



Strategy & Entrepreneurship Summer Research Camp 2023

**11-12 May 2023
LKCSB Level 3, Seminar Room 3.10**

Visiting Faculty Biographies

We are happy to welcome several esteemed visitors to this year's summer research camp. You can find their biographies below (alphabetical order by last name):



Sekou BERMIS

Associate Professor of Strategy and Entrepreneurship

Kenan-Flagler Business School,
University of North Carolina at
Chapel Hill

Professor Sekou Berriss is an Associate Professor of Strategy and Entrepreneurship at the Kenan-Flagler Business School at the University of North Carolina at Chapel Hill.

He received his Ph.D and M.S. management and organizations from the Kellogg School of Management at Northwestern University, and his BS in chemical engineering from Rensselaer Polytechnic Institute.

His research is in the area of strategic management and organizational theory with a focus on how value is socially constructed in organizations and markets.

Specifically, he investigates how institutional factors shape the perception of firms by critical stakeholders. Additionally, he explores the antecedents and consequences of human capital mobility and how different forms of employee movement impact a firm's ability to compete with rivals. His research has been published in the *Academy of Management Journal*, *Administrative Science Quarterly*, *Organization Science*, *Strategic Management Journal*, and *Research in Organizational Behavior*. His research has been highlighted by *Harvard Business Review*, *The Wall Street Journal* and National Public Radio.

Before entering academia, he worked for Deloitte Consulting in New York City.



Guoli CHEN

Professor of Strategy
The Mubadala Chaired Professor in
Corporate Governance and
Strategy

INSEAD

Guoli Chen is a Professor of Strategy at INSEAD. He received his PhD in Strategic Management from the Pennsylvania State University. He teaches Strategy, Value Innovation, Incentives Design, and Corporate Governance courses to the MBA, PhD, and Executive Education programme participants.

Guoli's research focuses on the influence of CEOs, top executives, and boards of directors on firms' strategic choices and organisational outcomes, as well as the interaction and dynamics in the top management team and CEO-board relationships. He is interested in organisational growth, renewal, and corporate development activities, such as IPOs, M&As, innovation, globalisation. He has published in several top academic journals, such as *Administrative Science Quarterly*, *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*, *Journal of Business Venturing*, *Leadership Quarterly*, and *Strategic Organization*. His papers have received awards at the Academy of Management Conference and Strategic Management Society Conference. He was a representative-at-large of the Corporate Strategy and Corporate Governance interest group of the Strategic Management Society and serves on the editorial board of the *Academy of Management Journal*.

Before starting his academic career, Guoli worked as an investment banker at Daiwa Securities SMBC. He provided financial consulting in the areas of IPOs, fundraising, and company restructuring.

Visiting Faculty Biographies



Sam GARG

Associate Professor of
Management (Strategy and
Entrepreneurship)

ESSEC Singapore

Sam Garg (PhD Stanford) is an Associate Professor of Management (Strategy and Entrepreneurship) at ESSEC in Singapore. He has held the position of Liwei Huang Associate Professor of Business (Entrepreneurship and Strategy) at HKUST Business School in Hong Kong where he was also co-director of the elite interdisciplinary program BIBU (Biotech in Business). He has also held visiting appointments at INSEAD and Singapore Management University.

Sam's research is at the intersection of governance and high growth technology firms. Specific research interests include board processes and leadership structures, strategic decision making, and power dynamics. His current research focuses on effective board processes in privately-held technology ventures, and effective board leadership structures when these ventures transition into public-listed firms. His research has been published in leading academic journals, and he also serves on the editorial boards of some of the top academic journals in management and entrepreneurship. Notably, Sam is an Associate Editor of Strategic Entrepreneurship Journal (a premier academic journal at the intersection of strategy and entrepreneurship).

Before joining academia, Sam worked with established as well as young, entrepreneurial firms, and was also a founder-CEO of an online payments venture.



Metin SENGUL

Associate Professor of
Management and Organization

Carroll School of Management,
Boston College

Professor Metin Sengul is an Associate Professor of Management and Organization at the Carroll School of Management, Boston College.

His research focuses on exploring the factors that influence organizational design choices in complex organizations. He primarily studies multiunit-multimarket firms, such as diversified firms, business groups, multinationals, and dual-purpose companies.

His work has been published in the flagship organization design and strategy journals, including *Academy of Management Annals*, *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Harvard Business Review*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Organization Design*, and *Strategic Management Journal*.

Before entering academia, Professor Sengul worked as a consultant in the healthcare industry. Additionally, he co-founded an advertisement agency, where he served as a managing partner. Currently, he serves as a senior editor for *Organization Science* and has previously served as a co-editor for the *Journal of Organization Design*.

