



SIG 13: Strategic Management

The Strategic Management Special Interest Group (SIG) is devoted to promoting state of the art strategic thinking by encouraging dialogue along several interrelated lines of inquiry crucial for increasing scholarly and managerial understanding regarding strategic choice, competitive advantage, adaptation, and long-term performance and survival. The SIG was launched at the EURAM 2010 conference in Rome attracting close to a hundred submissions including the best conference paper of the year. Since then the SIG has gone from strength to strength.

The success and enduring popularity of this particular SIG are premised on our commitment to bring together scholars from all around the world to engage in the development and exchange of high-quality research ideas with the potential to fertilize and drive the future directions of scholarly and practitioner strategic thinking alike.

Empirical, conceptual, and practitioner-oriented papers from a plurality of theoretical perspectives, units of analyses, contexts, and research designs are welcome, with particular encouragement for those integrating multiple theoretical lenses and/or methodological approaches. Two reviewers will review all submitted papers on a double-blind basis.

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SIG General Track

13-00 Strategic Management – General Track

Strategic management is about setting the direction of a corporation and steering it through challenges in its environment. The discipline “deals with (a) major intended and emergent initiatives (b) taken by general managers on behalf of owners (c) that utilize resources (d) to

enhance performance (e) of firms (f) in their external environments.” (Nag, Hambrick, Chen, 2007). The purpose of this Strategic Management General track is to foster research in areas not covered by the other more focused tracks.

Chairs

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Keywords

Strategy	Business policy	Management
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SIG Standing Tracks

ST_13-01 Corporate strategy: Dynamics and Micro-foundations of inter-organizational encounters (M&As, alliances, divestitures)

For at least three decades, research has examined mergers and acquisitions (M&A) and alliances as the key devices through which firms shape their business portfolios. As a result, we have a rather sound understanding of the antecedents of M&A and alliance activity. There is also an extensive amount of research on the implications of M&As and alliances on organizational challenges and firms' performance. However, despite these notable research efforts, the dynamics and micro-foundations of inter-organizational encounters (e.g. M&As, Alliances) remain a fertile field of investigation. Calls have been echoed across several management disciplines for the need to develop robust research on the dynamics and micro-foundations of inter-organizational encounters. Given the significance and complexity of these phenomena, encouraging a dialogue among scholars engaged in the study of inter-firm encounters is a timely and highly relevant initiative. Our aim is to provide a forum for interdisciplinary discussion and engagement to further an enhanced analysis of the underlying dynamics shaping M&A and alliance implementation, maintenance, and performance. In line with the track title, we thus welcome papers analysing the dynamics and micro-foundations of these inter-organizational encounters, be it from theoretical as well as methodological approaches. Strategic, organizational, cultural, or human relations perspectives are welcome, particularly when combined to shed light on the some of the conundrums in this area of research. We encourage submissions that provide a fresh look at mixed findings within existing research. From a methodological perspective, we are interested in studies drawing from a variety of methods.

We encourage contributions focusing on, but not limited to, the following topics:

- Dynamics and organizational challenges of M&As and alliances implementation.
- Time, speed, rhythm in M&As, and alliances.
- Bridging pre and post M&A and alliances challenges.
- Employees' reactions, roles during M&As, and alliances.
- Trust, identity and culture dynamics in M&As and alliances.
- Networks, relational dynamics in M&As, and alliances.
- Knowledge and capability transfer and organizational learning processes.
- M&As and alliances: balancing autonomy and integration.
- Decision-making processes in M&As and alliances.
- The role of executives in M&As and alliances.
- The role of M&A/ alliances stakeholders and third parties.
- The role of M&As and alliances in internationalization processes.
- Dynamics of M&As and alliance in emerging markets.
- Family-businesses and M&A.
- Innovation research designs in the study of M&As and alliances.
- Methodological choices and challenges in the study of M&As and alliances.

Proponents

Audrey Rouzies	University of Toulouse
Nicola Mirc	University of Toulouse
Duncan Angwin	Oxford Brookes University
Nuno Oliveira	London School of Economics
Janne Tienari	Aalto University
Philippe Very	EDHEC Business School

Keywords

Corporate strategy	Mergers	Acquisitions
Alliances	Divestitures	Microfoundations

ST_13-02 Nurturing Business Ecosystems to Deal with Uncertainties: Theoretical roots' exploration and practical implication

