The 4th Israel Strategy Conference
Research Workshop of the Israel Science Foundation
Technion – Israel Institute of Technology, Haifa, Israel
December 27-29, 2010

ISC 2010 Conference Program
In memory of Avi Fiegenbaum

Monday, December 27, 2010

07:45    ISC Bus departs from Tel-Aviv to the Technion
09:30    Reception and Conference Registration
10:00-16:00    ISC Doctoral Consortium (Requires early registration)
10:00-11:00    DC Track 1

*Evaluating Alternatives: The Central Role of Comprehensiveness in Strategic Decision Making Processes*
Yair Friedman, Tel Aviv University

*Adding by subtracting*
Elena Vidal, Duke University

*The Embedded Dynamics of Strategic Alliances*
Sebastian Picard, ESCP-Europe

Panelists:  Terry Amburgey, University of Toronto
           Peter Bamberger, Tel Aviv University
           Gabriel Szulanski, INSEAD
           Jamal Shamsie, Michigan State University

10:00-11:00    DC Track 2

*Extending the Behavioral Theory of R&D Innovation: Implications of Performance Feedback Learning*
Galia Schwarz, Technion – Israel Institute of Technology

*Small Firms, Big Patents? Estimating Patent Value Using Data on Israeli Start-Ups’ Financing Rounds*
Gili Greenberg, Bocconi University

*Linking Technology to Markets- An Empirical Examination*
Sharon Itzkovitch, Technion – Israel Institute of Technology

Panelists:  Miriam Erez, Technion – Israel Institute of Technology
           Michael Lubatkin, University of Connecticut
           Corey Phelps, HEC Paris
           Brian S. Silverman, University of Toronto
11:00-11:15  **Coffee Break**

11:15-12:15  **DC Track 1**

*The Effect of Short and Long Term Performance Feedback on Exploitation and Exploration Strategies: The Moderating Role of Top Management Team's Motivations and Learning Capabilities*
Ayala Berenson, Technion – Israel Institute of Technology

*The Performance Effects of Balancing Exploration and Exploitation within and across Governance Modes*
Uriel Stettner, Tel Aviv University

*The Attributes of Partners and Firm Performance in Alliance Portfolios*
Seong Young Kim, EM Lyon

Panelists:  
- Terry Amburgey, University of Toronto  
- Peter Bamberger, Tel Aviv University  
- Gabriel Szulanski, INSEAD  
- Jamal Shamsie, Michigan State University

11:15-12:15  **DC Track 2**

*Strategic Change for Young Firms*
Razvan Lungeanu, Northwestern University

*Firm Growth along Product and Geographic Domains in the Short-Run*
Ohad Ref, The Hebrew University

*Performing in Institutional Voids: The Case of Emerging Markets Private Equity*
Markus Taussig, Harvard University

Panelists:  
- Miriam Erez, Technion – Israel Institute of Technology  
- Michael Lubatkin, University of Connecticut  
- Corey Phelps, HEC Paris  
- Brian S. Silverman, University of Toronto

12:15-13:15  **Lunch Break**

13:15-14:30  **Session: Choosing a Dissertation Topic and Committee**

Panelists:  
- Peter Bamberger, Tel Aviv University  
- Ezra Zuckerman, Massachusetts Institute of Technology  
- Sharon James, Ohio State University  
- Michael Lubatkin, University of Connecticut

Session chair:  
- Susan Perkins, Northwestern University

14:30-14:45  **Coffee Break**

14:45-16:00  **Session: Research Methodology in Strategy**

Panelists:  
- Terry Amburgey, University of Toronto  
- Corey Phelps, HEC Paris  
- Brian S. Silverman, University of Toronto  
- Gabriel Szulanski, INSEAD

Session chair:  
- Robert Salomon, New York University

16:00  ISC Bus departs from the Technion to Dan Hotels

17:00  Reception cocktail and conference registration
17:45  **ISC Welcome Notes**

