

Sumantra Ghoshal Conference

27-28 May 2021

Programme (Virtual - Times in BST)

Thursday 27

12:50 – 13:00 Welcome and Introduction

13:00 – 14.30 **Parallel Sessions #1**

Session 1a. Business and Society

Chair: Donal Crilly (LBS)

1. **Fabrizio Ferraro (IESE Business School)**, Samspa Samila, Andrea Cavicchini (IESE) *Under Pressure Culture and Structure as Antecedents of Organizational Misconduct*

2. **Vanessa C. Burbano (Columbia)**, Natalie Carlson, James Ostler (Wharton) *When One Isn't Enough Product-Level and Organization-Level Sustainability in New Ventures*

3. **Sinzianna Dorobantu (NYU Stern)**, Ariel Casarin (Adolfo Ibanez), Angel Saz-Carranza (Esade) *Nationalism, Firm Value and Relocation*

4. **Bryan Stroube (LBS)**, David Waguespack (UMD), *Status and Consensus: Audience Evaluations of Female Film Leads*

Session 1b. What Drives People

Chair: Ariana Marchetti (LBS)

1. **Raffaella Sadun (Harvard)**, Stephen Michael Impink (Stern), Andrea Prat (Columbia) *Communication within Firms Evidence from CEO Turnovers*

2. **Lamar Pierce (Washington University in St. Louis)**, Alex Rees-Jones (Wharton), Charlotte Blank (Maritz, LLC) *The Negative Consequences of Loss-Framed Performance Incentives*

3. **Hyunjin Kim (INSEAD)**, Edward L. Glaeser, Andrew Hillis, Scott Duke Kominers, and Michael Luca (INSEAD) *Decision Authority and the Returns to Algorithms*

4. **Hugh Wu (Olin)**, Shannon X. Liu (Toronto) *Managerial Attention, Employee Attrition, and Productivity Evidence from a Field Experiment*

5. **Francisco Brahm (LBS)**, Antoine Feylessoufi (CJBS), Marcos Singer (UC) *The Impact of Incentives on Teams: Micro-evidence from Retail*

14:30 – 14:45

Break

14:45 – 16:15

Parallel Sessions #2

Session 2a. Innovation and R&D

Chair: Sarath Balachandran (LBS)

1. **John Eklund (Marshall)**, Emilie Feldman (Wharton), *Understanding the Relationship between Divestitures and Innovation*

2. **Anne L.J. Ter Wal (Imperial)**, Paola Criscuolo (Imperial) Ammon Salter (Bath) *Temporal Balancing: The Timing of Network Mobilization Across the Idea Journey*

3. **Elisa Alvarez-Garrido (University of South Carolina)** *Uncovering the Impact of Venture Capital Firms on Startup Innovation*

4. **Casidhe Troyer (LBS)**, Gautam Ahuja (Cornell), *You Get What You Pay For: The Rise of the Index Fund and Exploration in R&D*

Session 2b. Search and competitive strategy

Chair: Sungyong Chang (LBS)

1. **Daniel Elfenbein (Olin)**, Hart E. Posen (Wisconsin-Madison), John Chen (Warrington College), Ming zhu Wang (Olin) *Pivot Rules for (Overconfident) Entrepreneurs*

2. **Sruthi Thatchenkery (UCL)**, Riitta Katila (Stanford) *Innovation and Profitability: Following Antitrust Intervention Against a Dominant Platform: The Wild, Wild West?*

3. **Oren Reshef (Washington University in St. Louis)** *Smaller Slices of a Growing Pie: The Effects of Entry in Platform Markets*

4. **Sungyong Chang (LBS)** *Two Faces of Decomposability in Search: Evidence from the Recorded Music Industry 1995-2015*

16:15 – 16:30

Break

16:30 – 17:00

Ghoshal Award to Julian Birkinshaw

2021 Winner: **Julian Birkinshaw (LBS)**

Intro by **Freek Vermeulen (LBS)**, presentation by **Julian Birkinshaw (LBS)** and Q&A.

17:00 – 18:00

Plenary Session on Entrepreneurship and ESG

Organised by **Luisa Alemany (LBS)**, **Ioannis Ioannou (LBS)**, and **Olenka Kacperczyk (LBS)**

Why do VCs care more and more about Environmental, Social and Governance (ESG) issues recently? In Europe, but also in the US, VCs are joining forces to figure out how to apply ESG investing principles to fast-growing start-ups. At the same time, an increasing number of start-ups appear to be “born-ESG” in the sense that the resolution of an ESG challenge lies at the core of their business model and (growth) strategy. What would an ESG investment framework for VC look like? Could VCs effectively promote ESG priorities into young start-ups, and if so, why would they care to do so? What are the possible implications for the start-ups themselves (e.g., in terms of performance or raising funding), the VCs (e.g., differentiation, investment returns) as well as society at large and the environment? In this panel, we will explore these questions with a group of leading practitioners, and in doing so, we also hope to inspire and provoke the audience to think about ESG in VC as an exciting new area for conducting rigorous research that is deeply managerially relevant.

