support for these ideas. We contribute to KBV by theoretically arguing and empirically demonstrating how managerial background as a micro-level factor influences organizational problem solving.

**Knowledge Transfer in Knowledge-Intensive Organizations: The Dual Impact of Specialization**

Lisa S. Græslie, *NTNU*  
 Nhien Nguyen, *Nordland Research Institute*

Innovations are not always easy to transfer within and across organizations. Major barriers, such as knowledge-related factors (Szulanski, 1996) and social and cognitive boundaries (e.g. Ferlie, Fitzgerald, Wood, & Hawkins, 2005), have been identified in the research stream of knowledge transfer. However, the role of specialization in transfer of knowledge has underexplored in literature. This qualitative study investigates how specialization affects knowledge transfer in knowledge-intensive organizations by using empirical data from six hospitals. The results show that that specialization, in terms of specialized knowledge, specialized learning competence, specialist, specialized units, and specialized organization, both impedes and facilitates knowledge transfer. This paper contributes to the literature of knowledge management and organizational innovation by examining how specialization interacts with knowledge barriers, and proposes conditions that facilitate transfer.

SESSION 863

**NETWORK PERSPECTIVES ON COMPETITION AND COOPERATION**

<b>TRACK C</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	16:15 – 17:30
<b>Paper</b>	<b>Room</b>	C2-005

**Session Chair:** Joost Rietveld, *Erasmus University Rotterdam*

★ **Platform Ecosystem Evolution: Towards an Integrative Framework and Implications for Complementors**

Joost Rietveld, *Erasmus University Rotterdam*  
 David Nieborg, *University of Toronto*  
 Joe Ploog, *Erasmus University Rotterdam*  
 Pursey Heugens, *Erasmus University Rotterdam*

Digital platform ecosystems owe a significant share of their success to third-party organizations that extend the platform’s core functionality through complementary innovations. The competitive dynamics facing such complementors are in constant flux as platforms evolve over time. We develop a complementors’ perspective on platform evolution by identifying three factors specific to platform ecosystems and exploring how these are associated with how complements compete. In a multiple case study we find that, as time passes, the average demand per complement declines and the distribution of demand acquires greater “winner-take-all” characteristics. We also find that it becomes increasingly difficult for complementors to capture value. Finally, our results show that these dynamics are more pronounced in ecosystems where the platform sponsor has a greater orientation towards value appropriation.

**Winner-Take-All Dynamics Revisited: Positive Feedback in the Presence of Decaying Memory**

Sanghyun Park, *Seoul National University*  
 Hart Posen, *University of Wisconsin-Madison*  
 Jeho Lee, *Seoul National University*

In the literature on network effects, there is an unresolved controversy regarding the possibility that markets may lock into an inferior technology. Critics point to the lack of compelling examples of lock-in in reality. We develop a winner-take-all model with decaying memory such that early adopters are less important than recent adopters in influencing subsequent adoptions. When memory decays, the possibility of lock-in to an inferior technology is substantially attenuated. The time to reach a steady state grows hyperbolically, providing the opportunity for the market to overcome historical chance events, redressing premature lock-in.

**Can My Enemies’ Friends Be My Friends? Allying and Performing with Competitors’ Partners**

Florence Honore, *University of Wisconsin-Madison*  
 Darcy Fudge Kamal, *Chapman University*

In the alliance literature, scholars have studied how firms working with partners of competitors are affected by such competitive overlap. While the focus has been on the outcome, we offer to study firms’ preceding decision: how does a potential competitive overlap affects partner selection? We argue that a risk of competitive overlap will decrease the likelihood of choosing a given partner. However, this effect is moderated by the quality of the product the two partners develop, the pair’s prior relationships and the partner’s other relationships. We test our arguments in the Thoroughbred horse industry, which systematically collects and publishes horse owner and trainer vertical exchange relationships. This proposed study will have implications for strategic alliance scholars and for top managers who face partner selection decisions.

FRIDAY 16:15 – 17:30



## Managing Alliance Portfolios in the Age of Temporary Competitive Advantage

Giovanni Battista Dagnino, *University of Rome LUMSA*

The purpose of this paper is to detect the nature of the relationship between two relevant phenomena in strategic management research and practice: temporary competitive advantage and alliance portfolio management. Drawing on temporary competitive advantage and alliance portfolio literatures, we argue that the nature of the relationship between temporary competitive advantage and alliance portfolio may be observed as a self-reinforcing loop, resulting from an incessant cause-effect relationship between temporary advantage and alliance portfolio management. To stretch our understanding of managing alliance portfolios in temporary advantage-driven environments, we propose a conceptual framework encompassing the role of adaptive sensemaking and alliance portfolio plasticity. This framework promises to have a significant impact on managerial practices and policies.

### SESSION 862

## STRATEGIES FOR THE CONNECTED MNC

<b>TRACK D</b>	<b>Date</b>	Friday, Jun 8
	<b>Time</b>	16:15 – 17:30
<b>Common Ground</b>	<b>Room</b>	C2-055

**Session Facilitator:** Michael Leiblein, *Ohio State University*

## Language and the Internationalization of New Firms Based on Digital Platforms

Becky Reuber, *University of Toronto*

This paper addresses the question of what factors explain linguistic variation, across firms, in the ways in which new firms based on digital platforms are standardized and/or adapted to local markets. Digital markets tend to be “winner-take-all” markets, and so entrants need to navigate multiple language boundaries soon after start-up in order to scale rapidly across diverse international markets. They need to adapt their digital platform to local contexts (for diverse markets) and to standardize it (for rapid scaling), but our understanding of how they do both simultaneously is limited. This study, using an inductive multiple case research design, examines the practices of successful firms from a language-based perspective and develops a propositional inventory that explains the variation found.

## Linguistic Processes of Value Co-Creation in the Sharing Economy: Insights from Firm-Stakeholder Interactions on Twitter

Christina Kyprianou, *Clemson University*

Paul Fox, *Ramon Llull University*

Dan Jiang, *Clemson University*

Ryan Boyd, *University of Texas at Austin*

Strategy and entrepreneurship scholars increasingly acknowledge that the process through which firms construct their resource base and create value stretches across firm boundaries. The sharing economy and the peer-to-peer marketplaces that have fueled its growth are a novel and increasingly prevalent context in which customers’ and users’ resource endowments are key inputs to the value creation process. To elicit external stakeholders’ contributions to value creation, firms increasingly interact on social media and other online channels. But prior studies typically overlook this novel form of interaction, focusing instead on one-way firm communication while overlooking audiences’ active contributions. Our research addresses these oversights and asks “What are the linguistic processes of both firms and external stakeholders underlying value co-creation?”

## Perceptions of Institutional Pressure as an Influence on International Relocation Intentions

Yong-Sik Hwang, *Sejong University*

This research will explore whether foreign manufacturing firms operating in China intend to relocate internationally after their executives perceive pressures from the Chinese government, local competitors, and local business practices. Institutional theory identifies that coercive, mimetic, and normative pressures may drive executives to intend to move their businesses outside of China. Also, the study will explore whether perceptions regarding asset specificity moderate the relationship between perceived institutional pressure and relocation intentions.

## The Culture of Global Cities

Torben Pedersen, *Bocconi University*

Anthony Goerzen, *Queen’s University*

Frank Elter, *Telenor Group*

Paul Gooderham, *Norwegian School of Economics*

There is a rising sense that our understanding of culture lacks nuance. More specifically, scholars often viewed culture as being homogeneous within national boundaries yet there is a growing realization that this conceptualization misses as much as it reveals. We contribute to the stream of literature that explores the nature of culture by examining it as both a sub-national as well as a supra-national phenomenon. Further, our second contribution is to introduce the concept of “global cities” as an important perspective in the analysis of cultural differences in the global economy. We test our ideas on a sample of 12,935 individuals across eleven countries and our findings provide support for both a supra-national as well as a sub-national perspective on cultural differences.

## What Mandate Gain Can Do to the Subsidiary Management?

Noushan Memar, *Malardalen University*

Over the few past decades, multinational enterprises (MNEs) fine sliced their value chain activities to withstand increasing competition. However, firms have begun to realize that managing globally dispersed operations is more difficult than initially expected. One of these difficulties is defined at the subsidiary level. Subsidiary management literature reported conflicting results regarding the effect of activities conducted by subsidiary managers and its relationship with subsidiary performance. This research conceptually shed lights on the reason behind these inconclusive results through categorization of a mandate, and its effect on activities of subsidiary managers.

## Trading Places: International Cross Listing and the Strategic Orientation of Firms

Marta Geletkanycz, *Boston College*

Organizations connect to the broader, global world in a number of fashions. This study explores the growing trend of international cross listing – simultaneous listing on a home country stock exchange and a foreign exchange. Such duplex approach to financial markets yields implications both substantive and symbolic. For example, international cross listing not only reflects the firm’s commitment to foreign markets and international exchange, it demands the firm adapt to the rigors of diverse institutional and cultural contexts. A conceptual model is outlined linking international cross listing with the strategic and performance profiles of firms.

18:15 – 21:30

**OFFSITE DINNER AT GREFSENKOLLEN**

SESSION 850

**ENTREPRENEURIAL RESOURCES**

<b>TRACK A</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	09:00 – 10:15
<b>Paper</b>	<b>Room</b>	C2-080

**Session Chair:** Andy Wu, *Harvard University*

★ **Patents as Collateral for Loans: The Informational Roles of Citations**

Yuandi Wang, *Sichuan University*  
 Yan Anthea Zhang, *Rice University*  
 Zhuo Chen, *Rice University*

This study examines what kinds of patents tend to be used as collateral. We argue backward citations provide critical informational cues for lenders to assess patent redeployability and liquidity. Specifically, we propose that a high ratio of self-citations means that the patent is specific to the patent owner and less redeployable to others. Citations of other firms' patents are varying along the industry, geography, and temporal dimensions. Ratios of citations inside industry and domestic market suggest that the patent is more redeployable to alternative users competing in the same industry or country. Patents that cite newer patents of other firms are closely related to what other firms are currently doing and thus are also more redeployable. Evidence is found in the U.S. semiconductor related patents.

