

# Sumantra Ghoshal Conference

## 21-22 May 2017

### Programme

#### Sunday 21 May, 2017

12:45 - 13:30 Registration in Ratcliffe Reception

#### Conference Sessions in LT7, E Wing

13:30 - 13:40 **Welcome**  
Michael G Jacobides

13:40 - 15:10 **Academic paper track: People and Organizations**

Track Chair: Aharon Cohen Mohliver

Co-organisers: Isabel Fernandez-Mateo, Bryan Stroube

Presentations:

George Chondrakis (Pompeu Fabra University) and Mari Sako (University of Oxford): *They Come, They Go, But Relationships Stay: Supplier Employee Mobility and Contracting Strategy*

Andrew von Nordenflycht (Simon Fraser University), Heidi Gardner (Harvard Law School) and Forrest Briscoe (Pennsylvania State University): *Rare Knowledge Combinations in Professional Services: Are They a Source of Competitive Advantage?*

Emilie Feldman (University of Pennsylvania), Claudine Gartenberg (New York University) and Julie Wulf (NBER): *Pay Inequality and Reductions in Corporate Scope*

Sharon Belenzon (Duke University), Niron Hashai (The Hebrew University of Jerusalem) and Andrea Pataconi (University of East Anglia): *The Architecture of Attention: Group Structure and Subsidiary Autonomy*

15:10 - 15:30 Coffee Break in 2nd Floor E Lounge

15:30 - 17:00

Academic paper track: Organizing for Innovation

Track Chair: Keyvan Vakili

Co-organisers: Michaël Bikard, Freek Vermeulen

Presentations:

Trey Cummings (Washington University) and Anne Marie Knott (Washington University): CEO Selection and Innovation

Ronald Klingebiel (Frankfurt School of Finance and Management) and Peter Esser (Frankfurt School of Finance and Management): Stage-Gate Processes and Selection in Innovation

Martine Haas (University of Pennsylvania) and Prithwiraj Choudhury (Harvard Business School): Micro-foundations of Patenting in Firms: Inventor Composition, Patent Scope, and Patenting Speed

Felipe Monteiro (INSEAD), Sergio Lazzarini (Insper Institute of Education and Research), Luiz Mesquita (Arizona State University) and Aldo Musacchio (Brandeis International Business School): Leviathan: A Leader or Laggard Inventor? Patenting Intensity, Originality, and Impact of State-owned Enterprises

17:00 - 17:20

Coffee Break in 2<sup>nd</sup> Floor E Lounge

17:20 – 18:00

**Insight Session: From Theory to Practice - Lessons from Life Sciences**

Moderator: David Lancefield (PwC / Strategy&)

The COO and Director of Scientific Translation of The Francis *Crick* Institute will share the innovative model for helping bridge theoretically advanced research into practice and consider how to design an organisation to catalyse the healthcare innovation ecosystem.

David Roblin (COO and Director of Scientific Translation, The Francis *Crick* Institute)

18:00 – 18:40

**Academic Keynote speaker**

Laurence Capron (INSEAD), Winner of the Ghoshal Award 2017

Laurence Capron, winner of the Sumantra Ghoshal Award for Managerially Relevant research, will help us make sense of some of the phenomena her research has addressed and suggest what the next frontiers in management research are.

18:40 – 19:15

Drinks in the Dining Room

19:15

Dinner and Debate in the Dining Room

**Debate: In the era of post-truths, the stories that we spin as business academics are more important than the facts that underpin our research**

Speaking for the motion: [Paul Nightingale \(SPRU, Sussex\)](#)

Speaking against the motion: [Ezra Zuckerman Sivan \(Massachusetts Institute of Technology\)](#)

## Monday 22 May, 2017

08:00 – 08:30

Continental Breakfast, 2<sup>nd</sup> Floor E Lounge

### Conference Sessions in LT7, E Wing

08:30 – 10:00

**Academic paper track: Strategic Adjustment in a World of Shifting Boundaries**

Track Chair: Catie Magelssen

Co-organisers: Julian Birkinshaw, Sendil Ethiraj

Presentations:

Melissa Schilling (New York University), Joost Rietveld (Erasmus University) and Cristiano Bellavitis (Auckland University): *Reload and Relaunch: Value Creation and Capture in Platform Ecosystems*

Henrik Bresman (INSEAD) and Quy Huy (INSEAD): *Orchestrating Strategic Change in Fast Moving Environments: A Team-Based Process Model*

