# The Sumantra Ghoshal Conference

19th-20th June, 2023
*London Business School, Regent's Park, London, NW1 4SA*

**Note: All sessions will take place in LT6, unless stated otherwise**

**Monday 19th June**

**11:30 – 12:30**    Registration in Reception Area of Ratcliffe Building

**11:30 – 12:30**    Welcome Lunch in Dining Room

**12:45 – 13:00**    **Welcome**

Conference Co-Organisers: Gary Dushnitsky and Sungyong Chang

**13:00 – 14:30**    **Paper Track 1: Innovation & R&D**

Track Chair: Casidhe Troyer, Co-Organisers: Keyvan Vakili and Yiorgos Mylonadis

**Jung H. Kwon (Denver)**, Dennis Park (Texas), Shu Deng (Texas), *Digitisation of Inventive Records and Startup Innovation*

**Michael Blomfield (Massachusetts)**, *The Social Context of Innovation: Openness, Diversity and the Effects of Civil Rights Protests on American Invention*

**Brian Silverman (Rotman)**, Jiho Yang (Imperial), Paola Criscuolo (Imperial), *The Organisational Structure of Development and Firm Innovation*

**Neil Thompson (MIT)**, Christopher Tucci (Imperial), Hyo Kang (USC), Albina Khairullina (Imperial), *Should Firms Hold More Patents? A Randomised Control Trial on the Commercial Value of Patent Protection*

**14:30 – 15:00**      Break

**15:00 – 16:30**      **Paper Track 2: Business & Society, Stakeholders, & CSR**

Track Chair: Ioannis Ioannou, Co-Organiser: Donal Crilly

**Sarah Kaplan (Rotman),** Daphne Baldassari (Toronto), Aaron Dhir (Connecticut), *Hiding in Plain Sight: Firm Strategic Response to Diversity Disclosure Requirements*

**Jasjit Singh (INSEAD),** Matthew Lee (Harvard), *Activist Pressure and Firm Compliance with ESG Disclosure Policy: Experimental Evidence from the U.K Modern Slavery Act*

**Chang-Wa Huynh (HEC Paris),** Rodolphe Durand (HEC Paris), *Collaboration in Purpose-Driven Firms: The Roles of Prosocial Orientation and Legitimacy Judgements*

**Kate Odziemkowska (Rotman),** Exequiel Hernandez (Wharton), Emilie Feldman (Wharton), *Stakeholder Synergies in Mergers and Acquisitions*

**16:30 – 17:00**      Break

**17:00 – 17:45**      **Panel: Theory-Driven Strategic Management Decisions**

**Andrea Pignataro**
Andrea Pignataro is Founder and CEO of ION, a permanent capital holding firm with over $30 billion in equity investments exclusively focused on software and data to digitize and automate mission-critical workflows. ION's long-term buy & hold philosophy, combined with a unique investor-operator model, drives growth through organic product reinvestment and thematic M&As.

**Alfonso Gamberdella**
Alfonso Gambardella is Professor of Corporate Management in the Department of Management & Technology of Bocconi University, Milan. He is currently interested in understanding strategic decisions of companies under uncertainty. In 2021 he was awarded an ERC grant on "A Scientific Approach to Innovation Management.

**17:45 – 18:15**      Drinks in the Dining Room

**18:15**        **Dinner and Debate in the Dining Room**

**Proposition of the Debate:** Multinational organisations are a force for good.

**Paul Vaaler**
Professor, John and Bruce Mooty Chair in Law & Business at the University of Minnesota

**Robyn Klingler-Vidra**
Associate Dean, Global Engagement, Reader in Entrepreneurship & Sustainability, at King's Business School

## Tuesday 20th June

**09:00 – 10:30**    **Paper Track 3: People and Strategic Human Capital**

Track Chair: Arianna Marchetti, Co-Organisers: Sarath Balachandran and Freek Vermeulen

**Hyunjin Kim (INSEAD),** *The Impact of Communicating Multiple Goals: Evidence from a Field Experiment in an Energy Corporation*

**Thomas Astebro (HEC Paris),** Olof Ejermo (Lund), Otto Toivanen (Aalto), *Death and Turmoil in R&D Teams*

**Oliver Hahl (Carnegie Mellon),** Sae-Seul Park (Carnegie Mellon), *Learning like a Pro: Evidence of Differential Learning from Industry Accidents by Individuals within Organisations*

**Freek Vermeulen (LBS),** *Some Organisational Antecedents of Evil*

**10:30 – 11:00**    Break

**11:00 – 12:15**    **Panel: The Future of Work**

**Phanish Puranam**
Phanish Puranam is Roland Berger Chair Professor of Strategy & Organization Design at INSEAD. His research focuses on how organizations work, and how we can make them work better. His current research is about how algorithms affect organizations as tools (e.g., machine learning), templates (e.g., blockchain and metaverse), and teammates (human-AI collaboration).

