AGENDA

Note: All times Eastern Time (ET). Abstracts and co-authors are listed below

1:15-1:30pm  Hellos and catch-up time

1:30-2:00pm  **Paper 1 - Ilze Kivleniece:** Towards a Stakeholder-Centric Value Co-creation and Appropriation Perspective

2:00-2:30pm  **Paper 2 - Christiane Bode:** The Indirect Strategic Human Capital Benefits of Corporate Social Engagement

2:30-2:45pm  Break & small group chats

2:45-3:15pm  **Paper 3 - Aline Gatignon:** From Political Ties to Nonprofit Connections: The Strategic Reconfiguration of Cross-Sector Interactions

3:15-3:45pm  **Paper 4 - Jin Hyung Kim:** High-Profile Enforcement as an Effective Deterrence Mechanism: Evidence from the Mueller Investigation and the Foreign Agents Registration Act

3:45-4:15pm  **Paper 5 - Vanessa Burbano:** When One Isn’t Enough: Organization-Level and Product-Level Sustainability in New Ventures

4:15-4:30pm  Break & small group chat

4:30-5:00pm  **Paper 6 - Kate Odziemkowska:** Ripple Effects: How Firm-Activist Collaborations Reduce Movement Contention

5:00-5:30pm  **Paper 7 - Luis Ballesteros:** Loss aversion and the impact of corporate philanthropy on labor productivity

5:30-5:45pm  Wrap-up chat
**Paper 1: Ilze Kivleniece**
Towards a Stakeholder-Centric Value Co-creation and Appropriation Perspective (with Julien Jourdan and Anita M. McGahan)

ABSTRACT: Both value-based and stakeholder perspectives constitute core contributions to the field of strategic management by identifying critical firm-stakeholder relationships and analytically elucidating their underlying value creation and capture mechanisms. Yet both perspectives have co-evolved independently to-date and remain at odds regarding their main prescription in terms of optimal value-based stakeholder strategies. In this paper, we examine and extend the underlying assumptions and implications from both canonical perspectives to a broader firm-stakeholder value perspective. The analysis leads us to propose an alternative stakeholder-centric value creation and appropriation (S-VCA) model, which relaxes some of the value-based theory assumptions and permits to build on the stakeholder value sensitivity and excess value contributions in firm-stakeholder relationships as the key parameters for overall value creation. Our work identifies opportunities for further research on the integration of stakeholder and value-based perspectives on the firm, and contributes to the emerging view of a firm beyond that of a private value appropriator to a broader value orchestrator.

**Paper 2: Christiane Bode**
The Indirect Strategic Human Capital Benefits of Corporate Social Engagement (with Vontrese Pamphile and Michelle Rogan)

ABSTRACT: Allowing employees to engage in firm-sponsored social impact activities has been found to increase retention of well-performing employees. A limitation of this retention mechanism is that not all employees can participate. Hence, firm-wide retention benefits related to direct participation are likely small. We propose that employees who do not participate still experience an indirect retention effect if connected to employees who do participate. We test our argument using project data on a longitudinal sample of employees in a large, global consultancy. The effect of being connected to participating employees significantly decreases non-participants’ likelihood of leaving the firm, but the strength of the effect depends on both participant and non-participant characteristics.
Paper 3: Aline Gatignon
From Political Ties to Nonprofit Connections: The Strategic Reconfiguration of Cross-Sector Interactions (with Marina Amado Bahia Gama)

ABSTRACT. Under what conditions do firms reconfigure their nonmarket connections towards nongovernmental organizations (NGOs) when corporate political ties fall out of public favor? To investigate this question, we examine changes in the scale of firms’ NGO connections following the 2014 corruption probe in Brazil dubbed Operation Carwash (“Operação Lava Jato”). We integrate nonmarket strategy research with the strategic management literature on resource reconfiguration to develop hypotheses about the impact of firms’ prior relational capital with NGOs, connections between the political and NGO sector, and the influence of firms’ shareholders. We then test these hypotheses using panel data from publicly listed firms in Brazil between 2014 and 2017. We aim to articulate a more dynamic perspective on nonmarket strategy and stakeholder engagement, emphasizing the importance of establishing and reconfiguring relationships across multiple different sectors of society in reaction to shifts in firms’ institutional environment.

