

Sumantra Ghoshal Conference

10-11 June 2018

Programme

London Business School Sammy Ofer Centre 97-113 Marylebone Road, London, NW1 5PT

Sunday 10 June, 2018

12.45 – 1.30	Registration in Sammy Ofer Centre Reception
12:00 - 13:00	Welcome Lunch in the Garden Room

Conference Sessions in SOC LT15

13:30 - 13:40	Welcome Olenka Kacperczyk
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13:40 - 14:20	Panel: From Research to Practice - The Evolution of Strategy Frameworks: Moderator: Michael G Jacobides
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This session will consider how the strategy field has progressed over the last two decades, in terms of new frameworks which are used by managers and students of strategy alike. Martin Reeves will give us the perspective from the world of practice, while Rob Grant will share his experience both as an academic, and the author of one of the most popular strategy textbooks, and jointly we will explore how the field has evolved, and how research has permeated (or not) the state-of-the-art thinking in terms of strategy in practice.

Panellists:

Robert Grant (Bocconi University)

Full Professor of Strategic Management and holder of the ENI Chair of Strategic Management in the Energy Sector. Previous faculty positions: Georgetown University, London Business School, City University, California Polytechnic, UCLA, University of British Columbia, and University of St. Andrews (Scotland). Associate editor of Long Range Planning, member of editorial boards of Strategic Management Journal, Journal of Management Studies and Strategy & Leadership

Martin Reeves (Senior Partner and Director, BCG Henderson Institute)

Martin Reeves leads the BCG Henderson Institute worldwide and is a member of The Boston Consulting Group's Strategy practice leadership team as well as a senior member of the Health Care practice. Martin is also a member of the BCG Henderson Institute's Innovation Sounding Board, which is dedicated to supporting, inspiring, and guiding upstream innovation at BCG. He was a Fellow from 2008 through 2017.

14:20 – 15.40

Academic paper track : People and Organisations

Track chairs: Aharon Cohen Mohliver, Bryan Stroube

Co-organisers: Isabel Fernandez-Mateo, Freek Vermeulen

Presentations:

Amandine Ody-Brasier (Yale University): *Silence is Golden: Why Church-Affiliated Nursing Homes are Less Likely to be Fined*

Claudine Gartenberg (University of Pennsylvania), Andrea Prat (Columbia University) and George Serafeim (Harvard Business School): *Corporate Purpose and Financial Performance*

Ajay Bhaskarabhatla (Erasmus School of Economics) and Rajani Singh (Indian Institute of Management, Bangalore): *Board Interlocks with Shell Companies and Firm Value: Evidence from Director Disqualifications in India*

Megan Lawrence (Vanderbilt University): *Trailblazing Vs. Holding Up the Learning Curve: Choosing Templates for New Practice Transfer*

15.40 - 16:00

Coffee Break on Lower Link Bridge

16:00 - 17:30

Academic paper track: Innovation and Technology

Track chair: Michaël Bikard

Co-organisers: Sendil Ethiraj, Keyvan Vakili

Presentations:

Lynn Wu (University of Pennsylvania), Bowen Lou (University of Pennsylvania) and Lorin Hitt (University of Pennsylvania): *Data Analytics and the Decentralized Innovation Communities*

Luisa Gagliardi (University of Geneva) and Myriam Mariani (Bocconi University): *Nurturing Leadership: Military Conscription and Leader Inventors*

Henning Piezunka (INSEAD) and Abhishek Nagaraj (University of California, Berkeley): *Deterring the New, Motivating the Established – The Divergent Effect of Platform Competition on Member Contributions in Digital Mapping Communities*

Neil Thompson (Massachusetts Institute of Technology) and Douglas Hanley (University of Pittsburgh): *Science is Shaped By Wikipedia: Evidence from a Randomized Control Trial*

17:30 – 18:10

Fireside Chat: The Future of Strategy – From General Management to Disciplines?