**The Sharing Economy of Innovation Funding: Will Crowdfunding Disrupt the Venture Capital Industry?**

Alex Makarevich, *ESADE Business School*

In this study we aim to gain insight into the following question: How will the rise of crowdfunding affect the performance of the venture capital (VC) industry? We advance three alternative hypotheses about the emerging relationship between crowdfunding and VC (no effect, symbiotic effect, disruptive effect), as well as one auxiliary hypothesis. We use a combination of qualitative and quantitative analyses to study the effect of the rise of crowdfunding on VC. A qualitative study is used both to test the hypotheses and to elicit additional insights to the relationship between crowdfunding and VC. These additional insights are then tested in the quantitative study that is based on data on VC and crowdfunding investments.

**Entrepreneurial Access to Market and Non-Market Resources: Chinese Venture Capital and High-Speed Rail**

Jiamin Zhang, *Tsinghua University*  
 Andy Wu, *Harvard University*

Resource mobilization is a critical determinant of the success of new ventures facing "liability of newness". Entrepreneurs can access external resources through two channels— directly access external resource or access resources passed through venture capitalists and augmented by venture capitalists before it reaches the entrepreneur. Since access to external resources can be obtained by both entrepreneurs directly and through the venture capitalist, we explore the role of venture capitalists and entrepreneurs play in different resource configurations. Based on evidence from China venture capital industry and using Chinese High Speed Railway system as an exogenous shock to resource accessibility, we find that venture capitalists' greater age and track record make them better equipped to leverage resources. Further, venture capitalists have particular advantage in mobilizing nonmarket resources.

**Enabling Open Business Models for the IoT through Management Innovation**

Adam Uhrdin, *University of Leeds*

To bring IoT solutions to the market, open business models that leverage the capabilities of an ecosystem of value contributors and that enables fair value sharing within this ecosystem are a necessity. Incumbent companies with an existing produce-sell business model face enormous organizational challenges when trying to implement such open business models since it requires major changes of systems, structures, processes, and practices. These requirements often entail a need for deviation from existing managerial best practices and development of new ways of managing and organizing innovation in a more open and collaborative manner. In

this research, through a longitudinal investigation of Ericsson's attempts to embrace new open business models, we identify how management innovation is an essential enabler for effective collaborations within value ecosystems.

SESSION 871

**ADAPTATION AND LEARNING**

<b>TRACK B</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	09:00 – 10:15
<b>Common Ground</b>	<b>Room</b>	C2-095

**Session Facilitator:** Pengfei Wang, *BI Norwegian Business School*

**Dynamic Managerial Capabilities in Collaborative Workspaces: Implications of Shared Human Capital, Social Capital, and Cognition**

Yoojung Ahn, *City University of Hong Kong*  
 Alia Crocker, *Babson College*

Dynamic managerial capabilities (DMCs) consisting of human capital, social capital, and managerial cognition have important implications for firm-level outcomes via sensing, seizing, and reconfiguring resources to impact firms' actions. In particular, DMCs are crucial for entrepreneurial firms to recognize opportunities, make strategic investments, and align strategic assets. We propose to investigate how firm-level DMCs are augmented and further developed when firms collaborate, due to influence on extending the perception of opportunities, willingness to undertake change, and ability to implement change. We articulate a framework for understanding these associations and propose an empirical examination of collaborative workspaces. Inter-firm learning within an ecosystem that results in higher DMCs for participating firms highlights the salience of collaborative workspaces in leveraging human capital, social capital, and managerial cognition.

**The Dynamic of Resource Reconfiguration in a Nascent Technology Field: A Case Study of Ericsson**

Fathiro Putra, *University of Leeds*  
 Saeed Khanagha, *Ericsson*  
 Krsto Pandza, *University of Leeds*

Incumbents' often engage in resource reconfiguration activities when pursuing opportunities in nascent fields. Prior studies acknowledge reconfiguration of resources might occur in an iterative way, given the ambiguities associated with nascent industries. However, the empirical findings to illustrate how resource reconfiguration evolve over time and the underlying mechanisms that drive these changes are scarce. In this research, through an inductive case study of Ericsson's journey in pursuing emerging opportunities in Internet of Things (IoT) field, we identify a complex process of resource reconfiguration which influenced by motivational factors at different level. In addition, we provide details of the drivers and the mechanisms of the dynamic relationship between motivation and reconfiguration activities.

**An Analysis of the Evolutionary Fitness of Budgeting Practices as Microfoundation of Dynamic Capabilities**

Philipp Thiele, *EBS University of Business and Law*  
 Christian Landau, *EBS University of Business and Law*  
 Sohvi Leih, *Loyola Marymount University*

While it is well understood that budgeting is important to the success of business, companies differ in their organizational performance even when they implement best budgeting practices. Our paper examines budgeting processes behind the development and utilization of dynamic capabilities and investigates their impact on performance. In doing so, we contribute to the clarification of the link between ordinary capabilities and dynamic capabilities. Empirical evidence is provided by performing survey research with a sample of 116 firms in various industries in Germany. We find some support for the direct effects of budgeting practices (ordinary capabilities) on dynamic capabilities, but the relationship is moderated by the strategic positioning of a firm. In addition, environmental dynamism negatively affects the contribution of dynamic capabilities on performance.

SATURDAY 09:00 – 10:15



## A Composition-Based View of Organizational Ingenuity

Amalina Ibrahim, *Curtin University*  
Subramaniam Ananthram, *Curtin University*  
Di Fan, *University of Western Australia*

In this paper, we extend a relatively new concept of organizational ingenuity (OI) through the composition-based view theory lens from a micro level to a firm level within the context of emerging economies. Herein, we delineate the environmental and institutional conditions that inevitably challenge firms in emerging economies to develop ingenuity. We construct three conceptual properties of OI – strategy, capabilities, and process using a composition based view (CBV) theory lens and argue how these combined allow firms to weather the environmental and institutional conditions. We further delineate outcomes of OI related to innovation. Our contentions are presented in a theoretical framework which we proffer for further empirical research while discussing our theoretical contributions.

## Sharing Managerial Knowledge at Corporate Level

Luz Rivas, *EAFIT University*

Single business demands managerial knowledge related to how to compete. Multi-business firms require managerial knowledge not only about competitive strategy, but also about corporate strategy. Managerial knowledge is more than the one needed to govern business units. It means sharing knowledge between different organizational levels in order to confront business diversity and capturing of synergies. Based on non-participant observation, interviews and document review, this qualitative paper presents a conceptual model of corporate knowledge as a complex adaptive system (CAS). This research uses complex case study approach, focusing on the top management team of an insurance multibusiness firm. This paper contributes with a definition about managerial knowledge as a complex adaptive system that facilitates decision-making decentralization.

## Learning About Organizational Innovation: Evidence from the Conglomerate Merger Wave

Peter Klein, *Baylor University*  
Robert Wuebker, *University of Utah*  
Mo Chen, *University of Maryland*

The emergence, rapid adoption, and rapid decline of the conglomerate form remains a puzzle to strategy and organizational scholars. We conceptualize the conglomerate form as an organizational innovation, the value of which was revealed over time through experimentation and learning. We test our conjectures using a sample of conglomerate firms from the 1960s and early 1970s and find evidence of systematic learning effects that are not explained by a capital asset pricing model. Results from a series of event studies reveal investors systematically updated their beliefs about the value of conglomerates as a whole when new information (positive or negative) about the largest, most newsworthy conglomerates was revealed. This suggests that financial-market participants make judgments about organizational structure itself.

SESSION 846

## RELATIONS, KNOWLEDGE SHARING AND EXCHANGE

TRACK C	Date	Saturday, Jun 9
	Time	09:00 – 10:15
Common Ground	Room	C2-055

Session Facilitator: Kyle J. Mayer, *University of Southern California*

## Machiavellianism, Learning Strategies and Performance of Strategic Alliances

Giuseppe Musarra, *University of Leeds*

The usefulness of cooperative alliance for sharing, creating and learning knowledge notwithstanding, a contrasting view is that sharing and learning can itself manifest the dark side of strategic alliances. We argue that a novel dark personality trait—Machiavellianism—influences key alliance decisions on knowledge exchange, creation, and learning. The conceptual model was tested, based on longitudinal survey of 199 strategic alliances. Machiavellianism proves influential in that results suggest that it drives learning optimizing (collaborative learning

strategy) and learning satisficing (self-serving learning strategy). As regards learning outcomes, we show that: learning optimizing enhances performance effectiveness and the achievement of set goals (both private and common), while learning satisficing deters performance effectiveness and the achievement of set goals. Important managerial implications derive from our results.

## Can I Afford To Cooperate? Intra-Industry Knowledge Sharing and Exchange

Annette Kendall, *University of Missouri-Columbia*

Cooperative strategies for the sharing and exchange of knowledge between firms are thought to be important yet there is little economic evidence of the rewards of such strategies and the conditions that result in the highest payoffs. As a contribution to the corroboration of such, I examine theoretical mechanisms that motivate firms to share knowledge with competitors. I hypothesize a relationship between managers motivation and perceived pay-off of knowledge sharing and withholding. Four motivations suggested by the literature are tested: within-network reputational effects, exogenous reputational effects, fear of punishment, and a belief in cooperative goals. Semi-structured interviews are conducted with members of the Vermont Cheese Council. Initial analysis suggests members are motivated to share and exchange knowledge through a belief in cooperative goals.

## Understanding the Interaction: How Theory of Mind and Relational Embeddedness Influence Knowledge Transfer

Xinlu Qiu, *Norwegian School of Economics*  
Sven Haugland, *Norwegian School of Economics*

This study extends previous research by showing how explicit and tacit knowledge transfer is influenced by organizational boundary spanners' theory of mind and relational embeddedness. Drawing upon survey data from 122 strategic alliances in Norway, we find that boundary spanners play important roles in promoting knowledge transfer in alliances. The findings indicate that in alliances, boundary spanners' theory of mind and inter-personal trust are necessary antecedents for the explicit and tacit knowledge transfer, and the influence of theory of mind on the transfer of tacit knowledge is stronger among younger alliances. In examining how boundary spanners influence knowledge transfer in alliances and unfold during the interaction process, this study addresses critical gaps of the literature on alliance knowledge transfer.