**Martin Gonzalez**
Martin Gonzalez is the Global Organization Development Lead for Google's Compute Business (think Chrome, Android, Pixel, Nest, Fitbit, Photos, AI/Machine Learning/Quantum Computing research groups). He works with Google's senior leaders to shape their team's culture, grow their people and build cool things that matter.

He's a frequent lecturer at MBA and Engineering programs at Stanford, Wharton, INSEAD, London Business School, Tsinghua University and Singapore Management University.

He is also the creator of Google for Startup's PeopleLab, an effort to take what Google has learned about developing people and culture to startups around the world. He has run leadership courses and mentored thousands of tech startup founders, from seed stage to unicorn, across more than 70 countries in the Americas, Asia, Africa, and Europe. Before Google, he was a strategy and organizational consultant at Boston Consulting Group.

Martin holds two master's degrees in organizational psychology and behavioral science from Columbia University and the London School of Economics. He's lived and worked in New York, Jakarta, Singapore, Taipei and Manila where he is originally from. Today, he lives in the San Francisco Bay Area with his wife and three kids.

### Aeden Pope

Aedan Pope is a Principal Engineer at Google DeepMind, currently working on core large language modelling efforts.
Aedan has worked at Google for over a decade, including engineering roles on various products (Blogger, Android / Google Play), leading the DeepMind Research Platform Team for many years (managing upwards of 60 people), and now as a senior individual contributor role in the large models space. Throughout this career, this has involved solving problems in the technical and product level, leading & inspiring people, also putting into practice many of the principles and theories of organisational design.
Aedan graduated from the University of Western Australia with degrees in Computer Scienceand Pure Mathematics. He has lived and worked in Sydney, Tokyo, and London.

### Nicola Bortignon

Nicola Bortignon is a Senior Director of Engineering at Meta, leading global initiatives on Trust and Safety for the vast user community of over 3 billion spanning Meta's suite of products: Facebook, Instagram, WhatsApp, and the Metaverse. Utilising advanced machine learning and artificial intelligence techniques, his organization diligently safeguards Meta's community from physical, emotional, and financial harm while enhancing their platform experience through personalised recommendation systems.

Nicola plays a critical role in driving Meta's Machine Learning and Artificial Intelligence growth strategy within the EMEA region, a venture that the company embarked on many years ago. His role cultivates a dynamic network of top European talent.

Armed with a Master's degree in Artificial Intelligence, Nicola's career, spanning 18 years, has been devoted to bringing technology to scale. From semi-automatic multimedia ads creation software at Google to personalisation and recommendation systems at Spotify, Nicola has led innovative organisations globally.

Continuing to be an influential voice in the AI community. His insightful writings, ranging from academic papers to engaging opinion pieces, have consistently shaped discourse around AI and its applications.

His advisory role in helping national leaders shape their innovation and AI agendas further underscores his significant impact on the field.

**Tanuja Randery**

Tanuja is Managing Director of Amazon Web Services (AWS) EMEA, responsible for setting EMEA strategy and guiding the company's growth across the region. She leads multi-country, cross-functional teams who work closely with customers, from startups through to the world's largest enterprises. These teams support digital transformation, providing insight on the technical and business aspects of cloud computing. The AWS EMEA team works alongside partners, including independent software vendors, advisory partners and system integrators, to help customers innovate.

Tanuja has more than 25 years of strategic, commercial and operational experience. She joined AWS in 2021 from management consulting firm McKinsey & Company, where, as a Partner, she was responsible for leading enterprise transformation projects in the technology and industrial sectors. Prior to this she served as CEO, UK & Ireland for Schneider Electric, the global energy management firm. Tanuja spent 10 years with Colt as CEO of UKI and Benelux, and was head of strategy for EMC in North America in her earlier career.

Tanuja serves as non-executive director on the board of BusinessLDN and was previously a trustee for Save the Children UK. She is committed to diversity projects and founded the PowerWomen Network—a cross-industry network for senior women business leaders. She has been recognised for her work in inclusion and diversity as a top-50 Champions for Women in Business by the Financial Times' HERoes in 2017 and 2018. More recently, she was ranked number 6 on the UK Tech50 2022 list of most influential people in IT and was recognised in the Yahoo Finance 2022 Heroes Women Role Model Lists within the category "Top 100 Women Executives List". Tanuja also hosts a podcast, PowerWomen Speak, on what it takes for women to be successful in business.

Born and educated in India, with a Master's degree from Boston University, Tanuja holds US and UK citizenships and has lived in London for the past 20 years.

