



SMS 42ND ANNUAL CONFERENCE

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CALL FOR PROPOSALS

INNOVATIVE STRATEGIES FOR AN OPEN WORLD

PROGRAM CHAIRS

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Organizational leaders today make strategy in an increasingly open world. Leaders face growing calls for transparency and accountability. Traditional hierarchies are including even more diverse voices and perspectives. Organizational boundaries are becoming increasingly permeable and fluid. Markets and industries are open to new competitive and disruptive forces. Sources of advantage are more visible and open business models are widespread.

These various shifts towards openness have a range of drivers. Societal changes promote new demands for transparency and accountability, with employees, governments, and civil society gaining a greater voice. Cultural changes and more highly-educated workforces both raise expectations and enhance capabilities for greater employee inclusion in decision-making. Digital technologies offer new tools for collaboration across organizational boundaries, such as crowdsourcing, crowdfunding, and idea tournaments, while at the same time allowing new means of interaction internally through jamming, wikis, and corporate social media.

Openness can deliver many benefits for organizations and society. In a knowledge-based economy characterized by competitive and dynamic markets, valuable insights and innovations are increasingly likely to come from the periphery of organizations rather than from managerial elites at the centre. The complexity of contemporary issues, and the proliferation of wicked problems, demands the inclusion of previously excluded viewpoints and enlisting stakeholders from outside traditional organizational boundaries. Today's Societal Grand Challenges require innovative partnerships across organizations and geographies if solutions are to be found and implemented.

At the same time, openness is complex to manage and faces many countervailing pressures. We call therefore for research contributions that will help organizations create innovative, sustainable, and resilient strategies for this more open world. We are interested too in proposals that examine how organizations may be extending openness where it benefits organizations and society, or defending openness where it is under undue threat. Given its complexity, we also invite critical scrutiny of openness, sensitive to unintended consequences, implementation problems, and emergent counter-pressures.

Theme Tracks

- A. Emerging Digital Technologies for an Open World
- B. Tackling Grand Societal Challenges
- C. Opening Up Strategy Research
- D. Future of Work in Open Organizations

INTEREST GROUP TRACKS

Track E: Competitive Strategy

Track Chair: Aleksandra Kacperczyk, *London Business School*

What is competitive advantage? How can a firm build and maintain a competitive advantage in the rapidly changing world? What roles do resources and capabilities play in shaping firms and industries over time and in different markets? These and other key questions lie at the core of the Competitive Strategy Interest Group (CSIG). In addition to soliciting submissions related to these central questions, this year we are additionally seeking papers which consider and explore competitive dynamics in an increasingly open and transparent business landscape. How do the growing pressures for transparency affect firm competitive dynamics across different types of products, markets, and environments? And how does the need to act more responsibly and with greater accountability impact the emergence and the survival of firm capabilities and resources? In exploring these and other questions that relate to this year's theme, we are especially looking forward to imaginative work that moves beyond existing theories, empirics, and practices to help inspire new understandings and actions by businesses and other social actors in an increasingly more fluid business landscape.

Track F: Corporate Strategy

Track Chair: Sinziana Dorobantu, *New York University*

An increasingly open world demands that corporate organizations rethink their scope and boundaries frequently and adopt flexible organizational designs that enhance their agility and adaptability. The Corporate Strategy Interest Group welcomes submissions of proposals focused on understanding firm scope, firm boundary decisions, and organizational design. Proposals can draw on a range of theories and methods to examine how firms choose and implement corporate changes through diversification, vertical integration, mergers & acquisitions, divestitures and spinoffs, and resource redeployment. Along with proposals that further our understanding of these topics, we also encourage submissions that incorporate this year's conference theme and consider corporate strategy in an open world. How can firms access new resources and capabilities in an increasingly open world, while also protecting the resources and capabilities that are critical to sustaining their competitive advantage? How do growing calls for transparency, accountability, and responsibility affect how firms adjust their resource bundles, business portfolios, internal structures, and external relationships? How does the increased fluidity of organizational boundaries and the emergence of new organizational forms affect the performance and endurance of corporate organizations?

