SIG STRATEGIC MANAGEMENT

We hereby invite you to submit a paper to the Strategic Management Track of Euram by Jan 16, 2014, 14:00 Brussels time via www.euram2014.com.

The Strategic Management Strategic 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, and survival, adaptation, and long-term performance. 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 significantly grown and increased its scope covering a broader set of strategic management issues.

The success and enduring popularity of this particular SIG are premised on our commitment to bringing together scholars primarily from Europe but also 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. All submitted papers will be reviewed on a double-blind basis by two reviewers. Please adhere to the style guide of the Academy of Management when preparing your manuscripts and indicate on the title page to which track you are submitting.

Please be aware that we run two new tracks this year: “Competitive dynamics - The changing fabrics of competition between firms and industrial clusters” and „strategic processes, practices and implementation” we particularly welcome submissions which contribute to these research areas. If you have any further questions regarding the SIG or the sub-tracks, feel free to contact Tomi Laamanen (Tomi.Laamanen@unisg.ch) or one of the track chairs.

Prior to the conference we would also warmly invite you to take part in the SIG pre-conference on June 4th, for which we invited a range of distinguished panelists:

Panel 1: Strategy and innovation
This panel will deal with the state of the art of research at the intersection of strategy and innovation, dealing with aspects such as platform competition, responding to radical innovation, intrapreneurship and ambidexterity.
Panelists include Annabelle Gawer (Imperial College) and Justin Jansen (RSM, Erasmus U) and Georg von Krogh (ETH Zurich, to be confirmed)

Panel 2: TMTs and strategy: The role of TMT in strategy making and implementation
This panel is cosponsored with the TMT & Business Strategy EIASM group and the Corporate Governance SIG. It will discuss existing findings on the role of TMTs in strategy making and implementation from different perspectives, including the practice approach, and will also
address emerging research streams on the impact of TMT personality on strategic decisions which lead to value creation and destruction.
Panelists: Christophe Boone (ULB, to be confirmed), Aharon Cohen (LBS), Don Hambrick (Penn State U), and Richard Whittington (Oxford U).

We eagerly look forward to your submission and to your contribution to EURAM in Valencia in 2014!

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STRATEGIC MANAGEMENT TRACKS

SIG General Track

Strategic Management – General Track

Strategic management is about setting the direction of an organization 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 organizations (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.

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Topics sponsored by the SIG

Explorations of the nature and mission of business ecosystems:
Transforming social network to value chain through business model innovation

In the last twenty years we have observed that firm-versus-firm competition has given way to supply chain versus supply chain competition, and now further evolved to a new model of competition between business ecosystems. We are witnessing the emergence of ecosystem-based business model that reconfigures a set of industries with a new creative idea on a new platform for value co-creation in order to generate a new industry. It is critical and urgent for both industry and academia to systematically understand business model, business ecosystem, and especially their interactive relationships.

This track for EURAM 2014 aims to achieve two objectives: (1) to explore the key emerging concepts and their attributes including business ecosystem, business model, platform, and the relationships between themselves as well as with other established concepts such as social networks, innovation, entrepreneurship, new production development (NPD), industrial
dynamics, industrial life cycle, and supply chain/value chain, and (2) to produce a generic and justified theoretical architecture in order to synthesize the above concepts and discover a more well integrated theory.

Business model innovation creates a new business language and imaginative space for practitioners and researchers to design, configure, and transform resources to achieve strategic target. A business model innovation from an ecosystem requires a new capacity for agility and calls for a further understanding on the interactions between business model innovation and business ecosystem, and on the underlying reasons for business ecosystem configurations are keys to improving business processes and adapting to change.

In order to achieve the track objectives, the following potential topic could be highlighted but not limited:
1. How could any firm better tap its social network in order to become a more innovative player through open innovation?
2. What are the relationship between the business model and business ecosystem especially during the ecosystem transformation?
3. How can a platform help the transformation from social networks to an industrial value chain?
4. What are the constructive elements and structure of a business ecosystem including the platform?
5. How do the different ecosystem players and roles co-evolve and be interdependent?
6. How do geographic dimensions impact on the business ecosystem nurturing?
7. What are the strategic capabilities to ensure the business ecosystem health?
8. What are the implications of industry symbiosis for business ecosystem development?
9. How do business ecosystems contribute to new industry emergency and emerging industries impact on the original ecosystem?