**12:15 – 13:15**      Lunch in the Dining Room

**13:15 – 14:45**      **Paper Track 4:** Entrepreneurship

Track Chair: Sungyong Chang; Co-Organisers: Luisa Alemany, Costas Markides, Gary Dushnitsky

**JungYun Han (Taiwan),** Charles Eesley (Stanford), *Keep your Friends Close and your Enemies Closer?: The Impact of Accelerator Cohort Composition on Startup Outcomes*

**Ameet Morjaria (Kellogg),** *Acquisitions, Management, and Efficiency in Rwanda Coffee industry*

**Ivanka Visnjic (ESADE),** Kaushik Bagchi (ESADE), Julian Birkinshaw (LBS), *Division of Labour or Division of Success? Effectiveness of Academic, Entrepreneurial and Established Organisations in Applied Research*

**Anil K. Gupta (Maryland),** Waverly W. Ding (Maryland), Beryl Yalcinkaya (Maryland), *Development of Broad-Scoped Internal Capabilities in Young Technology Firms: Evidence from Online Job Postings*

**14:45 – 15:15**    Break

**15:15 – 16:45**    **Paper Track 5:** Corporations; Boundaries, Strategies and Ecosystems

Track Chair: Michael G. Jacobides; Co-organizers: Francisco Brahm and Sungyong Chang

**Charles Eesley (Stanford),** Wajeeha Ahmad (Stanford), Ananya Sen (Carnegie Mellon), Erik Brynjolfsson (Stanford), *The Role of Advertisers and Platforms in Monetising Misinformation: Descriptive and Experimental Evidence*

**Todd Zenger (Utah),** Yang Fan (Colby), Lubomir Litov (Oklahoma), Mu-Jeung Yang (Oklahoma), *Technological Uniqueness and Competitive Advantage*

**Joost Rietveld (UCL),** Joe Ploog (UCL), *Network Effects by Choice: Evidence From the Board Games Industry*

**Catherine Magelssen (LBS),** Beverly Rich (Utah), Kyle Mayer (USC), *The Boundaries of the Firm: Internal and External Contracting*

**16:45 – 17:15**    Break

**17:15 – 18:15**    **Ghoshal Award 2023 to Anita McGahan**

Introduction by **Keyvan Vakili (LBS)**

Academic Keynote Presentation by **Anita McGahan**

Anita M. McGahan is University Professor and George E. Connell Chair in Organizations and Society at the University of Toronto.  Her primary appointment is at the Rotman School of Management.  She is cross appointed to the Medical School and the Dalla Lana School of Public Health, and is affiliated at the Munk School's Innovation Policy Lab, the School of Cities, the School of Pharmacy's W.H.O. Centre, Massey College, and the Schwartz Reisman Institute for Technology and Society.

Professor McGahan is also a Faculty Member and Senior Fellow at the Burnes Center for Social Change at Northeastern University; Senior Associate at the Institute for Strategy and Competitiveness at Harvard University; and a past President of the Academy of Management.  From 2014 to 2019, she was a faculty member of the MacArthur Foundation Research Network on Opening Governance.  During her 2010-2015 appointment as the Director of Toronto's PhD Program and as the Associate Dean of Research, the School's PhD and research rankings internationally increased from #11 to #4 and #17 to #3, respectively.

McGahan earned both her PhD and AM at Harvard University in two years. She holds an MBA from the Harvard Business School, where she received highest academic honors as a Baker Scholar, and a BA from Northwestern University, where she was elected to Phi Beta Kappa. She also spent several years at both McKinsey & Company and Morgan Stanley & Company and was previously on the faculties of both Harvard Business School and Boston University. She has visited the Stanford Graduate School of Business, the London Business School, the Australian Graduate School of Management, the University of Cambridge, and the Division of Social Medicine and Global Health at Harvard Medical School.

McGahan's credits include five books and over 175 articles, case studies, notes and other published material on competitive advantage, industry evolution, and global health. Her current research emphasizes entrepreneurship in the public interest and innovative collaboration between public and private organizations. She is also pursuing a long-standing interest in how firms overcome industry disruption to achieve breakthrough performance.  Her recent work emphasizes innovation in the governance of technology to improve global health.  McGahan has been recognized as a master teacher for her dedication to the success of junior faculty and for her leadership in course development.  In 2010, she was awarded the Academy of Management BPS Division's Irwin Distinguished Educator Award.  In 2012, the Academy conferred on McGahan its Career Distinguished Educator Award for her championship of reform in the core curriculum of Business Schools, and in 2021, the Academy conferred on McGahan its Career Distinguished Service Award for leadership in the Academy and other organizations.  In 2018, McGahan was awarded both the Inaugural Educational Impact Award and, with Michael E. Porter, the Dan and Mary Lou Schendel Best Paper Prize from the Strategic Management Society.  With doctoral student Leandro Pongeluppe, she was awarded the Glueck Best Paper Award in 2021 from the Academy of Management.  With former doctoral student Keyvan Vakili, she was awarded the Academy of Management Journal's Impact Award in 2022.   In 2012 she was elected a Fellow of the Strategic Management Society, and in 2015 she was elected a Fellow of the Academy of Management.

**18:15**                    Closing Reception with Drinks and Snacks, in the Dining Room