

# Paris Workshop on Strategic Management

**Organized by:**  
**ESCP – SKEMA – Sorbonne Business School**

**Date:**  
**May 12, 2017**

**Location:**  
**ESCP Europe Paris Campus / République**  
**79, Avenue de la République**  
**75543 Paris Cedex 11**  
**Room 4110**

This research Workshop on Strategic Management is jointly organized by [ESCP Europe](#), [Sorbonne Business School](#), and [SKEMA Business School](#). It is coordinated by four professors: [Olivier Bertrand](#) (SKEMA Business School), [Régis Coeurderoy](#) (ESCP Europe), [Stéphane Saussier](#) (Sorbonne Business School) and [Géraldine Schmidt](#) (Sorbonne Business School).

***Registration is free but mandatory:***  
***Please contact Olivier Bertrand ([olivier.bertrand@skema.edu](mailto:olivier.bertrand@skema.edu)) before May 2, 2017.***

**Website:** <http://chaire-eppp.org/portfolio/12-mai-2017-strategy-workshop/>



## Paris Workshop on Strategic Management - May 12, 2017, ESCP Europe.

9:00 - 9:30 am	<b>Registration and Welcome Coffee</b>
9:30 - 9:45	<p><b>Welcome Remarks</b></p> <p><a href="#">Olivier Bertrand</a> (SKEMA Business School)  <a href="#">Régis Coeurderoy</a> (ESCP Europe)  <a href="#">Stéphane Saussier</a> (Sorbonne Business School)  <a href="#">Géraldine Schmidt</a> (Sorbonne Business School)</p>
9:45 - 11:00 am	<p><b>SESSION 1</b></p> <p><a href="#">Xavier Martin</a> (Tilburg University)  <i>"FDI location : A risk perspective"</i>          (co-authored with Tao Han)          Discussant: <a href="#">Bruno Cirillo</a> (Skema Business School)</p>
11:00 - 11:30 am	<b>Coffee Break</b>
11:30 - 12:45 pm	<p><b>SESSION 2</b></p> <p><a href="#">Caterina Moschieri</a> (IE Business School)  <i>"You will need all the help you can get: Explaining firms' reactions to disputes with host governments"</i>          Discussant: <a href="#">Valérie Duplat</a> (VU University Amsterdam, Faculty of Economics and Business Administration)</p>
12:45 - 2:00 pm	<b>Lunch</b>
2:00 - 3:15 pm	<p><b>SESSION 3</b></p> <p><a href="#">Joseph Clougherty</a> (University of Illinois)  <i>"Taking 'Some' of the Mimicry Out of the Adoption Process: Quality-Management and Strategic Substitution"</i>          Discussant: <a href="#">Guilhem Bascle</a> (Louvain School of Management, Université catholique de Louvain)</p>
3:15 - 3:45 pm	<b>Coffee Break</b>
3:45 - 5:00 pm	<p><b>SESSION 4</b></p> <p><a href="#">Brian Silverman</a> (University of Toronto)  <i>"Formal Organization Structure, Informal Organizational Structure, and Innovative Outcomes"</i>          (co-authored with Luis Rios and Nick Argyres)          Discussant: <a href="#">Julien Jourdan</a> (Université Paris Dauphine)</p>
5:00 pm	<b>Final Remarks</b>

**Paris Workshop on Strategic Management - May 12, 2017, ESCP Europe.**

**SESSION 1 (9:45 – 11:00 am)**

**Xavier Martin (Tilburg University) (45-minute presentation)**

*FDI location: A risk perspective*  
(Co-authored with Tao Han)

**Abstract:** Foreign location decisions are among the most challenging choices of firms' international strategy. We investigate firms' inclination to imitate others' location choices in foreign entries. Drawing upon the Behavioral Theory of the Firm and its extension to organizational risk taking, we theorize that risk-averse firms deal with uncertainty in such a way that those with above-aspiration performance are more likely to engage in imitative foreign entry. In contrast, below-aspiration performance or slack gives managers higher risk tolerance, which makes imitation less probable. Empirical analysis of 1138 foreign entries in 119 potential host countries by Chinese public firms from 2004 to 2013 confirms that aspiration and slack are important moderators of imitation.

**ABOUT THE SPEAKER:**



*Xavier Martin studies how corporate strategies, interfirm relationships, and knowledge-based assets affect each other and jointly affect firm performance. He has earned multiple research awards including Best International Paper from Academy of Management, Haynes Prize for Best Paper and Farmer Best Dissertation Award from Academy of International Business, and several Best Paper awards from Strategic Management Society and Academy of Management; as well as Best Teacher and Best Course awards.*