Track G: Global Strategy

Track Chair: Birgitte Grøgaard, *BI Norwegian Business School*

The Global Strategy Interest Group welcomes submissions on strategic challenges that are specifically relevant to organizations operating in the global context. This includes private and public corporations, but also public sector and non-for-profit organizations. Relevant topics for the Global Strategy track include, but are not limited to, cross-border corporate or business strategy, headquarter-subsidiary relationships, foreign entry and location strategies, and the impact of political and institutional environments on global strategies. This year's conference theme invites us to address the challenges of an increasingly open world with new competitive and disruptive forces that create growing pressures for sustainability, transparency, and accountability. How do societal, cultural, and technological changes impact global strategies? What are successful and less successful strategic responses, business models, and organizational structures? Specifically, the conference theme inspires us to challenge the blurring organizational boundaries and explore partnerships across organizations and geographies. How can global organizations for example explore innovative partnerships to deliver sustainable solutions or address societal challenges? We invite you to think out-of-the-box and submit imaginative and novel approaches to these and other questions related to global strategy creation in an increasingly open world.

Track H: Strategy Process

Track Chair: Koen Heimeriks, *University of Warwick*

The Strategy Process Interest Group welcomes submissions that study how strategies in an increasingly open world are envisioned, implemented, changed, and governed. Unexpected shocks along with technological changes render studying strategy processes that foster innovation in today's open world more important than ever. A major role of strategy process research is to act as an integrative bridgehead within the broader strategic management domain to understand the dynamics of strategic elements over time. Whether focusing on functional, business, corporate, or network levels of analysis, we look forward to receiving work that either questions or unifies current paradigms, theories, and frameworks, along with

submissions that contribute to increasing our understanding of strategic processes methodologically and/or theoretically. We particularly welcome submissions that broadly address questions around strategy process as well as questions related to this year's theme. For example, how can organizations develop open strategies that affect competitive advantage and innovation? How do organizations balance open strategies with sustaining long-term innovative performance? How do digital technologies affect strategy process? What processes assist executive and middle management involvement and accountability in open organizations?

Track I: Knowledge and Innovation

Track Chair: Myriam Mariani, *Bocconi University*

In a changing world, in which new technologies, access to information, the use of AI and the value of knowledge are rapidly growing, we need new evidence about the extent to which firms adopt open innovation strategies, their merits, threats and implications for firms' decisions. The Knowledge and Innovation Interest Group seeks submissions that examine topics on these themes. Examples of questions that we would like submissions to address include: What are the latest trends in terms of firms' openness to external partnership and knowledge sourcing? What are new opportunities and challenges of open innovation strategies and knowledge sharing? What explains firms' success in terms of value creation and value capture from these strategies? How did recent health and political developments (e.g., COVID-19, Brexit) change the degree of firms' openness? How do new technologies, cloud computing, the availability and use of big data, and artificial intelligence affect opportunities and threats from openness? What is the role of ecosystems and platforms as new organizational forms for knowledge creation and sharing in innovation projects? How do new technologies, such as AI, change the nature and prospects of openness through these new organizational forms? What firms' decisions and managerial practices make open innovation strategies efficient? How should managers and knowledge workers make decisions towards open innovation?

Track J: Strategy Practice

Track Chair: Matthias Wenzel, *Leuphana University of Lüneburg*

The Strategy Practice Interest Group explores the activities through which actors make strategy. Thus, the interest group is interested in the myriad of activities, methods, and tools that actors perform in the doing of strategy-making, and how such "strategy work" contributes to organizational outcomes as well as the broader institutional environment in which it is embedded. Over the years, strategy practice has increasingly become more transparent and inclusive. Among others, this manifests in the growing use of digital tools for sharing information about the firm's strategy more openly, and the more widespread adoption of agile methods for enabling stakeholders outside the circle of corporate elites to contribute to strategy-making. Despite the ever-growing prevalence of transparency and inclusion in strategy-making, the tools and methods for enabling transparency and inclusion in the strategy process as well as their outcomes remain poorly understood. Therefore, while embracing all contributions that are aligned within the Strategy Practice Interest Group's interests, we particularly seek conceptual and empirical submissions from academics, executives, and consultants that engage with questions related to "open" tools, methods, and practices in strategy-making; ones that enable, produce, and recreate transparency and inclusion in the strategy process.