Rapid and often unpredictable innovation, when combined with hyperactive competition on a global scale, has created conditions where static models of organizational structures and strategic processes seem increasingly dated. Endogenous and exogenous uncertainty has created inherent and persistent instability in inter and intra-organizational structures which have had a direct impact on the critical strategic management processes of value creation and value capture, both within and between organizations. The concept of a business ecosystem, 'an interacting community supported by interacting organizations and individuals' (Moore, 1996) incorporates tried and tested models of value chains, supply chain management, competitor analysis, stakeholder theory, clusters and business (social) network theory. Over the last twenty years, scholars have employed it to describe and explain evolving organizational structures and strategies. Taking the Cambridge group's work as an example: a business ecosystem owns a cycle to transform a social network with uncertainties into a value network and then in return, such value network would enrich the social network pool and decrease the uncertainties. It is necessary and urgent for both industry and academia to draw the boundaries for business ecosystem theory and its theoretical roots.

This proposed track aims to achieve two objectives: (1) To explore the theoretical antecedents of business ecosystems and consider the ways in which technological and competitive uncertainty have provided the conditions appropriate to the development of new business models and new strategic processes. (2) To explore the architecture of business ecosystems in different industrial and competitive contexts and consider the strategic implications.

We encourage contributions focusing on, but not limited to, the following questions:

1. How do firms deal with uncertainties by engaging with their business ecosystems?
2. To what extent are different strategies employed by different kinds of participants in a business ecosystem: what are the roles of keystone, dominators, and niche players? Do these roles change? How is performance affected?
3. How do firms manage knowledge spillovers in the context of a business ecosystem?
4. What is the contribution of open innovation to the development of business ecosystems?
5. How could a better understanding of business ecosystem theory contribute to more efficient supply chain, innovation, and strategic management, in conditions of uncertainty?
6. How to organize the structure of a business ecosystem, for example a platform?
7. The research methods to be used in the ecosystem analysis? Such as agent-based model.
8. What are the theoretical architectures of business ecosystem theories?

Proponents

Ke Rong	Bournemouth University
Yongjiang Shi	University of Cambridge
Liang Guo	NEOMA Business School
Lynne Butel	Plymouth University
Thommie Burström	Hanken School of Economics
Jinxi Wu	Tsinghua University
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Keywords	Business ecosystem	Exogenous uncertainty	Ecosystem
	Innovation ecosystem	Endogenous uncertainty	architecture
	Value creation/capture	Social/value network	Supply chains

ST_13-03 Strategic Processes and Practices

In the Strategic Processes and Practices (SPP) track, we call for exemplary contributions to extend and bridge the existing streams of research on strategy as it happens within organizations, but also to shift the perspective by considering firms as emerging from a set of processes. As Hernes (2014: 1) has recently underlined, today organizations are thrown into the flow of the world “where heightened uncertainty combined with increased speed and accelerated rate of change sometimes provides decisions and choices with a heightened sense of acuteness”. This invites to rethink strategy as an ongoing organizational flow in which development and implementation intertwined to achieve sustainable superior performance despite the fast-pacing institutional and competitive dynamics. Processes then appear to be a major means to span boundaries across the research streams interested in improving our understanding of firm’s strategy and competitive advantage.

Following the general topic of the conference, we are especially interested in studies that seek to further our understanding of organizational mechanisms allowing firms to build and exploit competitive advantage in uncertain and highly dynamic environments (Hart and Bandury, 1994; D’Aveni et al., 2010; Sirmon et al., 2007; Teece, 2012). We hope to bring together scholars whose research investigate the way organizational actors develop and exploit a competitive advantage despite the obsolescence of the resources base of their firm, how coordination and synchronization of complex activities is obtained in the quest of firm’s performance, about the way firm strategy is constantly created and recreated as uncertain and ambiguous environments unfold, about the role of organizational, but also individual identity, in creating sustainable superior performance in a global world, as a few example of potential interesting topics.

The SPP track also aims at drawing on theoretical and methodological traditions novel to the study of strategy such as sociology, social psychology, linguistic, and political science. We believe that such disciplines can enhance our theorizations about strategic processes. For instance, discursive (Knights and Morgan, 1991; Hardy and Thomas, 2013) and narrative (Barry and Elmes, 1997; Fenton and Langley, 2011) analyses have helped us to better understand the role of language and communication in strategic decision-making and how firms cope with environmental dynamics. Methods such as participant observation (Laine and Vaara, 2007), ethnography (Samra-Fredericks, 2003; Watson, 2011), video ethnography (Liu and Maitlis, 2013) and discourse analysis (Mantere and Vaara, 2008; Kwon, Clarke and Wodak, 2012), formerly rarely used in conventional strategy research, have been fruitfully applied to open fertile research avenues by scholars interested in the human foundations of strategic management. These recent developments are consistent with Tsoukas and Chia’s (2002) call to delve into organization processes to focus critically on things that impede our understanding of strategizing in “a world in a continuous state of flow” (Hernes, 2014: 1).