Programme

Thursday, 11th May 2023	
0900 – 0910	Opening Address by Deputy Dean Prof Melvyn Teo
0910 – 0955	Presentation 1: Narae LEE Title: Walking and chewing gum at the same time? Assessing environmental performance of unionized facilities
0955 – 1040	Presentation 2: Adam TATARYNOWICZ Title: The third who enjoys less: Inter-alter conflict as a constraint on broker performance.
1040 – 1055	Break
1055 – 1140	Presentation 3: Reddi KOTHA Title: Foot Soldiers of Theory Or Organization Problem Solvers Experiment on SME Recruitment for Innovation Training
1140 – 1225	Presentation 4: Daniel MACK Title: How Socio-Emotional Practices Enable Organizational Flexibility to Facilitate Scaling: Evidence from a Platform Start-Up
1225 – 1400	Lunch
1400 – 1445	Presentation 5: Sekou BERMISS Title: The Devil You Know: Human Capital Selection in Temporary Organizations
1445 – 1530	Presentation 6: Liang CHEN Title: When Suppliers Meet Complementors: Impacts on Supplier Membership in Apple's Ecosystem
1530 – 1545	Break
1545 – 1630	Presentation 7: Gui Deng SAY Title: Culling Black Sheep to Better the Flock?: How Portfolio Firms Respond to Social Divestments by Norway's Sovereign Wealth Fund
1630 – 1645	Closing Comments for Day 1
1745 (Gathering time)	Summer Camp dinner at Hopscotch Capitol Meet at LKCSB Level 1 at 1745hrs. Dinner starts at 1800hrs. <u>Hopscotch Capitol Address:</u> 15 Stamford Rd, #01-83 Arcade @ The Capitol Kempinski, Singapore 178906

Programme

Friday, 12th May 2023	
0900 – 0930	PhD presentation 1: ZHOU Bowen Title: How US-China sanctions affects firm positioning strategy?
0930 – 1000	PhD presentation 2: LIEW Yah Ling (Joann) Title: Corporate Social Responsibility Strategy: Resource Conservation or Relationship Preservation?
1000 – 1015	Break
1015 – 1045	PhD presentation 3: MA Jiawen Title: The Spillover Effects of Competitors' Financial Restatements on CSR Decoupling
1045 – 1115	PhD presentation 4: YU Qiwen Title: The country-of-origin effect on the investor reaction to CSI coverage
1115 – 1130	Closing Address
1130	Lunch

Presentation Abstracts

Thursday, 11th May 2023

Presenter: Narae LEE

Co-authors: Dong-hyun Shin (City University of Hong Kong)

Title: Walking and chewing gum at the same time? Assessing environmental performance of unionized facilities

Abstract

We study the impact of labor union on a manufacturing facility's environmental performance. While the existing literature focuses on how a labor union helps to improve a firm's social performance, we argue that a labor union may negatively affect a firm's environmental performance as more limited resources are allocated to improve workers' benefits. Using a facility-level panel of manufacturing facilities in the US and leveraging within-facility changes in labor union, we show that a facility increases its toxic chemical emissions when it is unionized. The relationship is more pronounced when a facility faces bigger financial constraints, when a labor union is more influential and when a local community lacks strong sustainability pressures. Supplementary analysis further shows that the positive impact of labor union on facility pollution is conditional on the types of chemical; a facility installs more clean technologies to reduce chemicals known to be more hazardous to workers' health but decreases its efforts to treat chemical for the rest of chemicals, leading to an increase in its final emissions. Our results are robust to using techniques to correct endogeneity.

Presenter: Adam TATARYNOWICZ

Co-authors: Thomas Keil (University of Zurich)

Title: The third who enjoys less: Inter-alter conflict as a constraint on broker performance.

Abstract

A broker is a network actor with a privileged structural position between two otherwise unconnected alters. Prior research has assumed that these alters have no existing or emergent conflicts between them; however, this is not always the case. In this study, we argue and empirically demonstrate that inter-alter conflict can significantly impede broker performance by intensifying relational tensions within the triad and reducing the broker's access to non-redundant knowledge flows. However, these adverse effects can be partially mitigated by a large portfolio of alters without conflicts between them, high broker status, and strong relationships within the triad. We provide empirical support for these arguments by analyzing a combined network of strategic alliances and patent infringement lawsuits among 3,642 global biopharmaceutical firms.