Moderator: Costas Markides

Alfonso Gambardella (Bocconi University)

Professor of Management and Head of the Department of Management and Technology. He studies firm strategy, particularly technology strategy and the impact of innovation on industry structures. He is a Co-Editor of Strategic Management Journal, Fellow of the Strategic Management Society, and Research Fellow of CEPR, London. He received his Ph.D. from Stanford University.

Toby Stuart (University of California, Berkeley)

Toby E. Stuart is the Helzel Chair in Entrepreneurship, Strategy and Innovation and Faculty Director of the Lester Center for Entrepreneurship at the Haas School of Business, UC Berkeley. Previously, he has been: The Charles Edward Wilson Professor of Business Administration at Harvard Business School; the Arthur J. Samberg Professor and Faculty Director of the Eugene M. Lang Entrepreneurship Center at Columbia Business School; and the Fred G. Steingraber-A.T. Kearney Professor of Leadership & Strategy at University of Chicago's Graduate School of Business. He received his Ph.D. from the Graduate School of Business, Stanford University.

18:10 – 18:30 Walk to the Garden Room, Sussex Place campus
18:30 – 19:15 Drinks in the Garden Room
19:15 Dinner and Debate in the Garden Room

Debate: Should Academia Be Vertically Integrated?

Speaking for the motion:

Mary Tripsas (Boston College)

Professor Mary Tripsas is a leading management scholar whose research and teaching focus on innovation, entrepreneurship and strategy. Her work on the transformation of industries by new technology has illustrated the importance of organizational identity and managerial mental models in shaping strategic responses to technological shifts. Prior to joining the Carroll School, Professor Tripsas was on the faculties of the Harvard Business School and the Wharton School.

Speaking against the motion:

Donal Crilly (London Business School)

Donal Crilly's research interests include stakeholder theory, managerial cognition, and intertemporal choice. His work has been published in journals such as the Academy of Management Journal, the Strategic Management Journal, Organization Science, and the Journal of International Business Studies. Currently Associate Professor of Strategy and Entrepreneurship at London Business School, Donal Crilly is an editorial board member of the Academy of Management Journal, the Strategic Management Journal, the Academy of Management Review, the Journal of International Business Studies, and Strategic Organization.

Monday 11 June, 2018

Conference Sessions in SOC LT15

09:00 - 10:30

Academic paper track : Markets and Corporations

Track chair: Sungyong Chang

Co-organisers: Julian Birkinshaw, Michael G Jacobides, Catie Magelssen

Presentations:

Jeffrey Macher (Georgetown University), Nathan Miller (Georgetown University) and Matthew Osborne (University of Toronto): *Innovation-Based Repositioning: An Empirical Application in Cement*

Jennifer Tae (Temple University), Min-Seok Pang (Temple University) and Brad Greenwood (University of Minnesota): *When Your Problem Becomes*

My Problem: The Impact of Airline IT Disruptions on On-Time Performance of Competing Airlines

Carmelo Cennamo (Bocconi University) and Juan Santalo (IE University): *Does Generativity Enhance Value Creation in Platform-Based Technology Ecosystems?*

Nicholas Argyres (Washington University), Janet Bercovitz (University of Illinois) and Giorgio Zanarone (CUNEF): *The Role of Relational Contracts in Inter-Firm Relationships: Theory and Evidence on Multiunit Franchising*

10:00 – 10:15

Coffee Break on Lower Link Bridge

10:15 – 11:15

Topical Panel: Strategy in the Age of Intelligent Machines

Moderator: David Lancefield (Partner, PwC)

Hyped. Misunderstood. Scare-mongering. All three come to mind when we think of Artificial Intelligence. But this this may be the first moment in AI's history when a majority of experts agree the technology has practical value – and far more than robotic process automation. As recently as 2000, the most proficient AI system was roughly comparable, in complexity, to the brain of a worm!

Much of the research and commentary to date has focused on whether robots will replace humans, and how we tackle ethical considerations from misuse. But what are implications for strategy, decision-making, collaboration, company structures?