## Market Shaping Efforts in 5G Mobile Technology: a Sensemaking Perspective

Wilhelm Barner-Rasmussen, *Abo Akademi University*  
Anna-Greta Nyström, *Abo Akademi University*

Assuming that markets are social constructions that can be shaped by market actors, we explore market shaping efforts within a consortium set up to develop 5th-generation (5G) mobile communications technology and services. We specifically focus on the microfoundations of market shaping, implying an interest in individual-level issues, interactions among individuals, and the organizational context in which these take place. These issues are approached from a sensemaking perspective. Preliminary analysis of an extensive qualitative data set indicates that project participants at middle manager and expert level find it difficult to engage in market shaping due to strong sensemaking frames imposed by their current job tasks and existing market configurations, with significant implications for market shaping efforts initiated at higher organizational levels, as well as organizational renewal.

**Forming Micro Alliances as Groundwork for Knowledge Sharing: The Case of Coworking-Spaces**

Sven M. Laudien, *University of Bayreuth*  
 Ricarda B. Bouncken, *University of Bayreuth*

Ongoing technological advancement forces firms to get access to a broad pool of knowledge to successfully deal with recent market challenges. This calls for the utilization of creative hubs, e.g. coworking-spaces, that provide a collaborative environment and offer access to a broad pool of individual knowledge. Against the background of a knowledge-based perspective we employ a multiple-case study approach including seven cases that covers both, provider and user perspective to understand how coworking-spaces function. Our findings show that coworking-spaces change the traditional logic of work as they put short-term micro alliances that emerge between individuals to solve distinct challenges at the center stage. Our study contributes to a better understanding of knowledge sharing and also enhances the by now very limited perspective on micro alliances.

**Managers Be Ambitious!: Aspiration Level Adaptation and Sales Performance in Online-to-Offline Commerce Platform**

Kyung Min Park, *Yonsei University*  
 Bokyoung Lee, *Yonsei University*

This paper investigates antecedents and performance consequence of aspiration level in the context of deal offered by a daily deal online-to-offline (O2O) commerce platform, which connects on-line customers to off-line local stores through selling coupons by discounted price. We suggest hypotheses and test with data on 7,288 deals that a leading daily deal O2O commerce platform offered between December in 2011 and August in 2012 for stores located in Seoul, Korea. Aspiration-level for each deal seems to be significantly influenced by neighbor deals' aspiration levels and performance feedbacks within the platform. Furthermore, the higher aspiration level leads to the higher sales performance. However, the benefit of stretch goal seem to be moderated by selling time length and original price for each deal.

SESSION 861

**CORPORATE GOVERNANCE PERSPECTIVES ON THE MNC**

<b>TRACK D</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	09:00 – 10:15
<b>Paper</b>	<b>Room</b>	C2-005

**Session Chair:** Lai-Si Tsui-Auch, *Nanyang Technological University*

**The Corporate Governance of the MNC**

Ruth Aguilera, *Northeastern University*  
 Ilir Haxhi, *University of Amsterdam*  
 Valentina Marano, *Northeastern University*

The international corporate governance field has paid scant attention to the important question of the corporate governance for multinational corporations (MNCs). While there exist research on the isolated dimensions of governance such as the nature of the TMT and the impact on firm internationalization or the nature of ownership and the structure of subsidiary ownership, we do not have a single study that takes a holistic analysis of how the corporate governance of a MNC should be approached and how the different governance dimensions are inter-dependent. In this study, we first conduct a systematic review of the existing silloed studies of corporate governance and firm internationalization. Then, we propose a corporate governance framework of the MNC. We conclude by discussing future fruitful areas of research.

**Hybrid Structure to Manage Stakeholder Conflicts: An In-Depth Case Study of a Chinese State-Owned Enterprise**

JunJie YANG, *Nanyang Technological University*  
 Lai-Si Tsui-Auch, *Nanyang Technological University*  
 Xueli Wang, *Tsinghua University*

We examine how a Chinese state-owned multinational enterprise (SOMNE) manages conflicts created by competing logics in the nation state-international market boundary zone. Through a case study, we show why a SOMNE sought an overseas listing, which led to the penetration of "Anglo-American capital market logic" into the company which had been influenced by "post-socialist developmental state logic." We construct a model to illustrate the conditions for logic multiplicity and hybrid organizing in governance structure to reconcile conflicts of identity and interest. We discuss the theoretical contributions related to nonoperational dimensions of MNE locations, institutional logic and hybrid organization.

**IP Litigation is Local, But Those Who Litigate are Global**

Karin Beukel, *University of Copenhagen*  
 Minyuan Zhao, *University of Pennsylvania*

Despite a large literature on intellectual property (IP) strategies, we still have limited understanding of how multinational enterprises (MNEs) choose—among all the countries they do business in—where to file for IP protection and where they exercise their IP rights through litigation. In this study, we examine MNEs' strategic choices of patenting and litigation locations through the lens of global competition: while institutions for IP protection are local, firms engaging in patenting and litigation are global. Thus, litigation at one location can send signals to competitors elsewhere, particularly in highly concentrated industries and for radical innovations. We find supportive evidence from in-depth interviews with industry insiders and a comprehensive dataset documenting all IP-related activities of Fortune Global 500 companies from 2007 to 2014.

**CEO Wealth and SMEs' Foreign Direct Investments**

Flladina Zilja, *BI Norwegian Business School*  
 Gabriel R G Benito, *BI Norwegian Business School*  
 Hamid Boustanifar, *BI Norwegian Business School*

Small and medium-sized enterprises (SMEs) are important players in international markets. However, compared to their larger counterparties, SMEs experience significantly lower levels of foreign direct investments (FDIs). This study argues CEO's personal wealth positively influences SMEs' total number of FDIs and dispersion in FDIs' foreign locations because it addresses two inhibiting factors for SMEs internationalization: lack of sufficient capital and financial resources, and CEOs' high risk aversion. We test this argument using Norwegian data on cross-border M&As for 808 CEO-firm pairs in the period 2000-2013. Our hypothesis is largely supported in the data.

10:15 – 10:45  
**COFFEE BREAK**

SATURDAY 09:00 – 10:15



## SESSION 875

## FEATURES OF THE NEW ECONOMY

<b>TRACK P</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	10:45 – 12:00
<b>Plenary Panel</b>	<b>Room</b>	C1-060

## Session Leader

Cyndi Man Zhang, *Singapore Management University*

## Panelists

Gary Dushnitsky, *London Business School*

Alfonso Gambardella, *Bocconi University*

Henrich R. Greve, *INSEAD*

Dovev Lavie, *Bocconi University*

We often hear talk about the new economy, but equally often it is unclear what is meant by the new economy and why the new economy might be a different economy. In this panel, we engage four central characteristics of the new economy that are important for the strategy and organization of ventures. These are the new approaches to funding ventures, the much greater ease of establishing and operating interfirm network ties, the greater speed of innovations requiring rapid decision making, and the increased dominance of trading platforms in many markets. The panel speakers present on each of these in turn before discussing their interrelation.

★ The Best Paper Prize recipients from this conference will be announced following the plenary presentation before we proceed to lunch.



**CYNDI MAN ZHANG** is an assistant professor of strategic management at the Lee Kong Chian School of Business, Singapore Management University. She obtained her PhD from INSEAD. Her current research interests include the coalition building and the sources of myopia in firms' strategic decision-making, and the influence of dynamic institutional logics on strategic choices.



**GARY DUSHNITSKY** is an Associate Professor of Strategy & Entrepreneurship and Academic Director of the Deloitte Institute of Innovation and Entrepreneurship at the London Business School. He also serves as a Senior Fellow at The Mack Center for Technological Innovation at The Wharton School (University of Pennsylvania). Gary Dushnitsky's work focuses on the economics of entrepreneurship and innovation. He explores the shifting landscape of entrepreneurial finance,

exploring such topics as corporate venture capital, crowdfunding, and angel investors. His research appeared in leading academic journals, including *Strategic Management Journal*, *Organization Science*, and *Nature Biotechnology*. He received several academic distinctions including the 2013 SMS Emerging Scholar Award, the 2009 Kauffmann Junior Faculty Fellowship, and several best dissertation prizes. Gary serves as a senior editor at the *Strategic Entrepreneurship Journal* and *Organization Science*, and is an elected officer of the International Strategic Management Society.



**ALFONSO GAMBARDELLA** is Professor of Corporate Management at Bocconi University. 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 is a Fellow of the Strategic Management Society, 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 Co-Editor of the *Strategic Management Journal*. He obtained his PhD from Stanford University.



**HENRICH GREVE** is a Professor of Entrepreneurship at INSEAD. His main interest is the causes and consequences of strategic change in organizations, but he also studies organizational innovations, and organizational founding and growth in young industries. He has published over 70 articles in journals including *Administrative Science Quarterly*, *Academy of Management Journal*, *Strategic Management Journal*, *American Journal of Sociology*, and *Management Science*.

Henrich Greve has co-authored the book "Network Advantage: How to Unlock Value from your Alliances and Partnerships" and authored the book "Organizational Learning From Performance Feedback: A Behavioral Perspective on Innovation and Change" (2003). He is the editor of *Administrative Science Quarterly*, and has previously been a Senior Editor in *Organization Science* and guest editor of *Academy of Management Journal* and *Advances in Strategic Management*. He has served as the Program Chair and Division Chair of the Organization and Management Theory Division at the Academy of Management.



**DOVEV LAVIE** is a Professor of Management at Bocconi University. Formerly, he served as a Full Professor and Vice Dean of MBA Programs at Technion. He earned his Ph.D. in Management at the Wharton School and served as an Assistant Professor at the University of Texas at Austin. He also held visiting positions at the London Business School and BI Norway. Dovev is a Sloan Industry Studies Fellow, a recipient of the SMS Emerging Scholar Award, and winner of the INFORMS TMS

Best Dissertation Award and the AOM Newman Award. His research interests include the evolution and performance implications of alliance portfolios, the balancing of exploration and exploitation, and applications of resource-based theory in interconnected technology-intensive industries. His work has been published in several leading journals. Dovev has served as an Associate Editor at the *AOM Journal* and the *SMJ*. He also held leadership positions for the SMS Cooperative Strategies Interest Group and the AOM BPS Division.