Presenter: Reddi KOTHA

Co-authors: Pascale Crama, Cintia Kulzer Sacilotto, Chon Phung Lim, Vish Krishnan, Sharique Hassan

Title: Foot Soldiers of Theory Or Organization Problem Solvers Experiment on SME Recruitment for Innovation Training

Abstract

We report results from a field experiment testing hypotheses that examine what drives firms to seek new learning opportunities. Specifically, we draw on behavioral theory of the firm to predict how prior performance affects the likelihood a firm enrolls in business training. We also evaluate cognitive mechanisms connecting recruitment messaging and CEO growth orientation to firm participation. Our study randomly allocates over 10,000 firms to one of three experimental conditions—prevention, pro-motion, and neutral messaging—that vary the framing of a recruitment message for an innovation program for small and medium enterprises (SMEs) in Singapore. We leverage pre-treatment heterogeneity in firm performance and CEO orientation to better understand the differential impact of the three message types. We find that businesses with declining performance are 64% more likely to register than those with performance improving year over year. In addition, we find mixed evidence of a congruence effect—where messages (i.e., promotion) resonate more with CEOs with matching orientations. Surprisingly, we find that the neutral messaging performs 46% better than the promotion message and 115% better than the prevention message in spurring enrollment. Our work sheds light on both the frictions and remedies for scaling up the diffusion of new knowledge to businesses.

Presentation Abstracts

Thursday, 11th May 2023

Presenter: Daniel MACK

Co-authors: Wei-Ru Chen (CEIBS) and Quy Huy (INSEAD)

Title: How Socio-Emotional Practices Enable Organizational Flexibility to Facilitate Scaling: Evidence from a Platform Start-Up

Abstract

In a three-year inductive field study of a start-up, we develop a process model of how start-ups foster organizational flexibility among its stakeholders to facilitate scaling efforts. We identify two key socio-emotional organizing practices—stakeholder co-visioning and diffusing relational excitement—and show how these two practices facilitated the enactment of implicit temporal structures, i.e., temporal structures with underspecified time horizons. We find that these implicit temporal structures enacted by stakeholders enabled mutual-adjustment behaviors, which in turn facilitated collective scaling efforts. However, we also identify how scaling up produced equivocal feedback effects on sustaining the practices. Although the salient growth from scaling up strengthened the socio-emotional practices, the accumulating unresolved cognitive and affective conflicts induced by scaling weakened them. Our study contributes to the organizational scaling literature by theorizing the practices and processes underlying how start-ups enact organizational flexibility and scaling.

Presenter: Sekou BERMISS

Co-authors: Mark C. Hand (Southern Methodist University)

Title: The Devil You Know: Human Capital Selection in Temporary Organizations

Abstract

While the presence of temporary organizations is on the rise, research in this domain has principally focused on firm-level activities. As such, we have little understanding about the intra-organizational human capital dynamics within temporary organizations. In this paper, we examine the hiring strategy of temporary organizations and how it impacts performance. The context for this study is U.S. congressional campaigns, which are temporary organizations that are reconstituted every two years. We conducted a qualitative inductive analysis of eight case studies of congressional campaigns during the 2020 election cycle to identify the primary factors that campaigns use to select employees (e.g., previous temporary org work experience). We then analyze how these factors influence organizational performance using a novel archival dataset of all U.S. congressional campaign staff members from 2003-2016 (n=132,113). We find mixed results for the dominant hiring strategy; prior shared experience has an inverted u-shaped relationship with vote share, but a weak negative relationship with fundraising. The results suggest that, for temporary organizations, hiring employees with more shared work experience can be an effective strategy for performance, but may be ineffective for outcomes where network closure is detrimental to achieving organizational goals.

Presenter: Liang CHEN

Co-authors: Kijong Kim (South Carolina), Pengxiang Zhang (Peking U), & Sali Li (South Carolina)

Title: When Suppliers Meet Complementors: Impacts on Supplier Membership in Apple's Ecosystem

Abstract

Ecosystem governance has gained significant traction in strategy research. Contrary to the prevailing focus on complementors, we examine why the ecosystem leader continues or terminates suppliers' ecosystem membership. Departing from the view of buyer-supplier relationships, we address the multilateral interdependence inherent in an ecosystem, unveiling the overlooked production complementarities between upstream and downstream actors. Based on a sample of 320 Apple's suppliers between 2012 and 2020, we find that the ecosystem leader is less likely to terminate its relationship with suppliers who have formed alliances with complementors. This effect diminishes as the ecosystem leader faces role-based and activity-based alignment challenges, arising from its technological dependence on suppliers and suppliers' environmental uncertainty, respectively. The study contributes to research on multilateral interdependence, ecosystem governance, and alignment challenges.

