

# Newsletter

## Corporate Strategy Interest Group



Fall 2020

### Letter from the Leadership

Dear Members of the Corporate Strategy IG:

We are looking forward to a great conference—though with mixed feelings given its virtual nature this year. Please read this newsletter for an overview of all of our Corporate Strategy sessions, as prepared by Program Chair Metin Sengul, Associate Program Chair Tony Tong, and the Representatives-at-Large. We would like to thank each of our Representatives-at-Large for their important and impressive work.

In particular, we want to make you aware of our IG's three cool pre-conference sessions:

**Session 1632 - Corporate Strategies of Platform-Based Businesses: Scale, Scope, and Organization** with Gary Dushnitsky, Connie Helfat, Tobias Kretschmer, and PK Toh (organized by Anparasan Mahalingam and Tony Tong)

**Session 1633 - Corporate Adjustment** with Nick Argyres, Tim Folta, Joe Mahoney, and Brian Wu (organized by Sandra Corredor)

**Session 1642 - Mergers and Acquisitions: New Research Insights** with Tuhin Chaturvedi, Guoli Chen, Emilie Feldman, Samina Karim, and Carmen Weigelt (organized by Yu Zhang)

In addition, you are invited to the **Corporate Strategy Interest Group Business Meeting and Social Event** at the (Virtual) Annual Conference. Join your colleagues on the virtual conference platform on Wednesday, October 14, 2020, 14:45 - 16:15 UTC / 15:45 - 17:15 WET / 10:45 -12:15 EST. We will discuss initiatives within the Corporate Strategy IG, announce the winner of the SMS Corporate Strategy IG Best Paper award, and have a chance to catch up in this unusual year. We hope you can join us!

Moreover, we invite all IG members to vote in the upcoming elections of new IG leaders. We have eight excellent candidates and the online ballot with instructions will be sent to all IG members on November 1<sup>st</sup>.

Thanks again to all who completed reviews. Your efforts are acknowledged in this newsletter.

We look forward to seeing you soon!

Mario, Metin, and Tony

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# SMS 2020 Virtual Corporate Strategy Pre-Conference Program

## Pre-Conference IG Session Highlights

Please join us for these exciting pre-conference (virtual) interest group activities!

1. **Monday, October 19, 2020, 15:00 - 16:00 UTC / 16:00 - 17:00 WET / 11:00 - 12:00 EST, Session 1632:**

### **Corporate Strategies of Platform-Based Businesses: Scale, Scope, and Organization**

This session aims to link together emerging research on platform businesses and classic corporate strategy research on firm scale, scope and organization, two important streams of work that have remained largely independent despite the close connection between them. The panelists will address several salient topics at the intersection of the two streams, including business scope of platform companies, scale of platform businesses, relationship between scale and scope, and organization and governance of the multilateral relationships within and across platforms. The session will highlight many ways in which classic corporate strategy research can enhance our understanding about the emerging platform phenomenon, and how it can be expanded by incorporating some of the distinctive features of this new organizational form.

#### **Session Leaders:**

- Amparasan Mahalingam, *Purdue University*
- Tony Tong, *University of Colorado, Boulder*

#### **Panelists:**

- Gary Dushnitsky, *London Business School*
- Constance Helfat, *Dartmouth College*
- Tobias Kretschmer, *LMU Munich*
- PuayKhoon Toh, *University of Texas at Austin*

**2. Tuesday, October 20, 2020, 15:00 - 16:00 UTC / 16:00 - 17:00 WET / 11:00 - 12:00 EST, Session 1642:**

**Mergers and Acquisitions: New Research Insights**

Can we still find novel research ideas in M&A related research? This panels assembles leading scholars on corporate strategy to share their new research insights on M&A related research, such as: 1) new ways to enhance M&A integration and synergy; 2) non-market stakeholder synergies in M&A; 3) CEO contract design and M&A behavior; and 4) how post-merger integration may influence future technological & innovative directions.