## PAPER AWARD ANNOUNCEMENT

12:00 – 13:00

LUNCH

SESSION 874

**ONLINE EDUCATION: TECHNOLOGIES AND TRENDS FOR THE CONNECTED WORLD**

<b>TRACK P</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	13:00 – 14:15
<b>Showcase Panel</b>	<b>Room</b>	C1-050

**Session Leader**

Ronaldo Parente, *Florida International University*

**Panelists**

Henrique Heidtmann Neto, *FGV-EBAPE*

Heraldo Sales Cavalcante, *Ericsson*

Andreas Schotter, *University of Western Ontario*

The conference theme Sharing Strategies for the Connected World seems to be a good fit with our proposed teaching panel. The use of technology and the demand for online courses at the university level has grown exponentially in recent years and this trend is expected to continue in the future. This panel will examine the challenges and promise of the online modality from the perspective of participants with significant experience in online teaching. In addition, the panel provides a framework for understanding how instructors can create “presence” in a virtual learning environment and will examine innovative tools, technologies and pedagogical approaches to teaching courses (including executive level) online and /or using hybrid formats.



**RONALDO PARENTE** is the Knight-Ridder Fellow and Professor of Strategy and International Business at Florida International University and the Doctoral Program Director. He has experience designing and teaching executive programs for C-level executives in Brazil and Miami. His research has been accepted to leading academic journals including JIBS, Journal of the Academy of Marketing Science, Journal of Management Studies, and Journal of Business Ethics. Ronaldo is associate editor for the Cross Cultural Strategic Management Journal and serves on the Editorial Review Board of JIBS, TIBR, GSJ, JWB and JIM. He served as an elected board member for EIBA for 6 years and also a 3-year term with the Global Strategy IG at SMS. He is the VP of the Ibero-American Academy of Management and organized the 2018 SMS Conference in Sao Paulo. Ronaldo has over 25-years of work experience and has worked, managed, and consulted for several private and public institutions in Brazil, the United States, and Bulgaria.



**HENRIQUE HEIDTMANN NETO** is Professor, Researcher and Head of the Undergraduate Center at FGV / EBAPE. He is a member of the Undergraduate Steering Committee of the European Foundation for Management Development (EFMD). He has a PhD in Public Administration and Government, São Paulo Business Administration School, Getulio Vargas Foundation (FGV / EAESP). Henrique is a Specialist in Public Policies and Planning, Higher Amazon Studies Center, Pará Federal University (UFPA-NAEA), where he also earned a BBA. In 2016-2017 he was President of the National Association of Undergraduate Courses (ANGRAD) in Brazil. He is also the Vice-Rector of University in the Amazon and Professor of the same institution in the Administration Program (2009-2010).



**HERALDO SALES-CAVALCANTE** is Strategic Marketing Manager at Ericsson, Emerging Business. Heraldo has been working focused in the areas of Strategy, Competitive Intelligence, Executive Development and Marketing since he joined Ericsson in 1997. Prior to Ericsson Heraldo worked at the University of Stockholm, pioneering what was then called “distance learning”. Heraldo’s major areas of interest is the interplay of strategy and learning. Also, he is passionate about scaling and making executive education more inclusive and accessible throughout the company with the use of advanced online programs as well as the integration of formal and informal learning using social/collaborative approaches and tools. Heraldo has a M.Sc. in Engineering from the Federal University of Rio de Janeiro and a MBA from the University of Stockholm.



**ANDREAS SCHOTTER, Ph.D.** is Assistant Professor of Global Strategy at the Ivey Business School (Canada). He is the Academic Director of Ivey’s joint Executive-MBA program with the Chinese University of Political Science and Law (Beijing). A dual German and Canadian citizen, he has lived in Europe, Asia, Canada and the USA. Before embarking on an academic career Andreas was a senior executive with several multinational corporations. Prior joining Ivey Andreas taught at the Thunderbird School of Global Management. Andreas’ research investigates phenomena that drive decision-making in today’s volatile, uncertain, complex, and ambiguous world. His current areas of endeavor include strategic approaches and boundary-spanning leadership for success in the post-recession, “two-speed” global economy. Andreas’ research has been published, in the Journal of International Business Studies, the Journal of International Management and the Asia Pacific Journal of Management. He has authored numerous book chapters, cases, and a book on strategic-management frameworks.

SATURDAY SHOWCASE PANELS



## SESSION 879

**COOPETITION, KNOWLEDGE SHARING AND EXCHANGE AMONG RIVAL PARTNERS IN THE CONNECTED WORLD**

<b>TRACK P</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	13:00 – 14:15
<b>Showcase Panel</b>	<b>Room</b>	C1-060

**Session Leader**

Linda Rademaker, *BI Norwegian Business School*

**Panelists**

Jay Anand, *Ohio State University*

Giovanni Battista Dagnino, *University of Rome LUMSA*

Dries Faems, *University of Groningen*

Dovev Lavie, *Bocconi University*

Coopetition among and within firms has been attracting notable consideration from practitioners and scholars in the field of strategic management. In this panel, a group of well-recognized experts in this area aims to discuss a range of themes that concern the sharing and exchange of knowledge among and within rival firms that are also embedded in cooperative relations. In particular, the conversation will encompass important questions such as: What are the drivers/conditions (e.g., market, technological, and behavioral) that induce or prevent competing firms to share and exchange knowledge? What are the types of tensions spawning when partner firms share and exchange knowledge? How can partner firms manage these tensions? The panel will identify some ideas for future research in attempt to address these questions.



**LINDA RADEMAKER** (PhD, *Tilburg University*) is Assistant professor at the Department of Strategy, *BI Norwegian Business School*. Her research interests are concentrated in the areas of strategy, international business, and innovation; particularly in foreign direct investment, internationalization, strategic alliances, and knowledge transfer. Her dissertation focused on the link between inward and outward foreign

direct investment and the ways in which strategic alliances between local firms and foreign multinational enterprises can affect the internationalization of local firms. She studied such effects in the context of Chinese inward and outward foreign direct investment.



**JAIDEEP (JAY) ANAND** is the William H. Davis Chair and Dean's Distinguished Professor of Strategy at the Fisher College of Business, *Ohio State University*. He earned a B.Tech. in Mechanical Engineering from the Indian Institute of Technology, and master's and Ph.D. from the Wharton School, *University of Pennsylvania*. His interests include corporate growth, mergers & acquisitions, joint ventures & strategic alliances, global strategy and strategy implementation.

He consults and conducts executive education programs with companies internationally. He has received awards for his teaching and contribution to management knowledge including: Outstanding Editorial Board Member from *SMJ*, the Best Reviewer Award from *JIBS*, the Pacesetter Research Award, Executive education teaching awards, MBA Teaching awards, Best PhD Teacher award nomination, Booz, Allen and Hamilton Fellowship, Best Research Paper Award in *International Management*, the Outstanding Reviewer award from *AoM*, F.W.P. Jones Award for Outstanding Faculty, among others, and has been selected for inclusion in *Who's Who in America* since 2006.



**GIOVANNI BATTISTA DAGNINO** is Chair of Management and Professor of Digital Strategy at the *University of Rome LUMSA*. Prior to joining *LUMSA*, he has spent over 20 years at the *University of Catania*, where was a member of the *University Evaluation Commission*, Deputy Chair, and Dean of Research. He is faculty member of the *EIASM*, Fellow of the *SPS*, and Friend of the *EIB Institute*. He has held visiting positions at *Harvard Business School*, *Tuck School of Business at Dartmouth*, *Wharton School*, *London Business School*, *IE Business School*, *IESE Business School*, *Grenoble Ecole de Management*, the *University of Mannheim*, and *IAE Business School*. He was co-chair of three *SMS Conferences* and sits on the editorial boards of various journals including *AMR* and *SMJ*. His current research revolves around coopetition strategy dynamics, the management of temporary advantage, hubris-driven strategies, and the relationships between strategy, governance, and entrepreneurship. He has authored/edited 13 books and several articles in leading international journals.



**DRIES FAEMS** is Full Professor Innovation & Organization at the Faculty of Economics and Business (*University of Groningen*), Visiting Professor at the *LUISS Business School*, and Affiliated Researcher at the Research Centre of Organisation Studies (*Katholieke Universiteit Leuven*). He has published papers in journals such as *Academy of Management Journal*, *Journal of Management Studies*, *Research Policy*, *Organization Studies*, *Journal of Product Innovation Management*, *Technovation*, and *Small Business Economics*. His current research focuses on the governance of alliances and acquisitions, the role of Intellectual Property in appropriating value from innovation, and the impact of individuals' cognitive styles on the performance of new product development projects. Dries Faems is General Editor of the *Journal of Management Studies* and a member of the editorial review board of the *Academy of Management Journal* and the *Journal of Trust Research*.



**DOVEV LAVIE** is a Professor of Management at *Bocconi University*. Formerly, he served as a Full Professor and Vice Dean of MBA Programs at *Technion*. He earned his Ph.D. in Management at the *Wharton School* and served as an Assistant Professor at the *University of Texas at Austin*. He also held visiting positions at the *London Business School* and *BI Norway*. Dovev is a *Sloan Industry Studies Fellow*, a recipient of the *SMS Emerging Scholar Award*, and winner of the *INFORMS TMS Best Dissertation Award* and the *AOM Newman Award*. His research interests include the evolution and performance implications of alliance portfolios, the balancing of exploration and exploitation, and applications of resource-based theory in interconnected technology-intensive industries. His work has been published in several leading journals. Dovev has served as an Associate Editor at the *AOM Journal* and the *SMJ*. He also held leadership positions for the *SMS Cooperative Strategies Interest Group* and the *AOM BPS Division*.

14:15 – 14:45  
**COFFEE BREAK**

SESSION 852

**INCUMBENTS AND ENTRANTS**

<b>TRACK A</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	14:45 – 16:00
<b>Paper</b>	<b>Room</b>	C2-080

**Session Chair:** Kristina McElheran, *University of Toronto*

**Demand-Side Disruption: Evidence from the US Mobile Dating Application Industry**

Niloofar Abolfathi, *WU Vienna*  
 Simone Santamaria, *Bocconi University*

Disruption process initiates by newcomers that introduce improvements in performance dimensions that are not relevant for the mainstream market. This process, if is successful, can result in a shift in the consumption behavior and eventually in the displacement of incumbents by new entrants. The aim of this paper is to empirically explore latent performance dimensions that can drive consumption and result in disruption. Drawing on the context of the U.S dating app industry from 2011 to 2015, our paper explores why incumbents tend to overlook a potentially large market and how newcomers can disrupt the industry through improving the product along overlooked dimensions. Our empirical analysis is based on the text analysis of user-generated app reviews as a novel way to capture latent product dimensions.