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Keywords
Business/Innovation
Ecosystem
Business Model
Social and Value
Network

Strategic processes, practices and implementation

Strategic processes refer to organizational processes related to the formation and implementation of (business, corporate and geographical) strategies as well as of strategic events (acquisitions, alliances, divestitures, internal ventures, et cetera), and the management of strategic issues and initiatives associated with these (Ansoff, 1980; Dutton, Fahey and Narayanan, 1983; Floyd and Wooldridge 1990, 2000). Strategy as practice looks at what people do 'inside' such organizational processes (Vaara and Whittington, 2012). This track brings together these organizational and people levels of analysis to advance understanding of each: for example, what do people do when formulating and implementing an acquisition strategy?

At the same time, the topic area will draw on theoretical and methodological traditions novel to the study of strategy: scholars have brought ideas from sociology, social psychology, and political science to theorize about strategic processes. For example, theories of practice (Giddens, 1984; Bourdieu, 1990; Schatzki, 2006) and activities (Vygotsky, 1987; Engeström, 1987) have been used to open up new perspectives for analyses of strategic processes and practices. Similarly, the so called linguistic turn in social studies has affected the ways in which strategy scholars usually conceptualize 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. Scholars interested in the human foundations of strategic management have also started to apply 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) that have been rarely used in conventional strategy research.

We call for exemplary contributions to extend and bridge the existing streams of research on strategy as it happens in organizations. We see major potential also in boundary-spanning research across the recent streams on organizational cognition, evolutionary perspectives, historical analysis, as well as narrative and discursive approaches in contributing to an improved understanding of strategic processes and practices.

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Keywords
Strategy process
Strategy-as-Practice
Microfoundations
Strategy execution
Strategy work
Cognition and attention

Competitive dynamics - The changing fabrics of competition between firms and industrial clusters

Globalization and the emergence of IT have received massive research attention in strategic management and other fields of management and organization studies. The naïve assumption is that competitive environment has changed fundamentally: industry boundaries have become transient, market segments more granular and the overall population of firms much more volatile. Academic research, however, has not offered uncontested prove to either direction – that is we still do not know the multitude and variety of changes that the two mega-trends have catalyzed. Some scholars argue that we would need a new organizational theories (Puranam, Alexy, and Reitzig, 2013) and that ICT is fundamentally changing the way organizations produce and deliver their services (Zammuto, et al 2007)? Other are more skeptical (Ghemawat, 2007) arguing that the impact of globalization is much overrated and other research showing that the impact of IT to organizations does not require new theoretical approaches (Valorinta, Schildt, Lamberg, 2011).

Most of the research considering the recent effects of digitization center on organizational aspects, leaving the changing competitive dynamics among firms relatively under-research. Among other findings, existing research suggests that interfirm rivalry is moving from the industry level into more closely circumscribed markets/arenas. Further, new competitive weaponry has moved to the forefront: Lawsuits over IP, free service provision and third-party pay models have brought a new flavor to the competitive game (Bryce, Dyer, and Hatch, 2011). This track calls for theoretical work explicating the various dimensions along which interfirm rivalry currently changes. Following common themes of competitive dynamics research (Ketchen, Snow, Hoover, 2004) we invite work on (1) competitive action and response-patterns, (2) first-mover advantage, (3) co-opetition, (4) multipoint competition, (5) strategic groups, (6) regional clusters. Furthermore, we invite methodological contributions innovating the study of competitive dynamics, particularly computer-supported research using text analysis or ‘news analytics’, qualitative and historical work, discourse analysis, simulations, and other methods under-utilized in competitive dynamics research.

Concrete questions we want to raise are:
> How did the fabrics of competition change? E.g., how does the competitive repertoire of firms
Co-evolve with fundamental technological changes?