Presentation Abstracts

Thursday, 11th May 2023

Presenter: Gui Deng SAY

Co-authors: Gurneeta Vasudeva (Carlson School of Management, University of Minnesota)

Title: Culling Black Sheep to Better the Flock?: How Portfolio Firms Respond to Social Divestments by Norway's Sovereign Wealth Fund

Abstract

Given the threat of social activism, do firms exhibit social responsibility (dis) engagement and what influences the specificity of their responses? We examine how an institutional investor's social divestments affect the environmental, social and governance (ESG) behaviors of its remaining portfolio firms, contrasting between issue-specific ESG engagement and divestment responses. Findings based on the divestments by Norway's sovereign wealth fund support our theory that social divestments activate preemptive engagement rather than disengagement efforts that align with the investor's expectations. Complementary shareholder proposals reflecting the demands of other socially conscious investors improve the effectiveness of social divestment leading to broader social responsibility engagement. Our study highlights exit through divestments as an understudied activism tactic, and demonstrates the complementary role of voice-based tactics in a global setting.

Presentation Abstracts

Friday, 12th May 2023

Presenter: ZHOU Bowen

Co-authors: Geng Xuesong (SMU)

Title: How US-China sanctions affect firm positioning strategy

Abstract

Building on the positioning literature, in this study, we develop a framework regarding how competing firms adjust their positioning via enhancing conformity with other players within the same industry when the focal firm is suffering from an external threat. In this research, we exploit the US sanctions on Chinese entities since 2018 as the exogenous shock and adopt a difference-in-difference approach with a matched sample to test our predictions. According to our empirical results, we prove that external threat at the focal firm leads to competing firms' conformity compared to those in the control group. The positive impact was less severe for the competing firms with the stronger capability of resource orchestration and more R&D activities in the AI domain.

Presenter: LIEW Yah Ling (Joann)

Co-authors: -

Title: Corporate Social Responsibility Strategy: Resource Conservation or Relationship Preservation?

Abstract

Extant studies have shown how institutional complexity, posed by the incompatibility of shareholder logic and stakeholder logic, affects firms' corporate social responsibility (CSR) strategizing. Deviating from prior studies that examine how the dominant logic affects firms' CSR strategizing, this paper shows how both shareholder logic and stakeholder logic could influence firms' CSR strategizing depending on context. Using institutional complexity and the Behavioral Theory of the Firm, this paper conceptualizes resource conservation and relationship preservation as two distinct mechanisms in CSR strategizing informed by shareholder logic and stakeholder logic respectively. Drawing from extant literature that under the condition of negative performance feedback, firms increased risk-taking investments, this paper argues that firms reduce CSR consequentially to free up resources for investments in market-oriented actions targeted to close the performance gap. The use of CSR strategy is to complement the market-oriented strategies. This paper argues situational context (bankruptcy risk and reputation risk) and structural context (state ownership) strengthen or attenuate firms' attention to the issue of underperformance and affect the prioritization of resource allocation to CSR. Bankruptcy risk exacerbate CSR reduction as resource conservation becomes more important. As relationship preservation becomes more important, reputation risk and state ownership attenuate the reduction in CSR.

Presenter: MA Jiawen

Co-authors: -

Title: The Spillover Effects of Competitors' Financial Restatements on CSR Decoupling

Abstract

This paper investigates whether and how firms change their corporate social responsibility (CSR) decoupling practices in reaction to their competitors' financial restatements. We argue that the great attention in financial restatements of competitors raises spillover effects and increases the focal firms' awareness and concern on possible reputation loss related to information disclosure accuracy. Thus the focal firms will be motivated to improve its quality of disclosures by reducing CSR decoupling practices. Using the data of 1065 firms as competitors of restating firms, we found consistent results that competitors' financial restatements are negatively related to a focal firm's subsequent CSR decoupling. Moreover, we theorize why the main relationship becomes stronger when the focal firms, as competitors of restating firms, have more visibility and have higher-status CEOs. Overall, our findings contribute to CSR decoupling literature by showing the spillover effect of competitors' financial restatements from a new perspective.

Presentation Abstracts

Friday, 12th May 2023

Presenter: YU Qiwen
Co-authors: -

Title: The country-of-origin effect on the investor reaction to CSI coverage

Abstract

The study examines the influence of country of origin on the investors' reactions to firms' corporate social irresponsibility (CSI) coverage. Building on social identity theory and attribution theory, I propose that the country of origin forms a critical part of firm identity that helps investors distinguish firms between localness and foreignness. Such identification with local firms, in turn, forms investors' self-attribution bias in the context of CSI coverage, motivating them to react more negatively to the foreign firms' CSI coverage than that of domestic firms. In addition, I argue that the relationship between a firm's foreignness identity and negative investors' reaction to CSI is weakened when the firm has listed for a longer time or has more domestic ownership. Using a sample of 2,283 CSI coverage by 704 firms listed in U.S. stock market from 2007 to 2018, I find empirical support for these arguments.