**Economies before Scale: Survival and Productivity of Young Plants in the Age of Cloud Computing**

Kristina McElheran, *University of Toronto*  
 Wang Jin, *MIT*

We examine how a recent rise in firms' ability to access information technology as a service affected the survival and performance of young establishments in the U.S. manufacturing sector. Using detailed Census Bureau data, we find that the ability to "rent" IT as needed – in particular, via cloud computing – was associated with higher survival and growth among young plants. Conditional on survival, young plants also exhibited much higher productivity than older plants from the Cloud. Mechanism tests point to the value of learning in the face of uncertainty. Our study provides empirical evidence that cloud computing changed how growth-oriented young plants learn about their IT requirements and benefit from shared economies of scale before they achieve significant experience and scale of their own.

**The Differential Effect of Entry of a Sharing Economy Firm on Incumbents' Performance**

Oksana Gerwe, *Brunel University London*  
 Rosario Silva, *IE Business School*

Does entry of a sharing economy firm affect equally the performance of different incumbents in a traditional industry? We address this question by analyzing the heterogeneous characteristics of incumbents and peer-providers that moderate the negative impact of Airbnb entry on average revenue per room of the hotel industry in Spain. Using a monthly panel of sixty-three most visited Spanish cities during 2010-2015, we find that the effect of Airbnb entry on hotels' performance depends on the incumbents' and entrants' heterogeneity. The negative effect of Airbnb entry is stronger in markets where incumbents provide lower level of service. Our results also suggest that the entry of listings that belong to peer-providers has a stronger substitution effect that the entry of listings that belong to professional providers.

**Influence on Sharing Public Data on Shaping Private Businesses**

Noelia Lombardo Gava, *Seoul National University*  
 Kibae Kim, *KAIST*  
 Jörn Altmann, *Seoul National University*

This research examines the impact of public data collected in public sectors on the evolution of businesses in private sectors. We identify the business of an organization on the ground of its location in an inter-organizational network, which is built with information about strategic alliance relationships. Applying the Difference-in-Differences method to the analysis of the changing locations of organizations in an inter-organizational network, we determine whether the adoption of public data by private organizations steers shaping their businesses. Our analysis results suggest that sharing public data promotes the emergence of

businesses and rearranges the industry so that independent industries converge around the public data. Our findings imply that sharing public data needs to be considered for the innovation strategies of private organizations.

SESSION 864

**ECOSYSTEMS**

<b>TRACK B</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	14:45 – 16:00
<b>Common Ground</b>	<b>Room</b>	C2-095

**Session Facilitator:** Johan Wallin, *Synocus Group*

**Supra-Organizational Strategizing for Ecosystem Change**

Magnus Gustafsson, *Abo Akademi University*  
 Magnus Hellström, *University of Agder*  
 Anastasia Tsvetkova, *Abo Akademi University*  
 James Conley, *Northwestern University*

Companies operate in ecosystems that primarily consist of business models that complement each other. The stable nature of ecosystems means they are inert to new innovations and change and are more inclined towards incremental improvements—innovations will be dismissed as they do not fit the incumbent structure. The individual companies only have limited freedom of movement and are constrained by the business models of the surrounding companies. In this paper, we look at the changing of the short-sea shipping ecosystem in the Baltic Sea as a strategizing process, where the aim is to establish the new ecosystem by capturing the capital flows of the incumbent ecosystem.

**An Empirical Analysis of a Sharing Foundation in Aspiring Technology Regions in South America**

Brett Anitra Gilbert, *American University*

Knowledge sharing is an important pillar in the functioning of technology regions. Despite this fact, little is known about the foundations that make this behavior possible. This study is an effort to address this gap in the literature. It considers individual rewards orientation as an indicator of whether people within a region exhibit the potential to contribute to a knowledge sharing culture. It uses survey data to measure the rewards orientation of people in two aspiring technology regions in South America: Medellin, Colombia and in Rio de Janeiro, Brazil. Insights will provide understanding of the profile of individuals most likely to contribute to these behaviors, and how to properly structure incentives to encourage others to engage in desired sharing behaviors.

**Mission-Driven Ecosystem Formation**

Johan Wallin, *Synocus Group*

A key challenge for many companies is how to mobilize the creation of value through ecosystems. But even if ecosystems have appeared in the management literature for more than twenty years we know very little about how they are formed. The formation of ecosystems requires the selection and development of technologies and business models through orchestration. This asks for the scarce skills to identify and exploit complementarities and manage co-specialization. The paper addresses two important issues relating to ecosystem formation, previously not covered in the management literature. Firstly, it provides an empirical longitudinal insider-view account of how new ecosystems emerge. Secondly, it presents a new way to approach ecosystem formation by focusing upon the capability-building efforts in addition to the value-creation perspectives.

SATURDAY 14:45 – 16:00



## Industry Associations, Policy Networks, and Collective Good Partnerships Using Sharing Strategies to Unlock Market Opportunities

Joel Allen, *University of Auckland*  
Suvi Nenonen, *University of Auckland*  
Peter Smith, *University of Auckland*

Institutional voids and changing government policy persists with the globalized and connected world, and this has encouraged some firms to collaborate in the nonmarket not to defend existing markets but to unlock new market opportunities. However, the literature considering firms organizing modes and their market expanding sharing strategies in the nonmarket is fragmented. Drawing on neo-institutional theory, we integrate this literature using the coalition, collaboration, and collective nonmarket strategies '3C' of industry or trade associations, policy networks, and collective good partnerships. This paper extends the nonmarket strategy literature by showing that these organizing forms and their '3Cs' though influenced by government policy, has also influenced government decisions in novel ways that unlock market opportunities for firms. The market-nonmarket dualism is considered and research opportunities proffered.

## Interdisciplinary Cross-Sector Learning at LAS: A Partnership between NSA, NCSU, and Industry

Beverly Tyler, *North Carolina State University*

Alliances between government, academia and industry have increased substantially with the recognition that big social issues cannot be addressed by any of these sectors alone. Furthermore, solutions to big social issues typically require the attention of diverse scientific disciplines. This study, grounded in behavioral theory and practice theory, seeks to understand how complex organizations like The National Security Agency (NSA) leverages interdisciplinary scientific projects with strategic partners in academia and industry to transform learning in their core operations. Using a qualitative, process approach based on 52 interviews we 1) tease out how learning routines within and across levels absorb new knowledge; 2) assess the specific practices used to overcome inevitable conflicts; and 3) consider the style of learning used to deal with noisy, fragmented knowledge.

## Platform Mediated Collaboration: Choosing the Best B2B Electronic Marketplace Architecture for SME Collaboration

Arun T M, *Indian Institute of Management, Rohtak*  
Rojers P. Joseph, *Indian Institute of Management Rohtak*

B2B collaboration through Electronic Marketplaces is a developing area of research in both management and technology. However, a consolidated body of literature that assimilates the existing works and can provide the necessary guidelines for the design of entry strategies into different electronic market platforms by Small and Medium Enterprises (SMEs) is found lacking. This study addresses this gap by using three basic tenets of transaction cost economics; uncertainty, asset-specific investment and frequency of transactions. The study provides a consolidated model for SMEs to decide the best electronic marketplace to enter, how long to stay and when to exit or pursue multi-platform strategies. The research carries implications for both academia and practice and opens up new avenues of research.

## SESSION 848

## ALLIANCE DYNAMICS AND THEIR CONSEQUENCES

<b>TRACK C</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	14:45 – 16:00
<b>Paper</b>	<b>Room</b>	C2-005

**Session Chair:** Dimo Ringov, *ESADE Business School*

## Are Birds of a Feather Happy Together? How Interfirm Status Differentials Affect Unplanned Alliance Dissolutions

David Weng, *VU Amsterdam*  
Yi Tang, *Hong Kong Baptist University*

Although interfirm differences have been noted in the alliance dynamics literature, the extant research has not yet formally considered the fact that firms in an alliance are also actors embedded within a social hierarchy. This study aims to highlight the role of interfirm status differences in alliance processes. We argue that a relatively larger status differential between alliance partners can streamline interfirm interactions and resolve potential disagreements. Alliances characterized by relatively larger status differentials are less likely to end unexpectedly. An analysis with a sample of equity alliances in the US computer industry provides support for our predictions. These findings suggest a paradox of status homophily: a lack of clear status differentials may make alliances more vulnerable by raising the hazards of unplanned dissolutions.

## Calling it Quits: An Information Processing Perspective on Alliance Termination

Anindya Ghosh, *Indian School of Business*  
Thomas Klueter, *IESE Business School*

While substantial research has examined the formation of inter-firm strategic alliances, post-formation dynamics have rarely been addressed. In this study, we examine termination outcomes of research alliances formed to access distinct and novel pockets of knowledge. We model termination decisions as a dynamic process that are a function of information emerging over time about capabilities of the alliance partner. We argue that termination decisions following the receipt of information will be profoundly affected by the organizational structure through which information flows. Specifically, we suggest frictions in information processing by incorporating two structural attributes: reach, the facility with which information reaches the key corporate decision makers, and fidelity: the accuracy with which the information is processed and acted upon by decision makers.

## Social Innovation in Cross-Sector Partnerships

Giulia Cancellieri, *LUISS Guido Carli University*

Social innovation has commonly been defined as the pursuit of a novel solution to a social problem that is more effective, efficient, sustainable than existing solutions. Increasingly social innovation blossoms within cross-sector partnerships or social alliances. Studies have started to consider how different types of cross sector partnerships may arise in the pursuit of different innovation objectives. An under-researched topic, however, is whether and how the degree of diversity of the actors involved in the partnership and the relational mechanisms that characterize their interactions affect the partnership's social innovation capacity. We therefore examine how the degree of diversity of the actors involved in the partnership and the relational traits that characterize their interaction influence their ability to jointly develop social innovation initiatives.