Will AI revolutionise strategy through generating new insights or reducing the effort involved? To what extent will AI help to develop new business models rather than just streamline existing processes? Will we see a radical shift in capabilities and collaboration within, and between, outside organisations?

We've assembled a superb line up of speakers who will share their views on the topic from business, developer and academic perspectives.

Panellists:

Clara Durodié (Founder and CEO, Cognitive Finance Group)

Clara Durodié is a business technologist with Board level experience in wealth and asset management and an expert in applied artificial intelligence in financial services. Clara is the CEO of Cognitive Finance Group, a consultancy and investment company specialised in applied A.I. in financial services. Cognitive Finance Group advises Board of Directors and executive teams on the correct adoption, selection and implementation of A.I. systems. Clara is a member of the Chartered Institute for Securities

and Investment in London UK, has a Certificate in Investment Management and holds a Master's degree from the University of Oxford.

Daniel Hulme (CEO, Satalia)

Daniel is the CEO of Satalia, a company that provides full-stack Artificial Intelligence (AI) solutions. He is also the Director of UCL's Business Analytics MSc, applying AI to solve business and social problems. Daniel has a Masters and Doctorate in AI from UCL, he lectures in Computer Science and Business, and is passionate about how technology can be used to govern organisations and bring positive social impact.

Robert Wuebker (University of Utah)

Rob Wuebker is an Assistant Professor at the Department of Entrepreneurship and Strategy, University of Utah, with joint appointments in the College of Engineering and the Multi-Disciplinary Design Program. His research sits at the intersection of entrepreneurship and strategy, focusing on how individuals and firms organize and conduct the search for new economic value. He received his PhD from Rensselaer Polytechnic Institute in New York in conjunction with fellowships from the National Science Foundation and the Swiss National Science Foundation. Previous to his graduate studies, Rob worked as a founder or early participant in several venture-backed startups.

David Lancefield (Partner, PwC)

David Lancefield is a senior partner in Strategy&, PwC. He works with senior executives (Board members, ministers) to grow, restructure and revitalise their organisation, with a focus on the media and technology sectors. He's published articles in Harvard Business Review and Strategy+Business; Reimagining the Boardroom in a world of Artificial Intelligence and Virtual Reality and AI is already entertaining you in relation to the strategic application of AI. He's researched the megatrends extensively, captured in How to seize the opportunities when the megatrends collide. He is a senior member of the Strategy& economics and policy practice in PwC. He has an MSc in Economics from the University of Warwick.

11:15 - 11:30

Coffee Break on Lower Link Bridge

11:30 – 13:00

Academic paper track: Strategy and Society

Track chair: Donal Crilly

Co-organisers: Ioannis Ioannou, Yiorgos Mylonadis

Presentations:

Paul Vaaler (University of Minnesota) and Joel Waldfogel (University of Minnesota): *Discriminatory Product Differentiation: The Case of Israel's Omission from Airline Route Maps*

Razvan Lungeanu (Pennsylvania State University) and Klaus Weber (Northwestern University): *A "Moral Accounting" Perspective on Executive Decision-Making Across Domains*

Alfred Marcus (University of Minnesota) and Ari Ginsberg (New York University): *Venture Capital's Role in Creating a More Sustainable Society: The Role of Exits in Clean Energy's Investment Growth*

Anna Deréky (ETH Zurich), Stefano Brusoni (ETH Zurich), Daniella Laureiro-Martinez (ETH Zurich) and Todd Hare (University of Zurich): *Same Tradeoff But Different Choice: Habitual and Actively Planned Decisions Reveal Different Social Preferences*

13:00 – 14:30

Lunch in the Garden Room

14:30 - 16:00

Academic paper track: Entrepreneurship

Track chair: Colleen Cunningham

Co-organiser: Gary Dushnitsky, Costas Markides

Presentations:

Thomas Astebro (HEC Paris) and Florian Hoos (HEC Paris): *The Effects of a Training Program to Encourage Social Entrepreneurship*
Annamaria Conti (Georgia Institute of Technology) and Maria Roche (Georgia Institute of Technology): *Necessity Never Made a Good Bargain: External Conditions, Entrepreneurial Motives, and Startup Outcomes*