Yona Yahav, Mayor, Haifa Municipality  
Peretz Lavie, President, Technion – Israel Institute of Technology  
Boaz Golany, Dean, Faculty of Industrial Engineering and Management, Technion  
Miriam Erez, ISC Advisory Committee  
Dovev Lavie, ISC Organizing Committee

18:15-19:30  **Panel Session – "Dilemmas and Future Directions for Innovation Research"**

Ilan Vertinsky, University of British Columbia  
Gabriel Szulanski, INSEAD  
Manuel Trajtenberg, Council of Higher Education  

**Facilitator: Miriam Erez,** Technion – Israel Institute of Technology

19:30  Dinner

20:15  **Keynote Session – Brian Silverman on "Industry Dynamics and Strategy"**

21:15  Dessert
Tuesday, December 28, 2010

08:00   ISC bus pickup from Dan Hotels

08:30   Reception and Conference Registration

09:00-10:15   Paper Session: Relational Mechanisms and Value Creation

Organizational Differences, Relational Mechanisms and Alliance Performance**

Doviv Lavie, Technion - Israel Institute of Technology
Pamela Haunschild, University of Texas at Austin
Poonam Khanna, Arizona State University

The Distribution of Value in Relationships: Bargaining over Relational Capital

Daniel Elfenbein, Washington University in St. Louis
Todd Zenger, Washington University in St. Louis

How Pay it Forward Happens: Mechanisms of Generalized Exchange

Wayne Baker, University of Michigan
Sheen Levine, Massachusetts Institute of Technology

Discussant: Ithai Stern, Northwestern University

09:00-10:15   Paper Session: Managerial Experience and Decision Making

The Dynamics of Cognitive Structures in Periods of Discontinuous Change

Florian Brummer, University of Passau
Kathrin Haberle, Zeppelin University

Venturing into New Territory: Career Background of Corporate Venture Capital Managers and Investment Practices

Gina Dokko, University of California, Davis
Vibha Gaba, INSEAD

The Influence of Corporate Acquisition Activity on CEO Leadership Styles: Evidence from the Global Millennial Merger and Acquisition Waves

Kathleen Marshall Park, Massachusetts Institute of Technology
Gavin Schwarz, University of New South Wales

Discussant: Roger Dunbar, New York University

10:15-10:30   Coffee Break

10:30-11:45   Paper Session: Dynamics of Network Structure

Hedge Fund Connectedness and the Emergence of a Consensus Trade

Yuval Millo, London School of Economics
Jan Simon, IESE Business School
Neil Kellard, Essex Business School

Take a Chance on Me: An Examination of the Interdependence of Start-up Tie Formation across Venture Capital and Alliance Networks

Anu Wabhiwa, Ecole Polytechnique fédérale de Lausanne
Corey Phelps, HEC Paris
Exploring the Locus of Innovation: The Dynamics of Network Communities and Firms’ Innovation Performance*
Maxim Sytch, University of Michigan
Adam Tatarynowicz, Tilburg University
Discussant: Amir Sasson, BI Norwegian School of Management

10:30-11:45 Paper Session: Corporate Governance and Ownership

There Are Many Ways to Pursue a Strategy: Firm Characteristics and Strategic Vehicle Diversification**
Ithai Stern, Northwestern University
Razvan Lungeanu, Northwestern University

The Impact of the Structure of the Board of Directors on Pre-IPO Firm Performance
Mark Tribbitt, Drexel University
Azi Gera, Drexel University

New Family Firms
Sharon Belenzon, Duke University
Rebbeca Zarutskie, Duke University
Discussant: Nir Brueller, INSEAD

11:45-12:00 Coffee Break

12:00-13:15 Paper Session: Network Resources and Portfolio Effects

Do Resource Distributions Within an Interfirm Network Matter? Toward a Networked Resource Distribution Perspective
Jesse Karjalainen, Aalto University
Aku Valtakoski, Aalto University

Contingent Effects of Network Knowledge Resources, Scope and Centrality in the Formation of Firm Performance of R&D Intensive Firms
Ernst Verwaal, RSM Erasmus University
Antonio Verdu, Miguel Hernandez University
Herman Belgraver, RSM Erasmus University