Track K: Entrepreneurship and Strategy

Track Chair: Elena Kulchina, *North Carolina State University*

In the past twenty years, the world has become increasingly open. International migration of people, goods, and technologies has intensified. Modern technologies allow quick transfer of data and services between regions. Pressure from internal and external stakeholders forces organizations to be more transparent about their strategies. Such changes inevitably affected entrepreneurs in both positive and negative ways. Open markets allow start-ups to reach a greater number of potential consumers and investors but also intensify competition. Business transparency increases trust in new ventures but risks imitation of ideas and technologies by competitors. The Entrepreneurship and Strategy Interest Group welcomes submissions that engage with this year's conference theme, addressing questions that include (but are not limited to) the following: How do entrepreneurs balance the benefits and hurdles of an open market? Intensified cross-border migration has led to a greater number of international and immigrant entrepreneurs. How can these entrepreneurs overcome the double-liability of foreignness and newness to take advantage of their unique position of bridging two countries? How do traditional ways of growing a venture change in an open market? How do entrepreneurs build their ecosystems in an open world?

Track L: Strategic Human Capital

Track Chair: Rocio Bonet, *IE Business School-IE University*

The Strategic Human Capital Interest Group welcomes submissions on the influence of human capital resources (HCR) on firm performance. These resources are individual or unit-level capacities based on individual knowledge, skills, abilities, and other attributes that are accessible for unit-relevant purposes. We are concerned with how firms leverage HCR to achieve competitive parity and advantage. In concert with the conference theme, we are particularly interested in research addressing such questions as: How can firms manage the coordination and management of strategic HCR in the context of more permeable and fluid organizational boundaries to achieve competitive parity and advantage? What can organizations do to ensure employee diversity and inclusion across all hierarchical levels in the organization? How is the increasing prevalence of a virtual workspace affecting the way organizations attract, motivate and retain their talent pool? How are changes in spatial and organizational boundaries affecting and being affected by employee mobility? How can firms' human capital strategy leverage the benefits of open global boundaries? How do multi-unit firms need to think about employee resource redeployment in the context of permeable and fluid organizational boundaries? How are the disruptions generated by the need to adapt to an increasingly open world changing the employment relationship and what do such changes mean for competitive advantage?

Track M: Stakeholder Strategy

Track Chair: Jiao Luo, *University of Minnesota*

The Stakeholder Strategy Interest Group focuses on understanding when, why, and how firms engage with their myriad stakeholders. These interactions can be direct or indirect and can be initiated by the stakeholders, the firm, or external events. For organizational leaders today, making strategy in an increasingly open world raise critical issues for stakeholder management, as these strategy decisions will differentially impact—and be impacted by—both internal and external stakeholders. Openness thus raises questions of profound strategic and normative consequence for managers, as they will create new market opportunities and challenges for firms to navigate, new public policy problems for governments and non-profit organizations to address, and new issues of ethics, social responsibility, shared purpose, and accountability that may affect relationships between internal/external activists and organizations. With the goal of contributing to our understanding of how stakeholder strategies create value, we invite both theoretical and empirical submissions that explore how various shifts towards openness in the global business environment are affecting—and will continue to affect—the formulation and implementation of stakeholder strategies, as well as the outcomes of these strategies, at various levels of analysis, including the individual, firm, and society.