**Session Leader:** Yu Zhang, *China Europe International Business School*

**Panelists:**

- Tuhin Chaturvedi, *Tulane University*
- Guoli Chen, *INSEAD*
- Emilie Feldman, *University of Pennsylvania*
- Samina Karim, *Northeastern University*
- Carmen Weigelt, *Tulane University*

**3. Friday, October 23, 2020, 16:30 - 17:30 UTC / 17:30 - 18:30 WET / 12:30 - 13:30 EST, Session 1633:**

**Corporate Adjustment**

Corporations often need to adjust their resource bundles in response to factor and product market shocks (e.g., changes in input prices, product and process innovation, and demand). Strategic Management research has underscored the importance of internal resources, organizational structures, and relationships with external partners to explain comparative adjustment costs between organizations. With the recent market shock generated by the global pandemic, it is a good time to take stock of what we have learned about corporations adjusting from one position to another. Understanding how firms can overcome inertia and adjust to new factor and product market positions can help us understand the tradeoffs that corporations are currently facing. In this panel, we seek to outline major determinants of adjustment costs, followed by a discussion on approaches to accelerate corporate adjustment.

**Session Leader:** Sandra Corredor, *University of Connecticut*

**Panelists:**

- Nicholas Argyres, *Washington University in St. Louis*
- Timothy Folta, *University of Connecticut*
- Joseph Mahoney, *University of Illinois at Urbana-Champaign*
- Brian Wu, *University of Michigan*



## **SMS 2020 Virtual Corporate Strategy Pre-Conference Workshop**

Interest Group and Community Workshops will be held from Monday, October 19 until Saturday, October 24, 2020 as a part of the SMS 40th Annual Conference. The Corporate Strategy IG co-sponsors the following exciting (virtual) pre-conference workshop!

**Saturday, October 24, 2020, 15:00 - 18:00 UTC / 16:00 - 19:00 WET / 11:00 - 14:00 EST**

### **Creating and Sustaining Competitive Advantage in a Disruptive World: Paper Development Workshop**

The Entrepreneurship and Strategy, Competitive Strategy, Cooperative Strategy, Corporate Strategy, and Knowledge and Innovation Interest Groups are pleased to offer a virtual joint research-focused paper development workshop, themed ‘Creating and Sustaining Competitive Advantage in a Disruptive World, on Saturday, October 24, 2020, from 15:00 - 18:00 UTC / 16:00 - 19:00 WET / 11:00 - 14:00 EST. The workshop to be held virtually is open to all levels while prioritizing advanced doctoral students and junior faculty.

At the SMS 40th Annual Conference, the strategic management research community is poised to take stock of the changes from the last two decades of the digital revolution and then consider what the future holds and how firms can cope with a disrupted and disruptive world. As firms navigate their fast-changing environments, strategy scholarship has come to pay growing attention to the new ways in which firms organize, collaborate, and compete to achieve sustainable competitive advantage, as well as how entrepreneurial entrants with novel business models disrupt traditional notions of competitive advantage. Critical questions in this space include (but are not limited to):

- How has the shift away from hierarchy toward networks and away from industries toward ecosystems and platform-based organizations altered the competitive, cooperative, and corporate strategies followed by firms?
- What are the new forms of collaborative and interfirm arrangements in response to the rapidly changing technological and business landscape? How are these relationships governed? What are the sources of value creation from these relationships?
- What new competitive interactions between firms are being introduced because of disruptive change, and how have successful firms managed them?
- How have digital technologies such as AI and blockchain-enabled new entrants to create and capture value and, therefore, disrupt incumbent firms? How do entrepreneurs with disruptive business models enter the market? What are the implications of disruption and digitalization for the traditional boundaries of industries and firms? How do these changes influence the technology and product scope choices of firms?



Our workshop seeks to explore these and similar questions through a virtual interactive discussion and in-depth breakout sessions that bring together a variety of perspectives across diverse strategy communities. This virtual workshop will include both panel discussions and breakout sessions. For the panel portion, faculty panelists will briefly discuss the state of the field and new research directions. The panel will also address opportunities for publishing research on these issues in top-tier management journals. The second portion of the session will involve virtual breakout session(s) where participants can gain personalized feedback on their research from faculty panelists.