**Management Control Systems and R&D Collaboration: the “If”, “How” and “With Whom” Decisions**

Evita Paraskevopoulou, *Carlos III University of Madrid*  
 Josep Bisbe, *ESADE Business School*  
 Bing Guo, *Carlos III University of Madrid*  
 Luís Santamaria Sánchez, *Carlos III University of Madrid*

Different types and degrees of organizational control prescribe distinct management styles and affect internal and external outputs (Hofstede et al., 1990; Lavie et al., 2012; Cardinal et al., 2017). Tapping into management accounting literature, here we explore the role of different Management Control Systems for the development of collaborative R&D strategies. In particular, we are interested in exploring whether different MCSs exert an influence on: 1) the decision to collaborate or not ; 2) the choice of the organizational arrangement; the choice of the partner .

SESSION 858

**REAL OPTIONS AND DYNAMIC CAPABILITIES IN AN INTERNATIONAL CONTEXT**

<b>TRACK D</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	14:45 – 16:00
<b>Common Ground</b>	<b>Room</b>	C2-055

Session Facilitator: Michael Leiblein, *Ohio State University*

**Do The Acquirer’s Origin Matter for the Post-acquisition Performance of the Developed Country Target?**

Rong Zeng, *University of Calgary*  
 Birgitte Groggaard, *BI Norwegian Business School*

Based on panel data of 362 observations, we examine the post-acquisition performance implications of home country origins and state ownership origin for target firms in developed countries. We find that the economic development of the acquirer’s home country significantly influences the performance of a partially acquired target. We do not find any support for target performance differences among acquirers with or without state ownership. Our study contributes to the theoretical discussion of the need for local complementary resources and recombination skills, specifically the need to balance control and coordination in partially acquired firms. We also contribute to nuancing the influence of institutional underpinnings on the development of firm-specific advantages and host market performance when firms with non-traditional origins enter developed host countries.

**Hit the Nail on the Head: Implementing and Promoting Contextual Ambidexterity at Amgen Italy**

Luca Pistilli, *Bocconi University*  
 Ferdinando Pennarola, *Bocconi University*

Scholars widely recognize ambidexterity as an essential organizational achievement to both ensure short-term rewards and long-run prosperity. Our study, through a unique combination of restricted material, archival and performance data, face-to-face interviews, and questionnaires, aims at shedding additional light on the complex ambidexterity issue. In particular, by adopting a dynamic capabilities’ antecedents perspective, we were able to reconstruct the main processes that led to contextual ambidexterity. We benefit from the privileged setting of a multinational subsidiary operating in the biotech industry: the company moved from the lowest position to the top one in only three years, according to an internal ranking on organizational climate. Our results unveil the concrete actions and operative tools that allowed the transformation to verify, evidencing both academic and managerial implications.

**Internationalization and a University’s Performance: A Dynamic Capabilities Perspective**

Sohvi Leih, *Loyola Marymount University*

U.S. universities have become increasingly internationalized. Higher education scholars have taken an interest in the internationalization of universities and explained how and why universities internationalize. Although previous research provides an important perspective on the nature of internationalization in the higher education sector, it is often studied from normative and descriptive approaches and often lacks a theoretical basis to advance knowledge in this domain. We argue that the application of strategic management techniques to the issue of internationalization of higher education provides a theoretical framework.

This study investigates the relationship between internationalization and a university’s financial health. More specifically, we postulate a mediating mechanism of dynamic capabilities underlying the relationship between internationalization orientations and performance outcomes.

**Offshoring Innovation in Countries with Weak IPR Protection**

Tung Min Hung, *Rutgers University*  
 Yi-Ju Lo, *Yuan Ze University*  
 Ming-Je Tang, *National Taiwan University*

This study examines how firms may use mechanisms other than internalization to affect their offshore outsourcing strategies in countries with weak IPR protection. Specifically, this study examines the roles of task specificity and modularity in helping a firm to deal with external hazards stemming from outsourcing innovations in a country with weak IPR protection and to secure its entry into that country. This study thus forwards the theory development of disaggregation and modularity to suggest alternative mechanisms used by firms outsourcing innovations in emerging markets. Most importantly, this study complements the traditional perspective of internalization by introducing task specificity and modularity as alternative mechanisms to protect IPR of outsourcing innovations and capture value from them when the effectiveness of using internalization to capture value decreases.

**Real Options Awareness in Multinational Firms and its Impact on Downside Risk**

Sophocles Ioulianos, *University of Cyprus*  
 Michael Leiblein, *Ohio State University*  
 Lenos Trigeorgis, *University of Cyprus*

Applications of real option theory indicate that firms endowed with growth or switching options are able to enhance performance and reduce downside risk by adapting operations to changes in inputs, cost or demand fluctuations. However, empirical evidence associating indicators of the presence of options to downside risk remains fragile and inconclusive. This paper attributes this fragility to the omission of organizational option recognition abilities highlighted by behavioral real option theory. Utilizing a novel estimation approach, we find a beneficial impact of multinational investment in growth and switch options on reducing firm downside risk in that MNEs with high awareness of real options attain better downside-risk management. With no or low levels of MROA, multinationality does not ensure lower downside risk.

**Can Real Options Shift the Commitment-Flexibility Tradeoff in International Franchising?**

Bent Petersen, *Copenhagen Business School*  
 Gabriel R G Benito, *BI Norwegian Business School*  
 Lawrence Welch, *Melbourne Business School*

The use of real options holds a potential of shifting the commitment-flexibility tradeoff towards achieving both objectives concurrently. This conceptual paper takes a closer look at whether real options can instigate such a shift. Specifically, we discuss how real options can shift the commitment-flexibility tradeoff in international franchising.

SATURDAY 14:45 – 16:00



## SESSION 845

## SHARING ECONOMY

<b>TRACK A</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	16:15 – 17:30
<b>Common Ground</b>	<b>Room</b>	C2-095

**Session Facilitator:** Robert Seamans, *New York University*

### B2C and P2P Sharing Systems: A Review of the Sharing Economy

Valentin Clemens, *University of Muenster*  
 Johann Nils Foege, *University of Muenster*  
 Stephan Nüesch, *University of Muenster*

As the development of information and communication technology facilitates cost efficient ways of sharing goods, access consumption becomes a viable alternative to ownership. Business-to-consumer (B2C) and peer-to-peer (P2P) sharing systems face enormous growth rates and put traditional business models under pressure. Hitherto, management scholars have examined motivational factors and barriers for participation, product differences, platform designs and regulatory issues. We identify, elaborate, and evaluate the key characteristics, empirical findings, and contingencies of both B2C and P2P sharing systems providing a basis of decision-making regarding platform design and strategy. The research agenda of the full article comprises a full review of the literature, a topic model, and a survey-based scenario-experiment.

### Polish Startups' Contribution for a Sharing Economy

Jan Polowczyk, *Poznan University of Economics and Business*  
 Daria Halak, *Poznan University of Economics and Business*

The purpose of this paper is to present the landscape of Polish startups and their influence on the development of a sharing economy. Information and Communication Technologies (ICT) have an important impact on socioeconomic changes. New business models applied by innovative companies support phenomenon of a sharing economy with the following diversified amenities: on-demand access to goods and services, efficient utilization of unused assets, leading to a multiplier effect such as increased employment and the rise of micro-entrepreneurship. The article consists of three chapters followed by some final remarks. The first chapter presents the phenomenon of a sharing economy. The second chapter describes the ecosystem of Polish startups. The third part presents how the Poznan agglomeration startups participate in a sharing economy processes.

### Institutional Work in Media Discourse on Discontinuous Innovation: the Case of the Sharing Economy

Florian Weber, *University of Passau*  
 Julian Lehmann, *University of Passau*  
 Lorenz Graf-Vlachy, *University of Passau*  
 Andreas Koenig, *University of Passau*

We explore how actors faced with discontinuous innovation engage in media discourse to influence future industry logics. Based on actor quotes in newspapers articles about the emerging sharing economy in the taxi and lodging industry, we induce that offensive actors aim for legitimacy by balancing attacks on existing institutions with assertions of new institutions. In contrast, defensive actors aim surprisingly rarely for legitimacy by asserting exist-ing institutions, but instead attack new institutions. Moreover, offensive actors draw on society-level legitimacy in the normative and cultural-cognitive pillars of institutions to advocate regulative changes. Conversely, defensive actors draw on field-level regulative violations to attack the underlying normative and cultural-cognitive legitimacy of new actors. Overall, preventing the emergence of new institutions may be pivotal for defensive institutional work.

### Economic Disconnect in Rural Communities: Sharing for Innovation and Growth

Anil Kumar, *Central Michigan University*  
 Stephen Tracy, *Central Michigan University*

The economic disconnect in rural communities in the United States has prevented local entrepreneurs from reaping benefits of a connected economy. Entrepreneurship ecosystems can play a critical role to address this challenge. Most of the extant research views entrepreneurship from

a regional perspective that focuses on cities rather than rural regions. This research seeks to answer the following questions: (1) what are the unique challenges that thwart the development of a connected entrepreneurial ecosystem in a rural region and (2) how can sharing of human and informational resources lead to innovation and growth in these regions? In this proposal, the first question is partially answered and we propose to share our findings on the second question at the conference.

### Open Strategy and Open Innovation in Fish Farming

Katja Maria Hydle, *IRIS*  
 Audun Iversen, *Nofima*

This paper explores different combinations and degrees of open strategy and open innovation in the industry of aquacultured salmonids. We find large differences in combinations and degrees of open strategy and open innovation within the industry. Besides inbound and outbound innovation, and internal and external strategy, we find common challenges and collaborative solutions as well as closed strategy and innovation. The paper contributes to open strategy and open innovation theorizing with a typology exposing the different conditions for openness and how they complement one another.

### Dynamics In The Competition Between Categories: New Insights from the Sharing Economy

Katia Meggiorin, *New York University*  
 Caterina Moschieri, *IE Business School*

This paper examines the effects of category spanning, i.e. organizational membership to more than one category, and audience evaluations on the intra- and inter-category competitive dynamics. Prior categories literature focused on the definition of who fits in a category, as belonging to one category gives an organization competitive advantage. We argue that category spanning and claiming categorical labels different than the those perceived by external audiences damage organizations' competitive advantage and increase the competition in the market. We analyse eight years of longitudinal data of more than 100,000 service providers active on the sharing economy platform Airbnb in the USA market. Our results show the importance of audience's interpretations, categorical ambiguity and fuzziness to our understanding of categories and competitive dynamics.