Track N: Cooperative Strategies

Track Chair: Denisa Mindruta, *HEC Paris*

The Cooperative Strategies Interest Group explores questions aimed at understanding when, why, and how cooperative arrangements emerge and evolve, what problems they tackle, and what impact they have on outcomes at the group, organization, portfolio, network, and ecosystem levels. We are excited about the opportunity provided by this year's conference to take stock of and move forward with this research agenda. As wide-ranging demands for openness increase the scope of cooperation beyond traditional actors and technological advances enable novel ways of interaction, how do these trends reflect on cooperative arrangements? What are the challenges of building effective collaboration in a more open world, with more diverse actors and conflicting interests? Accordingly, along with proposals that address the ongoing conversations in the interest group's domain, we seek submissions that center on the role that cooperation plays in innovative strategies in an open world. We particularly welcome studies that uncover meaningful trends in the cooperative arrangements (e.g., alliances, public-private collaborations, networks, platforms, ecosystems) that respond to societal and technological shifts towards more openness; studies that identify collaborative solutions for tackling problems that transcend established organizational or industry boundaries; and studies that examine the role of cooperation in creating win-win solutions for solving global challenges.

Track O: Strategic Leadership & Governance

Track Chair: David H. Zhu, *Arizona State University*

Strategic leaders are directly responsible for formulating and implementing strategies, and corporate governance is key to ensuring that the interests of all stakeholders are aligned and protected in major strategic decisions. As organizations face an increasingly open world, how do strategic leaders outperform others in making major choices? How do corporate governance systems in an open world succeed or fail in protecting the interests of all parties involved? The Strategic

Leadership and Governance Interest Group invites proposals that have potentials to generate novel insights into these fundamental issues. Consistent with the overall conference theme, we are particularly interested in proposals about effective strategic leadership and corporate governance in managing digital technologies, developing stakeholder relations, addressing grand societal challenges, and shaping diversity and inclusion in organizations. We also seek proposals that aim to push the frontiers of research and practice about strategic leadership and governance in general.

Track P: Behavioral Strategy

Track Chair: Vibha Gaba, *INSEAD*

Research in the Behavioral Strategy Interest Group applies insights from behavioral and social science disciplines to the theory and practice of strategic management. We encourage disciplinary and interdisciplinary research grounded in realistic assumptions about human motivation, cognition, emotion, decision making, social interactions, networks, culture, and organizational systems. Behavioral strategy is highly pertinent to this year's conference theme, as the theme directs attention to diverse voices and vantage points in an open world. It reinforces the need to understand better the impact of decision heuristics and biases, cognitive schema, risk-taking, the pursuit of multiple goals, and learning anomalies on firm behavior and performance. Along with proposals related to the general domain of the Behavioral Strategy Interest Group, we encourage submissions that offer theory and evidence regarding the factors that make firm strategies more or less resilient, innovative, or successful in an open world. What mechanisms enable firms to cope in an increasingly open world characterized by shifting industry and organizational boundaries, division of labor between humans, machines and algorithms, online collaborative networks and platforms, and new ways of working? Do we need to broaden our theories or develop new ones altogether? What relevant research can help us here? How can scholars help managers better understand these issues and vice versa?

COMMUNITY TRACKS

Track R: Research Methods

Track Chair: Brent Goldfarb, *University of Maryland*

There have been many calls for transparency in both qualitative and quantitative empirical methodologies in Strategic Management Research. The "Open World" theme fits into more general ideas about how we report our research results and how we assure reliability and reproducibility. While all papers that have important methods contributions relevant to strategy will be welcome, we particularly encourage papers or sessions that consider the pros and cons of transparency in strategy research, the impact of greater transparency in strategy research, and empirical and/or reporting innovations that facilitate greater transparency in methods and results.

Track T: Teaching Community

Track Chair: Sabine Baumann, *Jade University of Applied Sciences*

Strategy education needs to equip students not just with state-of-the-art tools, but also needs to prepare them for a business world that is increasingly open and fluid. Organizational boundaries shift, previously clear-cut supply chains turn into networks, and accountability lies with several actors in such business ecosystems. Are our curricula and teaching modes still suitable to introduce imaginative strategic approaches for long-term sustainable development? How can we instill necessary innovative thinking in future leaders? How can we adjust our teaching to address these new changes and develop not only creativity, agility, and imagination in our students, but also responsible behavior and accountability? How can we leverage open learning platforms for student collaboration and experiences of business dynamics? What roles do open learning, open education, and open courseware play in strategy education? The teaching community invites proposals that address these and other teaching challenges both at the graduate and undergraduate levels.

Proposal Submission System Opens December 2021

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