**Sponsored by:** Cooperative Strategies, Competitive Strategy, Corporate Strategy, Entrepreneurship & Strategy, and Knowledge & Innovation Interest Groups.

**Organized by:** Elisa Alvarez-Garrido, Ram Ranganathan, Nan Jia, Turanay Caner, Arkadiy Sakhartov, Douglas Hannah, and Elizabeth Altman.

**Panelists:** Olivier Chatain, Gary Dushnitsky, Jaideep Anand, Devi Gnyawali, John Prescott, Jeffrey Reuer, Francisco Polidoro Junior, Brian Wu, Martin Ganco, Ravi Madhavan, and Yue Maggie Zhou.

**Online Workshop:** SMS Workshops will be hosted on the virtual conference platform. Workshops are included in the cost of registration for the SMS 40th Annual Conference. The application deadline to this workshop was **September 2, 2020**.



## SMS 2020 Virtual Corporate Strategy Conference Program

**Monday, October 26, 12:00-13:00  
UTC / 12:00-13:00 WET / 8:00-9:00  
EST (Session 1683)**

### ***Value Creation and Value Capture***

Session leader: Daniel Sands, *New York University*

### **A Value-based Perspective on Resource Bundling with Frictions**

Andrew Boysen, *University of North Carolina at  
Chapel Hill*

### **Ecosystem Bottleneck Evolution and Value Creation in the Online Video Ecosystem**

Jungyoon Jang, *University of Pittsburgh*  
John Prescott, *University of Pittsburgh*

### **The Role of Third Parties in Value Creation and Capture**

Daniel Sands, *New York University*

### **Technology Overlap, Target Firm Technology Clockspeed, and Industry Growth Rate on Acquisition Premium**

Jianan Li, *University of Texas at Dallas*  
Jung H. Kwon, *University of Texas at Dallas*

**Monday, October 26, 13:45-14:45  
UTC / 13:45-14:45 WET / 9:45-10:45  
EST (Session 1660)**

### ***Corporate Venture Capital***

Session leader: Ravi Madhavan, *University of  
Pittsburgh*

### **Can CVC Investment Facilitate Acquisition of Ventures in Distant Technological Domains?**

Zhuo Chen, *American University*  
Yan Anthea Zhang, *Rice University*

### **How Target Inter-organizational Relationships Influence Innovation in Technology Acquisitions: A Signaling Perspective**

Huma Javaid, *University of Bath*  
Panos Desyllas, *University of Bath*  
Orietta Marsili, *University of Bath*

### **It Is a Networking Game: Performance Implications of CVCs' Social Capital**

David Eckardt, *Otto-von-Guericke University  
Magdeburg*

### **Learning to Let Go: What Drives Investment Termination in Corporate Venture Capital?**

Peiyuan Huang, *University of Pittsburgh*  
Ravi Madhavan, *University of Pittsburgh*



**Tuesday, October 27, 12:00-13:00  
UTC / 12:00-13:00 WET / 8:00-9:00  
EST (Session 1656)**

***Performance of Mergers and  
Acquisitions***

Session leader: Donald Bergh, *University of Denver*

**Completion CAR and the Long-Term  
Performance of M&As**

Gonzalo Molina-Sieiro, *Florida State University*  
David King, *Florida State University*  
Katia Galdino, *Georgia Southern University*

**Does M&A Deal Heterogeneity Matter for Deal  
Performance? A Contingency Approach to M&A  
Performance**

Uma Urs, *Oxford Brookes University*  
Duncan Angwin, *University of Nottingham*  
Ioannis Thanos, *Athens University of Economics and  
Business, Greece*  
Naagush Appadu, *City University London*

**Information Asymmetry, Acquisitions and Post-  
Acquisition Performance**

Donald Bergh, *University of Denver*  
Ronan Powell, *University College Dublin*  
Yang Zhao, *University College Dublin*