**Discussion by Bruno Cirillo (Skema Business School)**  
**(15-minute discussion)**

## Paris Workshop on Strategic Management - May 12, 2017, ESCP Europe.

### SESSION 2 (11:30 am – 12:45 pm)

#### **Caterina Moschieri (IE Business School) (45-minute presentation)**

*You will need all the help you can get:*

*Explaining firms' reactions to disputes with host governments*

**Abstract:** We examine why and how firms react to a dispute with a foreign government, with a multiple-case study of alleged expropriations reported in a claim before the World Bank. We analyse the process from the dispute inception to the legal claim, to understand why these firms may resolve to divest from the host country. Our findings indicate that three interrelated factors characterize non-divesting firms: (1) collecting early cues from the environment, (2) organizing them in narratives, (3) using these narratives to identify and engage local and international stakeholders. Our findings show that, because firms are not equally vested with the local communities, they do not equally attend to cues around the dispute, they not always develop narratives to timely understand what is happening, to counter the government accounts and to secure internal, local and international stakeholders' support. The conceptual model derived from these findings contributes new insights on divestitures after firm-government disputes, sense-making around macro-actors and its heterogeneous influence on firms' actions.

#### **ABOUT THE SPEAKER:**



*Caterina Moschieri is an Associate Professor of Strategy at IE Business School, in Madrid. She received her PhD in General Management from IESE Business School, Barcelona, and her university degree in Economics (DES) from Bocconi University, Milan. She was a visiting PhD student at London Business School and she now is a Visiting Scholar at INSEAD, Paris. Caterina conducts research on mergers and acquisitions, spin-offs, and organizational design, employing both quantitative and qualitative methods.*

*Her work has been published in strategy and management journals, including the Strategic Management Journal, the Academy of Management Perspectives, Journal of World Business, and Long Range Planning among others. She is on the Editorial Board of the Journal of Management Studies and reviews for many other academic journals. Her research has been featured or cited in the Financial Times, Forbes, and the IMF World Economic and Financial Surveys. Her teaching focuses on Corporate Strategy and Organizational Theory.*

**Discussion by Valérie Duplat  
(VU University Amsterdam, Faculty of Economics and Business Administration)  
(15-minute discussion)**

## Paris Workshop on Strategic Management - May 12, 2017, ESCP Europe.

### SESSION 3 (2:00 pm – 3:15 pm)

#### **Joseph Clougherty (University of Illinois) (45-minute presentation)**

##### *Taking 'Some' of the Mimicry Out of the Adoption Process: Quality-Management and Strategic Substitution*

**Abstract:** Operations management scholarship has focused on reference-group adoption positively influencing focal-facility adoption; i.e., positive imitation parameters manifest due to the presence of mimicry and contagion. We instead argue that the incentive to adopt a quality-management system can be inversely related to reference-group diffusion. Our theoretical model formalizes the potential for strategic substitution and negative imitation parameters to be applicable in quality-management adoption. We compile a dataset of 2,895 facility-level observations that allows for three different industry-level reference groups; i.e., domestic industry, domestic exporters and foreign exporters. When undertaking probit estimations that do not account for appropriate fixed effects, we find positive imitation parameters which support the presence of mimicry and contagion. Yet when accounting for fixed effects, the imitation parameters turn negative in line with the presence of strategic substitution. Furthermore, the negative influence of reference-group adoption on focal-facility adoption is robust across the three reference groups.

#### **ABOUT THE SPEAKER:**



*Joseph Clougherty is Associate Professor at the University of Illinois at Urbana-Champaign, and a Fellow with the Centre for Economic Policy Research (CEPR) in London. He was previously Senior Research Fellow at the Wissenschaftszentrum Berlin (WZB), and faculty member at Tilburg University. He holds a PhD from the University of Southern California, and completed dissertation research as a Fulbright Fellow at the University of British Columbia. Among other journals, he has published in Canadian Journal of Economics, International Journal of Industrial Organization, Journal of International Business Studies, Journal of Law and Economics, Journal of Law, Economics & Organization, Journal of Management Studies, Organizational Research Methods and Strategic Management Journal.*

*His research interests are interdisciplinary (combining management, industrial organization, and political economy) and international in both scope and nature. He employs an applied economics approach to research questions in both business and economics, and much of his research attempts to understand the antecedents and consequences of M&A activity.*

**Discussion by Guilhem Bascle (Louvain School of Management, Université catholique de Louvain) (15-minute discussion)**

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**SESSION 4 (3:45 pm – 5:00 pm)**

**Brian Silverman (University of Toronto) (45-minute presentation)**

*Formal Organization Structure, Informal Organizational Structure, and Innovative Outcomes*

**Abstract:** TBA.

**ABOUT THE SPEAKER:**



*Brian Silverman is the J.R.S. Prichard and Ann Wilson Chair in Management, and Professor of Strategic Management at Rotman. His research focuses on the interaction between a firm's competitive strategy and organizational structure to affect its performance – in particular, its ability to access and exploit technological capabilities. He studies diverse industries including biotechnology, information processing, consumer electronics, and transportation. He currently serves as Series Editor for Advances in Strategic Management, editorial board member for Organization Science, Research Policy, and Strategic Organization, and Chair of the Strategy Research Initiative's Executive Board.*

**Discussion by Julien Jourdan (Université Paris Dauphine) (15-minute discussion)**