Moderator: Luisa Alemany (LBS)

Panel:

- **Shu Dar Yao**, San Francisco
ESG and Impact Investing Advisor
Head of Investments at RSF Social Finance
- **Henry Philipson**, London
Director Marketing & Communications
Beringea Venture Capital
- **Susan Wintenberg**, Boston
ESG Individual Consultant on VC/PE
Fellow, Harvard’s Belfer Center

18:00 – 18:45

Break

18:45 – 19:30

Virtual Social Activity: *Debate*

Moderator: Michael G Jacobides (LBS)

Proposition of the debate: “The current obsession with identification in strategy research is making research managerially irrelevant.”

Debaters: Costas Markides (LBS) and Dennis Yao (HBS). The debaters will be randomly assigned to argue for or against the proposition at the start of the session.

Participants in the conference will be randomly assigned to a breakout room with one debater for 12 minutes at the start of the session. You will be able to provide ideas, arguments and puns to “your debater” ahead of the debate.

Friday 28

13:00 – 14:30

Parallel Sessions #3

Session 3a. Entrepreneurship: Careers, Business Models and Financing

Chair: Gary Dushnitsky (LBS)

1. **Sampsa Samila (IESE)**, Terwase Viashima (IESE) *Investor – Entrepreneur Gender Effects in New Venture Screening*
2. **Myles Shaver (Minnesota)**, Colleen Flaherty Manchester, Alan Benson (Minnesota) *Dual Careers and the Willingness to Consider Employment in Startup Ventures*
3. **Kathleen M Eisenhardt (Stanford)**, Ron Tidhar (Stanford) *Measure Twice, Cut Once: Scaling Novel Business Models in the Nascent Online Fashion Industry*
4. **Thomas Astebro (HEC)**, Jose Penalva (Universidad Carlos III) *Are Self-investments Driving the Crowd in Equity Crowdfunding?*

Session 3b. Corporate strategy

Chair: Catherine Magelssen (LBS)

1. **George Chondrakis (ESADE)**, Eduardo Melero (Universidad Carlos III de Madrid) Mari Sako (Saïd) *Flexible Boundaries: Plural Sourcing as an Investment to Respond to Changing Coordination Requirements*
2. **Elena Plaksenkova (Fisher)**, Olivier Chatain (HEC Paris) *The Ecosystem Penalty: Value Creation Technologies and Incentive Misalignment*
3. **Nathan Furr (INSEAD)**, Anna Szerb (INSEAD) *Architects and Bottlenecks: Ecosystem Roles in the Solar Photovoltaic Industry*
4. **Arianna Marchetti (LBS)** *Firms of a Feather Merge Together: The Coordination Benefits of Compatible Cultures*

14:30 – 14:45

Break

14:45 – 16:15

Plenary Research Session: *Corporate Activism in a Polarized World*

Moderator: Paul M. Valeer (Minnesota)

Purpose of the session: This plenary session is new to the Ghoshal conference. Highly complementary papers were selected in order to inform a specific/narrower topic, so that more holistic managerial takeaways can be drawn from the session.

1. Mary-Hunter McDonnell (Wharton) *Profiting from Protest: A Contingency Model of the Effects of Anti-Corporate Activism*

2. Andrea Pataconi (Norwich Business School) Gaia Melloni (HEC Lausanne), Nick Vikander (Copenhagen) *CEO Activism as Communication to Multiple Audiences*

3. Christopher W. Poliquin (UCLA), Young Hou (HBS) *CEO Activism, Consumer Polarization, and Firm Performance*

4. Aharon Cohen-Mohliwer (LBS), Olga Hawn (Kenan-Flagler Business School) *Rewarding the Extremes? Investor Reaction to U.S. Corporations' LGBTQ Ranking*

16:15 – 16:30

Break

16:30 – 17:30

Plenary Panel Session: *Insights from award-winning authors: How to develop an award-winning managerially relevant publication?*

Organised by **Costas Markides (LBS)**

16:30 – 16:45: Presentation by **Mark de Rond (CJBS)**

16:45 – 17:00: Presentation by **Melissa A. Schilling (Stern)**

17:00 – 17:30: Panel Discussion: **Mark de Rond (CJBS)**, **Melissa A. Schilling (Stern)** and **Julian Birkinshaw (LBS)**. Moderated by **Costas Markides (LBS)**

17:30 – 17:40

Closure

17:40 – 18:30

Virtual Social Activity: Gather.town

Join us in roaming and interacting in the interesting virtual environment provided by Gather.town. It is simple to use, dynamic and fun!