> How and why new success patterns in firm competitive behaviors emerge and evolve?
> In times of rapid technological change, is there still a first-mover advantage?
> Does digitization impact industry structures? How have strategic groups dynamics changed?
> What are new drivers of regional clusters and their sources of competitive advantage?

Proponents

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Keywords

Competitive Dynamics  
Mechanisms Governing  
Industry Dynamics  
Interfirm Rivalry  
Co-Opetition

Corporate Strategy: Management of M&A, alliances and divestitures

For at least three decades, research has examined mergers & acquisitions (M&A) and alliances as the key devices through which firms shape their business portfolios (Brauer, 2006; Haleblian, Devers, McNamara, Carpenter and Davison, 2009). As a result, we start to gradually have a relatively sound understanding of the antecedents and financial implications of M&A, alliance and divestiture activity. However, despite these notable research efforts, some very basic questions as regards the scope, implementation and performance dynamics of alliance, M&A and divestiture activity remain unanswered.

Thus, the aim of this track is to provide a forum and platform for interdisciplinary discussion and engagement to further an enhanced analysis and appreciation of the underlying dynamics shaping and driving M&A, alliance and divestiture activity and performance. We thus welcome papers analysing the scope, dynamics and execution of these inter-firm encounters or ‘hybrids’ (Borys & Jemison, 1989), as well as the similarities and differences across the three types of corporate actions, be it from different theoretical as well as methodological approaches. Strategic, financial, organizational, cultural, managerial or human relations perspectives will be welcome, particularly when combined. From a methodological point of view, we are also interested in studies which take a longitudinal perspective. Within this topical range, we encourage papers that either identify new and important avenues or papers that provide a fresh look at issues already addressed by existing research. To attain this aim, we encourage submissions that expand the scope of existing theoretical lenses and methodological approaches.

More particularly, we welcome contributions focused on:

• Teasing out similarities and differences between mergers, acquisitions, alliances, divestitures and other forms of inter-firm encounters in terms of their scope and management
• The motives guiding the decision to acquire, ally or divest
• Strategies, development and execution of corporate level acquisition and alliance programs
• Capability transfer, learning and the role of experience in the execution of M&A, alliances and divestments
• The role of different ownership types in shaping and executing M&As, alliances and divestitures
• Performance dynamics in M&As, alliances and divestitures
• The process guiding decision-making in M&As, alliances and divestitures
• Governance strategies and dynamics in M&As, alliances and divestitures
• Knowledge transfer in M&As, alliances and divestitures
• Trust, identity and culture dynamics in M&As, alliances and divestitures
• The role of executives in M&As, alliances and divestitures
• Employees’ reactions and roles during M&As, alliances and divestitures
• Geographic and industry contexts and differences shaping M&A, alliance and divestiture activity
• Methodological choices and concerns in the study of M&As, alliances and divestitures

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**Keywords**

Management of M&A  
Management of Alliances

Divestiture  
Corporate Strategy
Strategies to increase sustainable competitiveness in ports and maritime logistics

The sustainable competitiveness of established firms in ports and maritime logistics has become a topic of increasing relevance, given its importance as a source of value creation for firms involved in a supply chain and the impact of port-related activities on the social, environmental and economic development of the region and country in which the port is located (Tongzon et al., 2009; Penco et al., 2013). As port clients and other stakeholders progressively require ports to become more flexible, to take more into account environmental concerns and socio-economic issues and to become of increased strategic value for their region and country, new strategies to increase sustainable international competitiveness in port and maritime logistics firms are required (Van Den Bosch et al., 2011; Panayides and Song, 2008). To maintain the license to operate, strategic value creation for the stakeholders involved is particularly important in the regulatory environment in which ports are embedded.