**Common Institutional Owners and Mergers and  
Acquisitions Outcomes**

Fan Xia, *Rennes School of Business*

**Tuesday, October 27, 13:45-14:45  
UTC / 13:45-14:45 WET / 9:45-10:45  
EST (Session 1653)**

***Platforms: Scope and Competitive  
Dynamics***

Session leader: Bilgehan Uzunca, *ESADE*

**Disentangling the Impact of Platform Sponsor's  
Scope on Platform Growth**

Ramya Murthy, *York University*  
Moren Levesque, *York University*

**Platform Scope Choices and Ecosystem  
Heterogeneity: A Configurational Approach**

Ramya Murthy, *York University*  
Anoop Madhok, *York University*

**Value Creation and Capture in Platform Business  
Models: An Information-Theoretic Perspective**

Anparasan Mahalingam, *Purdue University*  
Richard Makadok, *Purdue University*

**Rivalry Restraint via Selective Interference: How  
Common Ownership Limits Firms' Competitive  
Advantage in Platform Markets?**

Bilgehan Uzunca, *ESADE*  
Kubilay Cirik, *Louisiana State University*  
Umit Ozmel, *Purdue University*

**Tuesday, October 27, 13:45-14:45  
UTC / 13:45-14:45 WET / 9:45-10:45  
EST (Session 1661)**

***Dynamic Capabilities and  
Diversification***

Session leader: Julia Bodner, *INSEAD*

**Employee Redeployment in Diversified Firms:  
Intra- vs. Intertemporal Economies of Scope**

Julia Bodner, *INSEAD*

**Portfolio Dynamism Heterogeneity and Firm  
Performance - Industry Dynamism as a Novel  
Dimension of Relatedness**

Martin Weiss, *Vlerick Business School*  
Carine Peeters, *Vlerick Business School*

**The Role of Corporate Diversification in Resource  
Allocation Adjustments of Multi-Business Firms**

Niklas Lindlbauer, *University of Cambridge*  
Yasemin Kor, *University of Cambridge*

**The Transmission of Economic Shocks in Multi-  
Divisional Firms: A Capabilities-Based View**

Timo Sohl, *Universitat Pompeu Fabra (UPF)*  
Brian McCann, *Vanderbilt University*  
Govert Vroom, *IESE Business School*



**Wednesday, October 28, 12:00-13:00  
UTC / 12:00-13:00 WET / 8:00-9:00  
EST (Session 1666)**

***(Re)allocation of Resources within  
Firms***

Session leader: Kalin Kolev, *Marquette University*

**Dynamic Capital Reallocation in Internal  
Markets within Multi-Business Firms: Flexible  
Redeployment or Cross-Subsidization?**

Timothy B Folta, *University of Connecticut*

Pilar Velasco, *Autonoma University of Madrid*

**The Performance Effects of Internal Resource  
Redeployment versus External Resource Sourcing**

Teresa Antonia Dickler, *IE Business School*

Dmitry Sharapov, *Imperial College London*

**CEOs' Resource-scarcity Experience and Firm  
Innovation**

Jianan Li, *University of Texas at Dallas*

**The Post-Acquisition Redeployment of Intangible  
Resources: Evidence from Patent Data in the  
Medical-Device Industry**

Louis Mulotte, *Tilburg University*

Martin C. Goossen, *Old Dominion University*

**Wednesday, October 28, 13:45-14:45  
UTC / 13:45-14:45 WET / 9:45-10:45  
EST (Session 1678)**

***Sensemaking and Cognitive Skills***

Session leader: Sheen S Levine, *University of Texas  
at Dallas*

**How Do CEOs Make Strategy?**

Mu-Jeung Yang, *University of Utah*

Michael Christensen, *Harvard University*

Nicholas Bloom, *Stanford*

Jan Rivkin, *Harvard University*

Raffaella Sadun, *Harvard University*

**The Growth of Strategic Cognitive Skills**

Sheen S Levine, *University of Texas at Dallas*

Felix Mauersberger, *University of Bonn*

**Love Self so Shoot High? CEO Narcissism and  
Firm Competitive Actions Toward Industry  
Leaders**

Tessa Recendes, *Pennsylvania State University*

Wenpin Tsai, *Pennsylvania State University*

**A Blessing in Disguise: Implementing Exploration  
in an Exploitation-Driven Financial Services  
Provider to Become Ambidextrous**