Proponents

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Keywords	Strategy Process Implementation	Strategy-as-Practice Strategy Work	Microfoundations Cognition and Attention
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ST_13-04 Competitive Strategy: 3C Dynamics “Competition, collaboration, and coopetition strategies”

Highly uncertain contexts appear as an opportunity for strategic innovation. Firms need explore new strategic options i.e. new ways to compete, to collaborate or to combine both of them to preserve. Traditional research in strategic management has tried to explain how and why firms compete in order to reach a sustainable advantage. Specific attention was paid to market structures, resource configurations, diversification, and market expansion and product differentiation. According to these scholars competitive dynamics allow firms to increase their performance and collaboration was pretty much compared to collusion.

However, in order to deal with market uncertainty, firms engage in various types of collaborative relationships to create value that cannot be achieved by operating alone. Scholars focused their attention on strategic alliances, joint ventures, partnerships, or open innovation. They investigated the factors influencing the formation of such relationships, the question of the partner selection, the alliance management, as well as the performance implications. According to these scholars, networks, alliances, and collaboration allow firms to reach higher levels of performance. While competition and collaboration have been studied as contradictory forces and as opposite strategic options for companies, other scholars explored the possible interplay between competitive and collaborative dynamics. Competitive behaviours have been studied within collaborative contexts. The emergence of the concept of coopetition provides a new frame to study of these relationships from a paradoxical perspective. Coopetition strategies defined as simultaneous collaborative and competitive relationships are adopted to benefit from both the advantages of collaboration and the advantages of competition. Coopetition strategies are supposed to maximize firms' performance and to foster innovation processes. However, coopetition appears a strategic dilemma and a source of critical tensions that required specific management. Moreover, the impact of coopetition on firm performance is still discussed and more evidence is required.

In the strategic management field, interactions between competitive and collaborative dynamics have remained under-researched. This topic offers discussions between different streams in strategic management to shed light on strategic practices mixing competition and collaboration. We encourage contributions focusing on, but not limited to, following topics:

- Antecedents of competition, collaboration, and coopetition.
- Value creation and appropriation between competitors, partners, or coopetitors.
- Management of tensions between coopetitors, separation, or integration.
- Risk management in competition, collaboration, and coopetition.
- Features of multifaceted and multimarket relationships.
- Relationships portfolio management.
- Evolution of competition, collaboration, and coopetition over time at different levels.
- Impact of competition, collaboration, and coopetition on firm performance.

Proponents

Anne-Sophie Fernandez	University of Montpellier
Patrycja Klimas	University of Economics in Katowice
Wojciech Czakon	University of Economics in Katowice
Frédéric Le Roy	University of Montpellier & Montpellier Business School

Keywords

Competitive dynamics	Interfirm rivalry	Industry dynamics
Competitive advantage	Coopetition	Cooperation

ST_13-05 Micro-foundations of Strategy, Dynamic Capabilities, Knowledge, and Ambidexterity

This topic aims to investigate how the following approaches inhibit or contribute to this advantage or other outcomes: (1) How **micro-foundations** of strategy shape, mediate between, and explain aggregate strategy phenomena (strategic decision-making, strategic consensus seeking); (2) **dynamic capabilities** promoting entrepreneurship, innovation, and organizational learning; (3) Balancing between **internal knowledge accumulation and external knowledge absorption**. We are interested in submissions that explore the interconnections between levels of analysis and combinations of the approaches above. We encourage contributions focusing on, but not limited to, the following topics:

Microfoundations of strategy:

- individual-level heterogeneity when explaining firm performance;
- addressing macro-constructs (e.g. routines) in terms of individual actor's behaviours;
- explaining how the links between macro variables are mediated by micro-mechanisms related to behaviours (e.g. strategic consensus-seeking, issue-selling);
- understanding how strategic dynamics may be rooted in individual characteristics and behaviours (e.g. strategic decision-making, strategy process).

Dynamic capabilities:

The dynamic capabilities theme aims to stimulate the discourse how dynamic capabilities consolidates entrepreneurship, change management, innovation management, and organizational learning knowledge and in that way contributes to the competitiveness development. The discourse opens new page in dynamic capability research eliminating tautology and providing new insight into the dynamic capabilities empirical research methodology. The topic is composed of several subtopics: shift of the concept of the competitiveness in innovation economy; dynamic capabilities as a paradigm theory; entrepreneurship, innovation, change management, organizational learning and dynamic capabilities; AND ways to measure the effects of the dynamic capability.