The Impact of Portfolio Composition on Affiliation Benefits
Umit Ozmel, University of North Carolina
Isin Guler, Sabanci University & University of North Carolina
Discussant: Brian Silverman, University of Toronto
12:00-13:15  **Paper Session: Managing Strategic Change**

*Why Leopards Rarely Change Their Spots: The Challenge of Managing a Shift in Strategic Archetypes*  
Howard H. Yu, Harvard University

*What are the Mechanisms by which External Facilitators Influence Organizational Change Processes?*  
Amit Nigam, New York University  
Ruthanne Huising, McGill University  
Esther Sackett, Beth Israel Medical Center  
Brian Golden, University of Toronto

**Business Planning and Venture Level Performance: Challenging the Institution of Planning**  
Benson Honig, McMaster University  
Mikael Samulsson, Stockholm School of Economics

**Discussant: Israel Drori**, Tel-Aviv University and College of Management

13:15-14:15  **Lunch Break**

14:15-15:45  **Keynote Session: Avi Meshulach hosts Michael Lubatkin on “Reflections of a Blue Collar Scholar”**

15:45-16:00  **Coffee Break**

16:00-17:15  **Research Bazaar: Knowledge Transfer and Learning**

*Digging at Discourse: Examining the Effects of Novelty, Reputation, Competitive Intensity, and Price on Market Discourse*  
R. Scott Livengood, University of Florida

*Strategy Formulation and Implementation: A Cognitive Approach to Strategy Implementation*  
Joachim Timlon, Linneaus University

*Strategic Thinking: Refining the Definition and Discovering a Typology*  
Lara Jelenc, University of Rijeka  
Paul Swiercz, George Washington University

*Is Timing Everything? The Temporal Dependence of Methods for Facilitating Knowledge Transfer*  
Robert J. Jensen, Brigham Young University  
Gabriel Szulanski, INSEAD

*On Structural Means of Coordination - Validating the Impact of Integrators on Organizational Learning Outcomes*  
Mihaela Stan, University College London

*Knowledge Base, Innovation, and Financial Performance: Evidence from Biotechnology and Pharmaceutical Industries*  
Chunlei Wang, San Jose State University  
Xiaoyan Xu, San Jose State University

**Facilitator: Sara Lev**, University of Haifa
16:00-17:15  Research Bazaar: Corporate Expansion Strategies

*The Evolutionary Path of Offshore Captive Centre Strategies*
Ilan Oshri, RSM Erasmus University
Julia Kotlarsky, Warwick Business School

*Does Inward Foreign Direct Investment Increase the Innovative Productivity of Local Firms?*
Francisco Garcia Perez, University of Oviedo
Byungchae Jin, University of Maryland
Robert Salomon, New York University

*Strategic Change or Deja Vu? Why Does Unrelated Diversification Still Create Value in Emerging Markets?*
Ayse Karaevli, Sabanci University

*Intra-Industry Diversification and Firm Performance**
Talli Zahavi, Technion – Israel Institute of Technology
Dovev Lavie, Technion – Israel Institute of Technology

*From Parenting Advantage to Corporate Value Added: A General Framework and Operationalization*
Matthias Kruehler, Technical University of Freiberg
Ulrich Pidun, The Boston Consulting Group

Facilitator: David Brock, Ben-Gurion University of the Negev

17:20  ISC Bus departs from Technion to Dan Hotels

18:00  ISC Bus departs from Dan Hotels to Social Event

18:30-23:00  ISC Social Event (Requires early registration)
Wednesday, December 29, 2010

08:00   ISC bus pickup from Dan Hotels
08:30   Reception and Conference Registration
09:00-10:15  Paper Session: Knowledge Diffusion and Innovation

*Where and When Can Open Collaborative Innovation Thrive? Towards a Theory of Robust Performance*
Sheen Levine, Massachusetts Institute of Technology
Michael J. Prietula, Emory University

*Tapping external knowledge*
Barak Aharonson, Tel Aviv University and New York University
Daniel Tzabbar, Drexel University
Terry Amburgey, University of Toronto