## SESSION 870

## GOVERNANCE AND CONTRACTING

<b>TRACK B</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	16:15 – 17:30
<b>Paper</b>	<b>Room</b>	C2-080

**Session Chair:** Ragnhild Silkoset, *BI Norwegian Business School*

### Governance Changes Following Contract Violations

Medha Raj, *University of Southern California*  
 Beverly Rich, *University of Southern California*  
 Kyle J. Mayer, *University of Southern California*

We examine how firms adapt their interfirm governance, specifically contract design, in the context of a previous contract violation between exchange partners. In a connected world, firms must often continue to work together even after there has been friction in the relationship. We examine how firms can work to move past contract violations by unpacking the types of violations that occur and then considering appropriate responses. Prior work has focused on initial contract design, but equally important is how firms adapt their governance in the face of intentional or unintentional contract violations. We need to understand what type of violation occurred in order to modify future contracts to maximize the chances of keeping the relationship intact.

## Deploying Price Governance and Relational Norms for Improving Cost Reduction Outcomes in Buyer-supplier Exchanges

Jon Bingen Sande, *BI Norwegian Business School*  
 Silja Korhonen-Sande, *Norwegian University of Life Sciences*  
 Sven Haugland, *Norwegian School of Economics*

Institutional economics and sociological exchange perspectives suggest that three fundamental logics exist for organizing inter-organizational relationships: Relational, formal and price-driven. A solid body of research has examined the complementarity of formal and relational logics. The governance of buyer-supplier relationships with price-driven logics remains, however, an underresearched area. Based on a survey of 305 purchasers and using an instrumental variable estimator, this study finds that market price governance increases cost reduction outcomes achieved in collaboration with the supplier. Whereas norms of information exchange complement market price governance, norms of solidarity weaken the positive effect of market price governance on cost reductions. Both strategic considerations (cost leadership strategy) and ability (relationship complexity, buyer product technology knowledge and buyer-supplier knowledge similarity) drive the use of market price governance.

## The End of Organizations? The Disruptive Impact of Blockchain Technology on Trust, Opportunism and Transactions

Ragnhild Silkoset, *BI Norwegian Business School*  
 Robert Dahlstrom, *Miami University*  
 Arne Nygaard, *Kristiania University College*

This paper discusses the potential change blockchain technology will have on social elements like trust, markets, monitoring, adverse selection, moral hazard, transaction costs and information asymmetry. The classic behavioral assumptions in organizational theory, opportunism, bounded rationality, and trust is now challenged from paradigms outside the social sciences. Blockchain technology verifies, controls, and validates information, transactions and behavior. These smart contracts disrupt the organization of transactions with a massive impact on numerous applied areas and business models.

## ★ Adaptation in Replicating Organizations: How Augmentation and Incomplete Replication Affect Unit Performance

Dimo Ringov, *ESADE Business School*  
 Haibo Liu, *University of California, Riverside*  
 Gabriel Szulanski, *INSEAD*

The replication of an established template across different locations is the main form of growth for multi-unit organizations such as Hilton, Ikea, McDonalds, or Starbucks. While individual units of such replicating organizations often make local adaptations, prior research disagrees on the general question of how such adaptations affect focal unit performance. We argue that distinguishing between incomplete replication, which consists of the omission of required template elements, and augmentation, which consists of the addition of allowed optional elements, may help reconcile existing disagreements in the literature. Using a unique dataset that tracks unit-level adaptation in a large, U.S.-based franchise organization, we find that these two types of adaptation have distinct, and often opposite, effects on a focal unit's hazard of failure.

SESSION 849

## KNOWLEDGE SOURCING AND INNOVATION

<b>TRACK C</b>	<b>Date</b>	Saturday, Jun 9
	<b>Time</b>	16:15 – 17:30
<b>Common Ground</b>	<b>Room</b>	C2-055

**Session Facilitator:** Dries Faems, *University of Groningen*

## Exploring Open Innovation Processes from a Convergence-Ecosystem Framework

Goparaju Rajan, *Indian Institute of Management, Lucknow*

The proposal takes a cross-disciplinary approach to understand the dynamics of open innovation. It incorporates social network theory, institutional theory, and ecosystem approach to develop the convergence-ecosystem framework to analyze the open innovation processes. It intends to bring clarity to the specific mechanisms of open innovation and the interplay between firm's embeddedness in convergence and institutional contexts.

## Green Innovation through Supplier Cooperation and Knowledge Sharing

August Grupp, *Sophia University*  
 Björn Frank, *Waseda University*

Based on open innovation theory, this study develops a conceptual model identifying green supplier cooperation strategies that support managers in improving green innovation performance operationalized as green product (material, post-sale use) and green process (manufacturing, recycling, transportation) performance. Survey data were obtained from 323 managers in 246 strategic business units, representing 29 different countries in Europe, Asia, and North America. The results show that green supplier sourcing, green supplier support, and inside CSR knowledge positively influence green innovation performance. In addition, a low degree of inside CSR knowledge makes green supplier sourcing highly effective but renders green supplier support ineffective, whereas a high degree of inside CSR knowledge makes green supplier support highly effective but renders green supplier sourcing ineffective.

## Open Business Model Innovation: (Re-)Considering Modularity and Network Size

Ricarda B. Bouncken, *University of Bayreuth*  
 Viktor Fredrich, *University of Bayreuth*  
 Sven M. Laudien, *University of Bayreuth*

Open innovation has become a topic of great interest for research and business practice in the last decade. However, open innovation research mainly focuses on product and process innovation, but does by now not provide insights on open business model innovation that contribute to a deeper understanding of this phenomenon and help managers to actively pursue open business model innovation with the help of alliance partners. Quantitative results reveal that modularity drives business model innovation in alliances. We find an inverted U-shape relation between modularity and open business model innovation for varying network sizes.

## Sharing and Exchanging Knowledge for Innovative Future Scenarios

Regina Gattringer, *Johannes Kepler University*  
 Melanie Wiener, *Johannes Kepler University*  
 Philipp Kranewitter, *Johannes Kepler University*

Interfirm collaborations can also be an effective way to exchange and generate knowledge on future developments. However, not every external collaboration becomes a success and adds value to the participating companies. Research results in the field of open innovation and strategic alliances show that the selection of suitable partners is one key success factor and that partner selection criteria vary – depending on the type of strategic alliance (contingency approach). The objective of this study is to identify suitable partner selection criteria for collaborative open foresight projects which aim to inspire discontinuous innovations.



## The Curse of Knowledge—When Positive Knowledge Turns Negative

Dirk Martignoni, *University of Lugano*

There is much consensus that knowledge is an important and valuable resource in many industries. In the context of organizational choice and decision-making, knowledge is valuable because it allows firms to make informed and better choices. This should be true for both positive (“knowing what does work”) and negative (“knowing what does not work”) knowledge. Using an n-armed bandit model, we demonstrate that positive knowledge sometimes has negative implications on the efficacy of subsequent learning. We also identify conditions under which positive knowledge is more valuable than negative knowledge (and vice versa).

## Managing Knowledge Portfolios: The Creation and Combination of Knowledge

Nachiket Bhawe, *North Carolina State University*  
Beverly Tyler, *North Carolina State University*

While theory suggests that processes that undergird knowledge creation differ from those that result in knowledge combination, little empirical research has investigated the mediating micro-foundations of knowledge portfolios that connect human capital to product portfolio performance. Linking detailed data on firms’ human capital across project teams with their knowledge portfolios, we find that both depth and breadth of specialized firm experience positively affects the performance of their product portfolio. The effect of deep specialized human capital experience on performance is, as expected, mediated through the re-use and combination of existing knowledge, although it has a marginal negative effect on the generation of new knowledge. Also, as expected, the impact of broader, more diverse experience on performance is mediated through the creation of new knowledge.

SESSION 860

## INNOVATION AND GLOBAL STRATEGY

TRACK D	Date	Saturday, Jun 9
	Time	16:15 – 17:30
	Room	C2-005

Session Chair: Wolfgang Sofka, *Copenhagen Business School*

## Dispersed Innovation, Corporate Strategy, and Innovation Performance

Tung Min Hung, *Rutgers University*  
Yi-Ju Lo, *Yuan Ze University*  
Ming-Je Tang, *National Taiwan University*

This study argues that the returns from dispersed innovation are related to benefits and costs associated with the degree of dispersion and time horizon. This association might be captured in an inverted S-shaped curve distributed to three stages. At Stage 1, innovation performance increases with increasing dispersion. At Stage 2, performance begins to decrease because potential gains from dispersion can be overshadowed by increased cost of coordinating multiple activities across multiple locations. At Stage 3, performance resumes increasing returns at higher levels of dispersion since firms continue learning and redirect managerial attention to highly dispersed innovation. Moreover, this study goes further to explore the contingent value of a corporate-wide offshoring strategy in dispersion and provides explanation of why some firms have higher innovativeness than others.

## Building Connections with the State: How Do Political Connections Shape Corporate Innovation?

Jyun-Ying Fu, *National Chengchi University*

This study adopts an attention-based view to analyze the role of corporate political connections in corporate innovation. This proposal argues that building political connections with a powerful social actor such as the state may divert CEOs’ attention from corporate long-term strategies. This proposal exploits one regulatory change that requires politically connected directors to resign in Chinese publicly listed firms in 2013. Using a sample of Chinese listed firms from 2010 to 2016, this proposal employs a propensity score matching and a difference-in-differences research design to examine the effects of political connections on R&D expenses, and finds that such exogenous reduction in political connections improves firm innovation activities by redirecting CEOs’ attention to corporate innovation. This proposal provides a novel perspective on political connections and innovation.