Knowledge strategy:

Is learning embedded into strategic goals of organizations and how much does the new knowledge influence strategic choices? How is the balance between internal and external knowledge sourcing achieved? How is the use of outside information balanced by development of internally generated ideas? What are the mechanisms of knowledge processing within a firm? What is the role of absorptive capacity for external knowledge sources? How can the knowledge inflow or creation be adequately measured and how can we capture the influences on organizational performance? Are there time limits to knowledge use? What is the role of employee initiative and cooperation between employees for fulfilment of strategic goals? How do firms adapt to environmental changes? How can a company keep up with fast-passed environment (can a continuing development mind-set be developed)? How do all of the above influence organizational performance?

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Keywords	Ambidexterity Microfoundations	Agility Dynamic Capabilities	Innovation

ST_13-06 Strategy and Business Model Innovation

Despite the rise of research on business models (e.g., Zott, Amit, Massa, 2011), many questions on the topic and in particular on business model innovation are still largely unanswered. The aim of this track is to advance our theoretical and empirical understanding on business models and in particular on business model innovation. This track in particular welcomes submissions that focus on the following questions:

- 1) How can business model innovation advance our knowledge within strategic management literature? Although every organization has a business model (Casadesus-Masanell and Ricart, 2010), there is no consensus from how it is different from other concept like strategy (e.g., Teece, 2010).
- 2) How does business model innovation happen? Although scholars (e.g., Johnson et al., 2008; Morris et al., 2005) identified components of a business model, questions on a firm innovates its business model are still largely unanswered.
- 3) What is the role of leadership and of organizational and inter-organizational characteristics to realize business model innovation? Although it is argued that leadership and technology are important levers of business model innovation (e.g., Chesbrough, 2007; Volberda et al., 2013), we encourage submissions that address how leadership and organizational characteristics – individually and combined - influence business model innovation.
- 4) How does a firm come up with a new business model? Is a firm mainly up scaling a new business model from a unit, or is it inspired by new business models from competitors or firms from other industries?
- 5) How can we measure business model innovation? Most research on business models is based on case studies (Baden-Fuller and Morgan, 2010) and large-scale empirical research on the topic is lacking. (Markides, 2013).

Proponents	Henk Volberda Joan Enric Ricart Kevin Heij	Erasmus University Rotterdam IESE Barcelona Erasmus University Rotterdam	
Keywords	Business models Innovation	Competition Firm performance	Competitive advantage

Emerging Tracks

ET_13-01 Behavioural Strategy

Behavioural Strategy has developed into an important new sub domain of strategic management research. By combining psychological research with the strategy domain, Behavioural Strategy aims at grounding strategic management on more realistic assumptions regarding human judgment and interaction. It thus transfers psychological research to an organizational context asking questions like "How can an improved psychological architecture of the firm lead to competitive advantage?"

Research in the domain focuses on areas such as:

- Bounded rationality in competitive markets.
- Cognitive biases and their impact on the strategic decision making process.
- The role of heuristics and emotions in management decisions.
- Cognitive schema and management perception.
- Prospect theory and risk-taking.
- The psychology of bargaining and organizational politics.
- The social psychology of group decision making".

Behavioural Strategy includes different levels of analysis such as individual, top management team and macro levels. Research in the field embraces a multitude of methodologies including experiments, simulations, or brain scans.

Proponents

Philip Meissner	University of Marburg
Torsten Wulf	University of Marburg
Tomi Laamanen	University of St.Gallen

Keywords

Behavioural strategy	Cognitive biases	Decision-making
Cognition	Heuristics	Prospect theory

ET_13-02 Strategies for Air and Maritime Transportation

This track aims to bring together scholars interested in strategies to reduce uncertainty and increase sustainable competitiveness in the context of air and sea transportation. Several, mutually related, research topics are addressed and include:

- Strategies to increase innovation and improve sustainable competitiveness;
- The role of organizational ambidexterity in boosting growth;
- Public-Private-Partnerships in airports and ports;
- CSR and green strategies: economic, social and environmental challenges;
- Stakeholder dialogue and conflict mitigation;
- Strategy of Airport and Port Authorities to face increased market volatility and risk;
- The impact of cruise tourism on the development of local communities.

Proponents

Francesco Parola	University of Naples 'Parthenope'
Evangelia Siachou	Hellenic American University
Triant Flouris	Hellenic American University
Giovanni Satta	University of Genoa

Keywords

Maritime logistics	Aviation management	Strategic alliances
Sustainable growth	Innovation	Market uncertainty