*The Impact of Knowledge Resource Similarity between Competitors on Innovation Performance: A Longitudinal Study of the U.S. Pharmaceutical Industry*
Victor Cui, University of British Colombia
Ilan Vertinsky, University of British Colombia

Discussant: Miriam Erez, Technion – Israel Institute of Technology

09:00-10:15  Paper Session: Industrial Organization Models

*The Effect of the Internet on On-Time Performance in the Airline Industry*
Itai Ater, Tel Aviv University
Eugene Orlov, Compass - Lexecon

*Optimal Strategy of Multi-Product Retailers with Relative Thinking and Reference Prices*
Ofer Azar, Ben-Gurion University of the Negev

*Ain’t it “Suite”? Bundling in the PC Office Software Market*
Neil Gandal, Tel-Aviv University
Sarit Markovich, IDC, Hertzliya

Discussant: Brent Goldfarb, University of Maryland

10:15-10:30  Coffee Break

10:30-11:45  Paper Session: Learning and Knowledge Creation

*Organizing for Innovation: The Architecture of the Firm and New Technological Knowledge Creation*
Niron Hashai, The Hebrew University
Ram Mudambi, Temple University
Tim Swift, Saint Josef University

*Intellectual Property Rights, Decentralization, and Performance*
Ashish Arora, Duke University
Sharon Belenzon, Duke University
Luis Rios, Duke University
The Long and the Short of It: Building Absorptive Capacity in Response to Performance Feedback

Chanan Ben-Oz, University of Haifa
Avi Fiegenbaum, Technion – Israel Institute of Technology
Henrich Greve, INSEAD

Discussant: Moshe Farjoun, York University

10:30-11:45 Paper Session: Institutions and Innovation

The Influence of Social Audiences on the Acceptance of Radical Innovations

Gino Cattani, New York University
Simone Ferriani, Bologna University
Andrea Ianza, Calabria University

Academic Spawning

Gil Avnimelech, Ono Academic College
Maryann Feldman, University of North Carolina at Chapel Hill

Using Modularity Theory to Predict the Prospects of Communications Equipment Ventures

Margaret Dalziel, University of Ottawa
Shengnan Zhang, Nortel Networks

Discussant: Ezra Zuckerman, Massachusetts Institute of Technology

11:45-12:00 Coffee Break

12:00-13:15 Paper Session: Exploration and Exploitation

Long-term Benefits of Exploitation: The Role of Individual Capabilities and Willingness to Learn

Ji-hyun (Jason) Kim, New York University
Zur Shapira, New York University
Jae-Suk Yang, Colombia Business School

Ambidextrous Strategies for Balancing Exploration and Exploitation

Boris Lokshin, Maastricht University and UNU-MERIT
Geert Duysters, Eindhoven University of Technology and Tilburg University
Anna Sabidussi, Eindhoven University of Technology

Clarifying the Impact of Exploratory and Exploitative Innovation on Firm Performance: The Moderating Effect of Firm Proactiveness and Environmental Rates of Change

Shiko M. Ben-Menaham, RSM Erasmus University
Justin J. Jansen, RSM Erasmus University
Frans A. J. Van Dan Bosch, RSM Erasmus University
Henk W. Volberda, RSM Erasmus University

Discussant: Terry Amburgey, University of Toronto
12:00-13:15  **Paper Session: Raising and Investing Capital**

*Channeling Funds into the Group: IPO pricing in Business Groups*
Aharon Cohen Mohliver, Colombia University
Gitit Gur Gershgorn, Ben-Gurion University of the Negev

*Isomorphism toward Local and Non Local Rivals and Their Outcomes: A Study of Firms Raising Capital Abroad*
Stewart Miller, University of Texas at San Antonio
Daniel Indro, Penn State University, Great Valley
Malika Richards, Penn State University, Berks
Daniel Han Ming Chng, Sungkyunkwan University

*Roots and Branches: New Venture Creation and Resource Allocation in Indian Family Firms*
Ajay Bhalla, Cass Business School
Joseph Lampel, Cass Business School
Kavil Ramachandran, Indian School of Business