## Social Intrapreneurship in International Organizations in the Digital Age

Tina Ambos, *University of Geneva*  
Katherine Tatarinov, *University of Geneva*

Intrapreneurship is not only a useful mechanism to generate innovation in the for-profit context, but also an important driver of social innovation. Yet, there is a dearth of research on social intrapreneurship within large complex organizations. In the age of digitalization, international organizations (IOs), such as the United Nations, are struggling to inspire intrapreneurial behavior and it remains a challenge to recognize how locally embedded initiatives can be scaled for global use. This research aims to understand the context of intrapreneurial initiatives in IOs and the role of digital technology. Based on insights from eight cases of bottom-up initiatives in IOs, we develop a framework to distinguish different types of initiatives, suggest dimensions to evaluate their impact, and propose a research agenda.

## Dynamic Capabilities for Hire: How Prior Entrepreneurial Experience of MNC Subsidiary Management Affects Performance

Andreas Distel, *Copenhagen Business School*  
Wolfgang Sofka, *Copenhagen Business School*  
Pedro de Faria, *University of Groningen*  
Miguel Torres Preto, *University of Lisbon*  
António Sérgio Ribeiro, *University of Lisbon*

The importance of resource combination and reconfiguration for subsidiary success has been emphasized in prior international business literature. However, an understanding of how multinational corporations (MNCs) can build capabilities to perform these resource transformations effectively over time at the subsidiary-level has remained largely underdeveloped. To address this shortcoming, we integrate insights from dynamic capability theory into models from MNC subsidiary management and propose that subsidiaries can develop dynamic capabilities by hiring managers with entrepreneurial experience. We argue that human capital acquired through entrepreneurial experience can be valuable outside of the organizational context of start-ups and hypothesize that MNC subsidiaries with managers that possess entrepreneurial experience will have higher performance. We test and support this hypothesis using longitudinal employer-employee data for 50,866 MNC subsidiaries in Portugal.

## A

Abolfathi, Niloofar – 7, 32  
 Aguilera, Ruth – 18, 28  
 Ahn, Yoojung – 26  
 Allen, Joel – 33  
 Ambos, Tina – 7, 37  
 Amit, Raffi – 12  
 Anand, Jay – 31  
 Ananthram, Subramaniam – 27  
 Andersson, Ulf – 7

## B

Balasubramanian, Natarajan – 13  
 Barner-Rasmussen, Wilhelm – 27  
 Bauer, Alice – 7, 12  
 Benito, Gabriel R G – 3, 7, 28, 34  
 Bergan, Jeanett – 18  
 Beukel, Karin – 18  
 Bhawe, Nachiket – 37  
 Birkinshaw, Julian – 16  
 Bouncken, Ricarda B. – 28, 36  
 Bridoux, Flore – 13  
 Bygballe, Lena Elisabeth – 7, 21

## C

Cancellieri, Giulia – 33  
 Caner, Turanay – 24  
 Capape, Javier – 18  
 Cheah, Sarah – 22  
 Cirjevskis, Andrejs – 23  
 Ciulli, Francesca – 13  
 Clemens, Valentin – 35  
 Cohen, Susan – 24  
 Colman, Helene Loe – 7  
 Crews, Marcus – 12  
 Crocker, Alia – 26  
 Cummins, Valerie – 21

## D

Dagnino, Giovanni Battista – 7, 25, 31  
 Dahlstrom, Robert – 36  
 De Silva, Diana Marie – 14  
 Di Toma, Paolo – 13  
 Distel, Andreas – 37  
 Dushnitsky, Gary – 7, 13, 29  
 Dutt, Nilanjana – 23

## E

Elter, Frank – 17, 25

## F

Faems, Dries – 7, 14, 20-21, 31, 36  
 Fernandes, Cristina – 14  
 Fjeldstad, Øystein – 15, 20  
 Folta, Timothy – 22  
 Fox, Paul – 25  
 Frank, Björn – 36  
 Fu, Jyun-Ying – 37

## G

Gambardella, Alfonso – 11, 29  
 Gattringer, Regina – 36  
 Geletkanycz, Marta – 25  
 Gerwe, Oksana – 13, 32  
 Ghosh, Anindya – 33  
 Gilbert, Brett Anitra – 7, 12, 32  
 Godsiff, Phil – 21  
 Gooderham, Paul – 25  
 Graebner, Melissa – 21  
 Graf-Vlachy, Lorenz – 35  
 Greve, Henrich R. – 29  
 Groggaard, Birgitte – 7, 34  
 Græslie, Lisa S. – 24  
 Gueldenberg, Stefan – 20  
 Guo, Bing – 34  
 Gustafsson, Magnus – 32

## H

Hamann, Thomas K. – 20  
 Hansen, Morten – 16  
 Hellström, Magnus – 32  
 Hetu, Martin – 7, 23  
 Honore, Florence – 24  
 Huang, Peiyuan – 24  
 Hung, Tung Min – 34, 37  
 Hwang, Yong-Sik – 25  
 Hydle, Katja Maria – 7, 35

## I

Ibrahim, Amalina – 27

## J

Jabeen, Fauzia – 23  
 Jin, Jun – 13

## K

Kano, Liena – 17  
 Kendall, Annette – 27  
 Khanagha, Saeed – 19-20, 26  
 Kim, Jongwook – 14  
 Klein, Peter – 23-24, 27  
 Koenig, Andreas – 35  
 Kok, Holmer – 7, 21  
 Kolbjørnsrud, Vegard – 7, 20  
 Korhonen-Sande, Silja – 36  
 Kranewitter, Philipp – 36  
 Kumar, Anil – 35  
 Kyprianou, Christina – 25

## L

Larsen, Marcus Møller – 7, 17  
 Laudien, Sven M. – 28, 36  
 Lavie, Dovev – 7, 14, 29, 31  
 Leiblein, Michael – 25, 34  
 Leih, Sohvi – 26, 34  
 Lein-Mathisen, Kimberly – 16  
 Levine, Sheen S – 7, 12  
 Li, Haiyang – 23

Liu, Haibo – 9, 36  
 Lombardo Gava, Noelia – 32  
 Ludviga, Iveta – 21  
 Lunnan, Randi – 3-4, 7

## M

Makarevich, Alex – 26  
 Manning, Stephan – 7, 9, 13, 17  
 Mao, Yunshi – 23  
 Martignoni, Dirk – 37  
 Mayer, Kyle J. – 27, 35  
 McElheran, Kristina – 32  
 Meggiorin, Katia – 7, 20, 35  
 Memar, Noushan – 25  
 Meyer, Tim – 9, 12  
 Mindruta, Denisa – 23  
 Mors, Marie Louise – 16  
 Musarra, Giuseppe – 27  
 Myrberger, Johan – 19

## N

Nenonen, Suvi – 23, 33  
 Nguyen, Nhien – 24  
 Nygaard, Arne – 36

## O

Ott, Timothy – 7, 20  
 Oviedo, Luciano C. – 19

## P

Pandza, Krsto – 19-20, 26  
 Paraskevopoulou, Evita – 34  
 Parente, Ronaldo – 7, 30  
 Park, Kyung Min – 28  
 Paz-Aparicio, Carmen – 22  
 Pedersen, Torben – 7, 11, 17, 22, 25  
 Pershina, Raissa – 20  
 Petersen, Bent – 7, 34  
 Pistilli, Luca – 34  
 Ploog, Joe – 9, 24  
 Plotnikova, Anna – 20  
 Polowczyk, Jan – 35  
 Posen, Hart – 24  
 Putra, Fathiro – 26

## Q

Qiu, Xinlu – 27

## R

Rademaker, Linda – 7, 31  
 Rajan, Goparaju – 36  
 Reuber, Becky – 25  
 Rich, Beverly – 7, 35  
 Rietveld, Joost – 9, 20, 24  
 Ringov, Dimo – 7, 9, 33, 36  
 Rivas, Luz – 27  
 Rygh, Asmund – 22

## S

---

Sales Cavalcante, Heraldo – 19, 30  
 Samant, Shantala – 14  
 Sande, Jon Bingen – 36  
 Santamaria Sánchez, Lluís – 34  
 Santamaria, Simone – 32  
 Santangelo, Grazia – 7, 17  
 Sasson, Amir– 3-4  
 Schotter, Andreas– 30  
 Seamans, Robert – 20, 35  
 Silkoset, Ragnhild – 35-36  
 Silva, Rosario – 7, 13, 32  
 Snow, Charles – 7, 13, 15, 21  
 Sofka, Wolfgang – 7, 23, 37  
 Somsing, Autcharaporn – 22  
 Soppe, Birthe – 20  
 Stettner, Uriel – 14  
 Stofberg, Nicole – 13  
 Storbacka, Kaj – 23  
 Swärd, Anna – 7, 21

## T

---

T M, Arun – 33  
 Tang, Yi – 33  
 Tatarinov, Katherine – 37  
 Tee, Richard – 12  
 Tracy, Stephen – 35  
 Tsuchihashi, Rikiya – 20  
 Tsui-Auch, Lai-Si – 28  
 Tyler, Beverly – 33, 37

## U

---

Uhrdin, Adam – 26

## V

---

Valentino, Alfredo – 22  
 Vasudeva, Gurneeta – 18  
 Verdin, Paul – 21

## W

---

Wallin, Johan – 32  
 Wang, Jing – 23  
 Wood, Geoff – 18  
 Worren, Nicolay – 21  
 Wu, Andy – 7, 26  
 Wuebker, Robert – 7, 12, 27

## Y

---

YANG, JunJie – 28  
 Yan, Yan – 14  
 Yoneyama, Shigemi – 22

## Z

---

Zhang, Cyndi Man – 29  
 Zhang, Yan Anthea – 9, 26  
 Zhang, Yaomin – 9, 13  
 Zilja, Flladina – 28  
 Zott, Christoph – 11-12  
 de Faria, Pedro – 21, 37

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the Era of  
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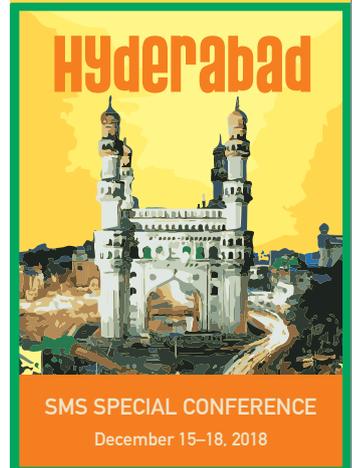
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