Although the relative impact of strategies for sustainable competitiveness in port and maritime logistics is an issue of considerable scientific and managerial interest, insights and contributions related to this topic still tend to be limited (Parola et al., 2013; Satta et al., 2013). This gap is remarkable, especially because ports and maritime logistics firms provide an interesting research field in terms of dynamic business environments where technological, regulatory and market forces interact and influence the management and strategy of firms. Moreover, maritime and other port-related firms are often interdependent on each other, and strategic connectivity between organizations within and among ports strongly affects ports and firms' overall international sustainable competitiveness (Van Den Bosch et al., 2011).

To address this research gap, this track aims to bring together scholars interested in strategies to increase sustainable competitiveness in the context of ports and maritime logistics as a significant part of global supply chains. The Track addresses several, mutually related, research topics including:

- Port planning, development and growth for sustainable competitiveness.
- The role of cooperation within and between ports and other organizations for sustainability.
- The impact of port and maritime logistics firms' strategies on competitiveness, sustainability and regional development.
- Public-Private-Partnerships in ports: boosting and fostering growth and sustainable competitiveness.
- Strategies to increase innovation in ports and shipping for improving international sustainable competitiveness.
- Corporate social responsibility and strategy: addressing economic, social and environmental issues in ports and maritime logistics.

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Keywords

Sustainable Competitiveness
Strategic Value
Ports Maritime Logistics
Management Innovation
The microfoundations of organizational ambidexterity: Multilevel insights

In the modern competitive world, firms need to be able to exploit current competencies product-market combinations, as well as to explore new territories. Such ambidextrous organizations excel in pursuing exploratory and exploitative activities simultaneously and are able to recognize interdependencies, capture synergistic value, and realize sustainable performance over time. The phenomenon of organizational ambidexterity has received ample attention in the literature. Despite its growing popularity, however, important questions remain.

More fundamentally, little is known about the micro-level foundations of ambidexterity and about how exploitation and exploration can be facilitated, integrated and combined across different organizational levels. This topic focuses on multilevel perspectives on exploration, exploitation and ambidexterity. We encourage submissions that investigate how exploration, exploitation, their antecedents as well as performance consequences are interconnected at different levels of analysis. We are particularly interested in research which explores the micro-level origins of ambidexterity from various theoretical and practical perspectives.

Appropriate research questions include, but are certainly not limited to:

- What are the antecedents, mediating/moderating factors, and outcomes of ambidexterity’s micro-level origins?
- How may different levels of analysis (individual-, team-, unit-, firm-level) conjointly help create ambidexterity within firms?
- What skills, personal competencies, and behaviours the incumbent managers and employees need to learn and practice in order to achieve and sustain ambidexterity?
- What roles do senior and middle management and their interactions play in combining top-down, bottom-up, and horizontal initiatives that facilitate ambidexterity?
- How do individual and group-level traits influence the ambidexterity’s development? What drives an individual’s orientation towards exploration and exploitation? Are individuals able to evenly focus on exploration and exploration?
- What role do teams play in creating ambidexterity within firms, and how is team-level ambidexterity jointly influenced by higher-level mechanisms and individual-level characteristics?
- What actions the management can and/or should take to cultivate the appropriate behaviours and acquire, develop and hone the much-needed skills to transform the firm into a truly ambidextrous entity?
- Which mechanisms enable the effective transfer of knowledge within structurally and contextually ambidextrous organizations?
- Can and should structural and contextual ambidexterity co-exist within the same firm, and how do different hierarchical levels influence such structuring?
- How does ambidexterity effect an organization’s adaptation to a dynamic environment, i.e. which processes make ambidexterity become a dynamic capability?

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Keywords

- Ambidexterity
- Exploration
- Exploitation
- Microfoundations
- Agility
Submission guidelines EURAM 2014 - Valencia

Please, follow these guidelines and formatting instructions to prepare and submit your paper.

RULE OF 3:

Please note that you may be listed as an author or co-author on up to 3 submitted papers.

1. Each paper can only be submitted to ONE topic or track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2014 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the European Management Review Style Guide.
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.
10. Submissions will be done on-line on the EURAM 2014 website.
11. Only submissions in English shall be accepted for review.
12. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference.
13. In case of acceptance, each author can present only one paper at the conference.