Christopher Schumacher, *University of St. Gallen*

Peter Maas, *University of St. Gallen*

**Wednesday, October 28, 13:45-14:45  
UTC / 13:45-14:45 WET / 9:45-10:45  
EST (Session 1671)**

***Industry Dynamics, Rivalry, and  
Corporate Strategy***

Session leader: Sandra Corredor, *University of  
Connecticut*

**Impact of Dominant Logic on Dynamic Capability  
Deployment – Investigating the Role of Industry  
Dynamism**

Yuan Gao, *Torrens University, Australia*

Siggi Gudergan, *University of Waikato*

Nidhida Lin, *Macquarie University*

**Acquisitions and Bandwagon Effects: The Effects  
of Acquisition Timing on Target Premium,  
Quality and Performance**

Toby X. Li, *Texas A&M University*

Cynthia E Devers, *Texas A&M University*

**Corporate Strategy and Firm Differentiation:  
Evidence from Divestitures and Acquisitions**

Eva Christina Herbolzheimer, *University of Illinois  
at Urbana-Champaign*

Sandra Corredor, *University of Connecticut*

**Increasing Overlap in Institutional Ownership  
and the Direction of Corporate Innovation**

Michael Blomfield, *University of Massachusetts,  
Amherst*





**Thursday, October 29, 12:00-13:00  
UTC / 12:00-13:00 WET / 8:00-9:00  
EST (Session 1662)**

***Vertical Scope***

Session leader: Youtha Cuypers, *NOVA University Lisbon*

**When Suppliers Invest in Relationship-Specific Innovation: Evidence from a Natural Experiment in Customer Takeover Protection**

Yuping Li, *University of Colorado, Boulder*  
Tony Tong, *University of Colorado, Boulder*

**Vertical Collaboration and Product Development: Creativity and Coordination Effects in the Korean TV Industry**

Yongwook Paik, *KAIST College of Business*  
Yujin Kim, *Sogang University*  
Evan Rawley, *University of Minnesota*

**When Production Outsourcing Hurts a Firm's Capability to Create Value from Product Innovations**

Stefan Naef, *ETH Zurich*  
Mathias Beck, *ETH Zurich*  
Martin Woerter, *ETH Zurich*  
Stephan Wagner, *ETH Zurich*

**The Impact of M&As on Supplier-Buyer Tie Continuation**

Youtha Cuypers, *NOVA University Lisbon*  
Xavier Martin, *Tilburg University*

**Thursday, October 29, 13:45-14:45  
UTC / 13:45-14:45 WET / 9:45-10:45  
EST (Session 1651)**

***New Perspectives on Corporate Strategy***

Session leader: Marco Giarratana, *IE Business School*

**Corporate Defection**

Olivier Chatain, *HEC Paris*  
Camille Doche, *HEC Paris*  
Emilie Feldman, *University of Pennsylvania*

**Why Multi-Business Corporations Split: An Integrative Evolutionary Perspective on CEO Strategizing**

Robert Burgelman, *Stanford University*  
Yuliya Snihur, *Toulouse Business School*  
Llewellyn Thomas, *Ramon Llull University - LaSalle*

**Secrecy on Diversification and Trademark Protection**

Marco Giarratana, *IE Business School*  
Elvira Scarlat, *IE Business School*

**Managing Technical Coherence and Institutional Conformity in Acquisitions**

Rui Yang, *University of California, Riverside*

**Thursday, October 29, 13:45-14:45  
UTC / 13:45-14:45 WET / 9:45-10:45  
EST (Session 1829)**

***CSR***

Session leader: Esther Leibel, *Boston University*

**Adverse/Propitious Selection, Moral Hazard and Strategic Use of Corporate Social Responsibility as Insurance**

Yung-Ming Shiu, *National Chengchi University*  
Ariana Chang, *Fu Jen Catholic University*