**Discussant: Robert Salomon**, New York University

13:15-14:15  **Lunch Break**

14:15-15:30  **Special Session in Memory of Avi Fiegenbaum**

*The Role of Strategic Reference Points in Explaining the Nature and Consequences of Human Resource Strategy*
Peter Bamberger, Tel-Aviv University
Avi Fiegenbaum, Technion – Israel Institute of Technology

*The name of the Game is "Global Competition": From Competitive SRP to Competitive ACAP*
Sara Lev, University of Haifa
Avi Fiegenbaum, Technion – Israel Institute of Technology
Aviv Shoham, University of Haifa
Oded Shenkar, Ohio State University

*The Learning Board of Directors – Its Strategic Involvement and Knowledge Management in Dynamic Environment*
Chanan Ben-Oz, University of Haifa
Avi Fiegenbaum, Technion – Israel Institute of Technology

**Facilitator: Dovev Lavie**, Technion – Israel Institute of Technology

15:30-15:45  **Coffee Break**

15:45-17:00  **Research Bazaar: Corporate Venturing and Entrepreneurship**

*Path Creation and Path Dependence in clean Tech: An Empirical Analysis*
Israel Drori, College of Business
Shmuel Ellis, Tel-Aviv University
Benson Honig, McMaster University
Alfred Marcus, University of Minnesota
An institutional Approach of Entrepreneurial Activities: the Case of Sustainable Development as a Source of Innovation in a Multicultural Context
Loick Menvielle, EDHC Business School
Sylvaine Castellano, ESG Management School
Nadine Tournois, IAE University of Nice
Insaf Khelladi, IAE University of Nice

Business Incubators’ Performance and Agency and Stewardship Theories: Incorporating Tenant-Entrepreneur and Stakeholder Perspectives on Business Incubation
Michael Laric, University of Baltimore

VCs’ Affirmed Attitudes and Entrepreneurs Perceptions – Different Views on Strategic Change in New Ventures
Ronit Yitshaki, Bar-Ilan University
Eli Gimmon, Tel-Hai Academic College
Eyal Bengamin, Swinburne University of Technology
Susanna Khavul, University of Texas at Arlington

Does Entrepreneurial Orientation Matter in Early Stage Ventures? Strategic Implications
Fredric Kropp, Monterey Institute of International Studies
Noel J. Lindsay, University of Adelaide
Wendy A. Lindsay, University of Adelaide

Facilitator: Zachary Sheaffer, Ariel University Centre

15:45-17:00  Research Bazaar: Corporate Governance and Organization

Enablers of Top Management Team Resilience
Abraham Carmeli, Tel-Aviv University
Yair Friedman, Tel-Aviv University
Asher Tishler, Tel-Aviv University

Decoupling Under Tighter Governance through Real Options
Gilad Feldman, Hong Kong University of Science and Technology

Strategic Flexibility Fit: Organizational Antecedents and Performance Consequences
Antonio Verdu, Miguel Hernandez University
Ernst Verwaal, RSM Erasmus University

The Allocation of Talent in Business Groups: Theory and Evidence*
Sharon Belenzon, Duke University
Andrea Patacconi, University of Aberdeen

The Economic and Organizational Underpinnings of Open Innovation Strategies
Gary Dushnistky, London Business School

Facilitator: Orly Yeheskel, Academic College of Tel Aviv Yaffo

17:00-18:00  Keynote Session: Howard Thomas on "The Past and Future of Strategic Groups Research" in memory of Avi Fiegenbaum
18:00-18:45 **Concluding Session and Announcement of the ISC Best Paper Winner**  
*Sponsored by Rotem Strategy*

**Zur Shapira**, ISC Advisory Committee  
**Zeev Rotem**, Rotem Strategy  
**Niron Hashai**, ISC Organizing Committee

18:45-19:45 **Light Dinner**

19:45 ISC bus departs Technion to Dan Hotels  
20:30 ISC bus departs Dan Hotels to Tel Aviv

Designated presenters are marked in **bold**, * - ISC Best Paper Award nominee, ** - ISC Honorable Mention