Paper 4: Jin Hyung
High-Profile Enforcement as an Effective Deterrence Mechanism: Evidence from the Mueller Investigation and the Foreign Agents Registration Act (FARA) (with Jordan Siegel and Reuben Hurst)

ABSTRACT: Operating within bounded rationality, an individual and organization behave strategically to maximize their utility or economic benefit, which many times lead them to non-compliance of institutional rules. Although prior literature on economics and criminology agrees that three conditions—certainty of punishment, severity of punishment, and celerity of punishment—must be met to effectively deter institutional non-compliance, it is still not clear which aspects are more important on what conditions and how these three conditions interact with each other. Particularly, less attention has been paid to the effect of three conditions on white-collar crimes. By looking at the Investigation into Russian Interference in the 2016 Presidential Election led by special counsel Robert Mueller and his team as an empirical setting, we try to show whether lobbyists in Washington, D.C. working for foreign governments comply with FARA and register their work or not after this high-profile investigation and enforcement. Also, based upon the corporate governance literature and social identity literature in psychology and management studies, we argue that the sudden change in enforcement may well be more salient to low-reputation firms than high-reputation firms because high-reputation firms are more likely to have well complied to institutional rules than low-reputation firms in the fear of the erosion of their
future prospect. The preliminary results of our study using a natural experiment through an unexpected shock provide robust empirical evidence that the investigation increased compliance, especially with respect to low status registrants and registrants working with clients from relatively corrupt countries. The effects we found are consistent and robust in many aspects of their reporting behaviors, which strongly supports our arguments.

Paper 5: Vanessa Burbano
When One Isn’t Enough: Organization-Level and Product-Level Sustainability in New Ventures

ABSTRACT: There has been relatively little examination of the strategic impacts of sustainability and social responsibility in new ventures. We make a distinction between organization-level and product-level sustainability in new ventures and consider whether either one is enough to yield benefits for new ventures, or whether new ventures must be perceived to be sustainable in both domains to see benefits. To explore this question empirically, we first leverage machine learning methodologies to categorize new ventures on the rewards-based crowdfunding platform, Kickstarter, as sustainable at the product and organization level and examine the relationship between each type and combination of sustainability and venture success, using coarsened exact matching to control for potential endogeneity concerns. Next, we utilize an experiment to bolster the causality of the relationships we find in our observational setting, as well as to examine mechanism. We provide evidence that new ventures perceived as having both product- and organization-level sustainability benefit– and that perceptions about the organization’s authenticity help to explain why one may not be not enough.

Paper 6: Kate Odziemkowska
Ripple Effects: How Firm-Activist Collaborations Reduce Movement Contention (with Mary Hunter McDonnell)

ABSTRACT: Prior work suggests that firms can reduce the contentiousness of their social environments by forging cross-sector collaborations with activist organizations. In this paper, we explore the mechanisms that determine which activists within a social movement field represent the most effective partners for this purpose. To shed light on this question, we employ a unique, self-constructed 10-year panel tracking all contentious and collaborative interactions between 110 environmental movement organizations and a random sample of large, publicly-traded U.S. firms. We find collaborations with environmental activists reduce the contentiousness of the broader environmental movement through two distinct pathways: signaling and relational.
As evidence of a signaling mechanism, we find firms experience a decrease in contentious challenges from the movement after they collaborate with a more contentious activist. Second, as evidence of a relational mechanism, we find firms face less contention from activists that are board-interlocked with an activist with which the firm collaborates. Interestingly, neither the intensity nor the focus of the collaboration matters to reducing contention. In other words, what matters is not what you do, but who you do it. Our findings highlight the importance of partners’ identity and ties to fashioning more favorable nonmarket environments through collaboration. They also shed light on important indirect effects of an understudied phenomenon in research on movements and markets—collaborations between social activists and firms.

**Paper 7: Luis Ballesteros**

**Loss aversion and the impact of corporate philanthropy on labor productivity (with Vontrese Deeds Pamphile)**

ABSTRACT: This study combines the arguments that people are more motivated to avoid losses than achieve gains and that organizational prosocial behavior may increase employee motivation and, thus, labor productivity. We develop and test the argument that employees will be more willing to exert greater effort for the same level of pay when their firm engages in philanthropic giving that seeks to mitigate welfare losses than when giving promotes welfare gains. Using the setting of corporate philanthropy of large U.S. companies, we present identification strategies that consistently support our argument that the potential impact on labor depends on the target of giving. Our estimates suggest that, on average, 6.83 percent of increases in productivity are associated with company donations targeted towards reducing losses in the wake of sudden shocks—such as epidemics, natural disasters, and terrorist attacks—that highlight loss vis-à-vis donations to bettering long-standing social conditions—such as poverty and homelessness. This correlation survives accounting for structural institutional or organizational changes—including media-reported strategic hiring and technological improvement, as well as a battery of robustness checks. The findings are suggestive that the targets of philanthropic donations are important for the extent to which corporate giving acts as a non-pecuniary incentive.