**Effect of Consistent and Inconsistent Feedback on Corporate Social Responsibility (CSR) and Irresponsibility (CSI)**

Nishant Kathuria, *University of Texas at Dallas*

**Towards a Dynamic Perspective on Competition and Fraudulent Behavior – Experimental Evidence**

Viktoria Judith Salomon, *LMU Munich*  
Constantin Meyer, *LMU Munich*  
Marco Kleine, *Max Planck Institute for Innovation and Competition*

**Beyond Field Configuring Events—Exploring the Dynamics of Field Formation at the National and Local Levels**

Esther Leibel, *Boston University*



**Friday, October 30, 12:00-13:00 UTC  
/ 12:00-13:00 WET / 8:00-9:00 EST  
(Session 1654)**

***Organizational Structure and  
Corporate Strategy***

Session leader: Philipp Meyer-Doyle, *INSEAD*

**Searching Without & Within: R&D  
Centralization and Knowledge Search in Strategic  
Alliances**

Kun Zhang, *Peking University*  
Sandip Bisui, *University of Colorado, Boulder*  
Jeffrey Reuer, *University of Colorado, Boulder*

**A Multi-Level Organizational Perspective on the  
Role of HQ in Cross-Unit Collaboration**

Jeremy Nurse, *MASSY GROUP*

**Component Complexity, Situated Attention of  
Decision-makers and Implementation of  
Outsourcing**

Magdalena Dobrajaska, *Carlos III University of  
Madrid*

**Integrated Autonomy: Successful Collaboration  
Post Technology Acquisitions**

Chris Bingham, *University of North Carolina at  
Chapel Hill*  
Koen Heimeriks, *University of Warwick*  
Philipp Meyer-Doyle, *INSEAD*

**Friday, October 30, 13:45-14:45 UTC  
/ 13:45-14:45 WET / 9:45-10:45 EST  
(Session 1682)**

***Entry, Spinoffs, and Corporate  
Strategy***

Session leader: James McGlinch, *The Wharton  
School*

**Transition Services Agreements (TSAs) and  
Corporate Spinoffs**

Emilie Feldman, *University of Pennsylvania*  
James McGlinch, *The Wharton School*

**External Complementary Assets, Technical  
Strength and Business Expansion into New  
Adjacent Markets**

Siddharth Natarajan, *Chinese University of Hong  
Kong*  
Ishtiaq Mahmood, *National University of Singapore*  
Will Mitchell, *University of Toronto*

**The Impact of Policy Availability on Wind  
Turbine Manufacturers' Novel Market Entry**

Holmer Kok, *Stockholm School of Economics*  
Nora Balogh, *University of Liverpool*

**Rumelt (1991) Revisited: Does Industry Really  
Matter More Than Corporate?**

Ming zhu Wang, *Washington University in St. Louis*



## SMS 2020 Virtual Corporate Strategy Reviewers

Many thanks to those Corporate Strategy IG members who served as reviewers for the Virtual Conference! The reviewers in our IG included:

Mayank	Aggarwal	Robert	Grant	Ilaria	Orlandi
Todd	Alessandri	Orhun	Guldiken	Lingling	Pan
Luís	Almeida Costa	Srinivas	Gunta	Sun Hyun	Park
Nicholas	Argyres	Kathryn	Harrigan	Martina	Pasquini
Asli Musaoglu	Arikan	Joseph	Harrison	Seemantini	Pathak
Ilgaz	Arikan	Olga	Hawn	Oleg	Petrenko
Krishna Kumar	Balaraman	Eva Christina	Herbolzheimer	Roberto	Ragozzino
Alicia	Barroso	Ying-Ying	Hsieh	Evan	Rawley
Donald	Bergh	Timothy	Hubbard	Patrick	Reinmoeller
Heather	Berry	Dinesh	Iyer	Joan E	Ricart
Olivier	Bertrand	Sharon	James	W Glenn	Rowe
Marie-Ann	Betschinger	Seung-Hwan	Jeong	Mohamad	Sadri
Emanuele L. M.	Bettinazzi	Matthew	Josefy	Arkadiy	Sakharov
Santanu	Bhadra	Amit	Karna	Mario	Schijven
Ajay	Bhaskarabhatla	Nikolaos	Kavadis	Karen	Schnatterly
Navneet	Bhatnagar	Apalak	Khatua	Matthew	Semadeni
Daniel	Blake	Jason	Kiley	Metin	Sengul
Philip	Bromiley	June-Young	Kim	Jennifer	Sexton
Rhett	Brymer	David	King	Katsuhiko	Shimizu
Richard	Burton	Kalin	Kolev	Andrew	Shipilov
Barbara	Carlin	Yasemin	Kor	Rosario	Silva
Christina	Carnes	S Pavan	Kumar	Charles	Snow
Xavier	Castaner	Nandini	Lahiri	Vipin	Sreekumar
Carmelo	Cennamo	Anna	Lamin	Varnita	Srivastava
Saikat	Chaudhuri	Bruce	Lamont	Yi	Tang
AJ	Chauradia	Gianvito	Lanzolla	Yinuo	Tang
Guoli	Chen	Hyeonsuh	Lee	Jorge	Tarzijan
Pao-Lien	Chen	Joonmahn	Lee	Laszlo	Tihanyi
Zheng	Cheng	Minjae	Lee	Tony	Tong
Shih-chi	Chiu	Seung-Hyun	Lee	Gokhan	Turgut
Wan-Ting	Chiu	Dan	Li	Cameron	Verhaal
Stewart	Clegg	Weiwen	Li	Carl	Vieregger
Joseph	Clougherty	Yong	Li	William	Wan
Brian	Connelly	Elizabeth	Lim	Heli	Wang



Sandra	Corredor	Johannes	Luger	Sharon	Watson
Ilya	Cuypers	Daniel	Mack	Libby	Weber
Youtha	Cuypers	Mani	Mamik	Georg	Wernicke
Juan	Delgado García	Michael	Mayer	Michael	Withers
Ramakrishna	Devarakonda	Patia	McGrath	Adam	Wowak
Teresa Antonia	Dickler	Kevin	McSweeney	Brian	Wu
Michael	Dooms	Philipp	Meyer-Doyle	Jun	Xia
Priyanka	Dwivedi	Toyah	Miller	Kai	Xu
Peer	Fiss	Supriti	Mishra	Tieying	Yu
Markus	Fitza	Jungbien	Moon	Ghahhar	Zavosh
Nicole	Fuller	Francisco	Morales	Cyndi Man	Zhang
Renfei	Gao	Caterina	Moschieri	Weiliang	Zhang
Garima	Garg	Indrajit	Mukherjee	Yue Maggie	Zhou
Claudine	Gartenberg	Hermann	Ndofor	Hong	Zhu
Richard	Gentry	Frank W.	Ng	Hongjin	Zhu
Glory	George	Jonathan	O'Brien		
Sanjay	Goel	Hugh	Oneill		

## Upcoming SMS Special Conferences

### SMS SPECIAL CONFERENCE IN HANGZHOU

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

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

*December 10-12, 2020*



Conference information:

<https://www.strategicmanagement.net/hangzhou/overview/overview>



## **SMS 2020 Virtual Corporate Strategy IG Business Meeting and Social Event**

You are invited to the **Corporate Strategy Interest Group Business Meeting and Social Event** at the (Virtual) Annual Conference.