Kylie Jiwon Hwang (Columbia University), Damon J. Phillips (Columbia University) and Evan Rawley (University of Minnesota): *Why Generalists Are Successful but Short-Term Entrepreneurs: Evidence from the Global Hedge Fund Industry*

Andrea Fosfuri (Bocconi University), Ashish Arora (Duke University) and Thomas Ronde (Copenhagen Business School): *Waiting for the Payday? The Market for Startups and the Timing of Entrepreneurial Exit*

16:00 - 16:15

Coffee Break on Lower Link Bridge

16:15 - 17:00

Academic Keynote speaker: Winner of the Ghoshal Award 2018

The Ghoshal Award recognizes a scholar who has distinguished themselves by demonstrating both rigorous and impactful scholarship, and engagement with the world of practice. We feel that Amy Edmondson fulfills both these criteria in spades, and in particular appreciate her interest of translating research into approachable managerial lessons.

Amy C. Edmondson (Harvard Business School)

Amy Edmondson's research is on cross-boundary teaming in and between organizations and on the ways leaders enable the kinds of complex collaborations that such teaming generates. She has done much work on collaborations focused on innovation in knowledge-intensive industries ranging from healthcare delivery to the built environment. Her research extends well beyond academia, with a number of practice-oriented books, including recent work on *Extreme Teaming: Lessons in Complex, CrossSector Leadership*, or *Building the Future: Big Teaming for Audacious Innovation*. Finally, her work continues having an impact on leaders, practitioners, and public opinion.

17:00 -18:00

Making Sense of the Conference: Policy, Practice, and Research Implications

What should we take away from the 2018 Ghoshal Conference? As societal issues become increasingly relevant, what are the key implications for policy and practice?

Three "rapporteurs," who have attended in the conference, will make sense of the ideas, research and directions offered. Nicholas Comfort will offer the policy angle. Allen Webb will discuss the strategy practice side. And Melissa Schilling will provide concluding remarks on key academic insights.

Nicholas Comfort, Journalist

Nicholas Comfort is a writer and consultant on politics, transport, defence and industry. He worked as Special Adviser to the Secretary of State for Scotland, and as presentational consultant on Europe to the Department of Trade and Industry. Nicholas also has a lasting involvement with national newspapers. He was a Lobby correspondent at Westminster for 20 years, primarily with the Daily Telegraph. He has worked in the Telegraph's Washington bureau, edited its leader page and been its Midlands correspondent. He has also been political editor of the Daily Record, the European and the Independent on Sunday, and 7 of 7 Monday continued written editorials for both the Telegraph and the Sun. He also presented programmes for Radio 4 and the BBC World Service.

Allen Webb (Editorial Director, McKinsey Quarterly)

Allen is the Editor-in-Chief of the McKinsey Quarterly. He joined the firm in 1993, and during the first phase of his career at McKinsey served clients in the aerospace, automotive, chemical, health care, legal, and steel

industries, with an emphasis on topics related to corporate finance and strategy. Before joining McKinsey, Allen was a research associate at the Harvard Business School. He has published management articles in the California Management Review, and the McKinsey Quarterly written numerous Harvard Business School case studies.

Melissa Schilling (New York University)

Melissa A. Schilling is the Herzog Family Professor of Management at New York University Stern School of Business. She received her Doctor of Philosophy in strategic management from the University of Washington. Professor Schilling's research focuses on innovation and strategy in high technology industries such as smartphones, video games, pharmaceuticals, biotechnology, electric vehicles, and renewable energies. She is particularly interested in platform dynamics, networks, creativity, and breakthrough innovation.

18:00 – 18:15

Walk to Aubaine Restaurant, 7 Moxon Street, London, W1U 4EP

18:15 – 20.00

Closing Drinks & Canapés Reception at Aubaine Restaurant