Tarek Ghani (Washington University) and Tristan Reed (Harvard University): *Relationships, Risk and Rents: Evidence from a Market for Ice*

Mu-Jeung Yang (University of Washington), Lorenz Kueng (Northwestern University) and Nicholas Li (University of Toronto): *The Impact of Emerging Market Competition on Innovation and Business Strategy*

10:00 - 10:15 Coffee Break in 2<sup>nd</sup> Floor E Lounge

10:15 - 11:45 **Academic paper track – Cognition, Perception, Context and Strategy**

Track Chair: Donal Crilly

Co-organisers: Yiorgos Mylonadis, Ioannis Ioannou

Presentations:

Panikos Georgallis (University of Surrey), Glen Dowell (Cornell University) and Rodolphe Durand (HEC Paris): *Shine On Me: Policy Support For Emergent Industries*

Sanjay Patnaik (George Washington University) and Dylan Minor: *Using Non-market Actors as Strategic “Weapons” to Increase Firm Performance: Theory and Evidence*

Matthew Lee (INSEAD), Arzi Adbi (INSEAD) and Jasjit Singh (INSEAD): *Framing the Double Bottom Line: Social Enterprises and the Efficiency of Impact Investing Portfolios*

Amulya Tata (ETH Zurich), Daniella Laureiro-Martinez (ETH Zurich) and Stefano Brusoni (ETH Zurich): *“Looking Backwards or Forwards?” : The Role of Temporal Focus on Venture Performance*

11:45 - 12:00 Coffee Break in 2<sup>nd</sup> Floor E Lounge

12:00 – 12:45 **Insight Session: The Strategic Response of Disrupted Giants**

Moderator: Michael G Jacobides

In this panel, leaders from two large organizations share their experiences on how they have responded to disruption, but also how they have taken up the disruption agenda themselves. We consider the strategic issues for established

firms as they cope with industry transformation, including the rapid growth of Artificial Intelligence and tech-based disrupters. We draw on one of the worlds' largest (and innovative) law firms and a major bank as they respond to change.

Panellists:

Neal Livingston (Global Chief Financial Officer, Dentons)

Stephen Dury (Managing Director, New Business Models, Santander)

12:45 – 13:45

Lunch in the Garden Room

13:45 – 15:15

**Academic paper track: Entrepreneurship by Entrepreneurs – or Large Corporates**

Track Chair: Olenka Kacperczyk

Co-organisers: Gary Dushnitsky, Costas Markides

Presentations:

Pai-Ling Yin (University of Southern California), Benjamin Hallen (University of Washington) and Jason Davis (INSEAD): *Network Isolates: Entrepreneurial Bootstrapping and the Social Disconnection of New Organizations in the Mobile App Ecosystem*

Jacob Lyngsie (Copenhagen Business School), Jay Barney (University of Utah) and Nicolai Foss (Bocconi University): *How Employee Heterogeneity, Bottom-up Initiative, and Decision Control Interact in the Formation of Entrepreneurial Opportunities*

Alfonso Gambardella (Bocconi University), Arnaldo Camuffo (Bocconi University) and Alessandro Cordova (Bocconi University): *A Scientific Approach to Entrepreneurial Experimentation: Evidence From a Randomized Control Trial*

Victor Bennett (Duke University) and Aaron Chatterji (Duke University) *The Entrepreneurial Process: Evidence from a Nationally Representative Survey*

15:15 - 15:30

Coffee Break in 2<sup>nd</sup> Floor E Lounge

15:30 – 17:00

**From Theory to Practice: Pitching your Ideas**

All paper presenters will provide their 3 minute elevator pitch to convince people from practice that their idea is worth its air time.

Discussants:

[Sarah Cliffe \(Executive Editor, Harvard Business Review\)](#)

[Andrew Hill \(Management Editor, Financial Times\)](#)

17:00 – 17:30

**Sense Making of the Conference**

Academic side: [Jay Barney \(University of Utah\)](#)

Practice side: [Dan Simpson \(Former CSO, Clorox; Lecturer at University of California, Berkeley\)](#)

[Mark Wilson \(Former Vice President Corporate Strategy, Unilever; Finance Director, Squire's Garden Centres\)](#)

Concluding remarks: [David Lancefield \(PwC / Strategy&\)](#)

[Michael G Jacobides](#)

17:30 – 17:45

Buses to the Reform Club

17:45 – 19:30

Closing Drinks & Canapés Reception at the Reform Club