Join your colleagues on the virtual conference platform on Wednesday, October 14, 2020, 14:45 - 16:15 UTC / 15:45 - 17:15 WET / 10:45 -12:15 EST. We will discuss initiatives within the Corporate Strategy IG, announce the winner of the SMS Corporate Strategy IG Best Paper award, and have a chance to catch up in this unusual year.

We hope you can join us!

DATE: Wednesday, October 14

TIME: 14:45 - 16:15 UTC / 15:45 - 17:15 WET / 10:45 -12:15 EST

VENUE: Virtual conference platform

Please use the sign-up link (coming soon!) to reserve your spot.



## SMS 2020 Virtual Corporate Strategy IG Best Paper Award

This year, among many high quality submissions according to the reviewers' evaluations, six papers were selected for the SMS Corporate Strategy IG Best Paper award:

### *Corporate Strategy IG Best Paper Finalists*

*“Corporate Defection”*

by **Olivier Chatain, Camille Doche, and Emilie Feldman**

*“Disentangling the Impact of Platform Sponsor’s Scope on Platform Growth”*

by **Ramya Murthy and Moren Levesque**

*“Platform Scope Choices and Ecosystem Heterogeneity: A Configurational Approach”*

by **Ramya Murthy and Anoop Madhok**

*“When Production Outsourcing Hurts a Firm’s Capability to Create Value from Product Innovations”*

by **Stefan Naef, Mathias Beck, Martin Woerter, and Stephan Wagner**

*“The Transmission of Economic Shocks in Multi-Divisional Firms: A Capabilities-Based View”*

by **Timo Sohl, Brian McCann, and Govert Vroom**

*“Portfolio Dynamism Heterogeneity and Firm Performance - Industry Dynamism as a Novel Dimension of Relatedness”*

by **Martin Weiss and Carine Peeters**

The winner will be announced at the business meeting of the Corporate Strategy IG on October 14, 2020, 14:45 - 16:15 UTC / 15:45 - 17:15 WET / 10:45 -12:15 EST.

## SMS Corporate Strategy Interest Group 2020 Elections

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

The two candidates for the Associate Program Chair position are the following:

**Sinziana Dorobantu**  
New York University



**Francisco Polidoro**  
University of Texas at  
Austin



The six candidates for the three Representative-at-Large positions are the following:

**Oliver Baumann**  
University of Southern  
Denmark



**Xena Welch Guerra**  
Erasmus University  
Rotterdam



**Dinesh Iyer**  
Rutgers University



**Juan Ma**  
INSEAD



**Catherine Magelssen**  
London Business School



**Yongwook Paik**  
KAIST





## SMS Corporate Strategy Interest Group 2020 Team

***Chairperson***

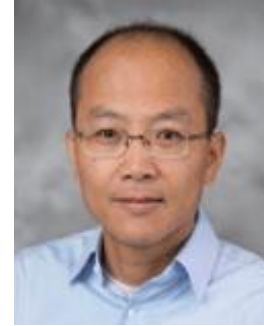
**Mario Schijven**  
Univ. of Illinois at  
Urbana-Champaign

***Program Chair***

**Metin Sengul**  
Boston College

***Associate Program Chair***

**Tony Tong**  
University of Colorado,  
Boulder

***2020 Representatives at Large***

**Youtha Cuypers**  
Nova School of Bus.  
and Economics



**Arkadiy Sakhartov**  
Univ. of Illinois at  
Urbana-Champaign



**Yu Zhang**  
China Europe Int.  
Business School

***2021 Representatives at Large***

**Afonso Almeida Costa**  
Nova School of Bus.  
and Economics



**Sandra Corredor**  
University of  
Connecticut



**Magdalena Dobrajska**  
Carlos III University of  
Madrid





## Corporate Strategy Domain Statement

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

## Contact Us

If you have any questions about the Corporate Strategy IG, contact Mario Schijven at [schijven@illinois.edu](mailto:schijven@illinois.edu), Metin Sengul at [metin.sengul@bc.edu](mailto:metin.sengul@bc.edu), or Tony Tong at [tony.tong@colorado.edu](mailto:tony.tong@colorado.edu).