



CALL FOR PROPOSALS

SHARING STRATEGIES FOR THE CONNECTED WORLD

PROGRAM CHAIRS



Gabriel R G Benito

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Sharing has always been at the heart of strategic management thinking. Early work focused on creating shared understanding of organizational goals and strategic direction. Contemporary strategic management research examines the effects of resource sharing across teams, organizational units, and organizational boundaries on firm strategy and performance. Knowledge sharing has been advanced as the *raison d'être* for the firm and the multinational firm.

Advances in technology have given rise to new types of sharing. The growth of the sharing economy, currently estimated at \$100B, has sparked great interest within the strategic management community. The business models of sharing economy firms exemplified by Uber and Airbnb call into question traditional business models of service firms. Sharing manufacturing capacity and designs through 3D printing and platforms challenges traditional manufacturing business models and strategies. We have also observed innovative shared-risk initiatives such as crowd funding, and the sharing of ideas through open innovation and purpose-based innovation communities. These

sharing strategies and innovations yield tried and tested organizational arrangements obsolete while presenting firms with sharing-based opportunities in terms of developing new business models, co-productive relationships, and organizational forms.

The Nordic Countries and Norway, in particular, have had a long tradition of sharing. Norway's political governance system combines open market economic policies with the sharing of financial assets through high taxation and sharing risk and profits through substantial state ownership exemplified by the world's largest Sovereign Wealth Fund, which facilitates the distribution of oil and gas returns. Furthermore, high level of interpersonal trust facilitates asset and knowledge sharing within and between organizations with minimal bureaucracy. This is the exciting context of the SMS Special Conference on Sharing Strategies for the Connected World. In Oslo, we will bring together leading thinking and research, discuss the implications for strategy scholars and practitioners, and outline a research program for sharing strategies for the connected world.

A mid-sized capital in European terms, Oslo is a very lively and livable city, beautifully situated at the end of the Oslo fjord and surrounded by hilly woodlands. The vibrant hub of a metropolitan area of more than 1.5 million people, the city's dynamic business and cultural scene has a lot to offer visitors and residents. Oslo is home to strong clusters in health, IT, and maritime sectors, which thrive on advanced infrastructure and access to talent attracted by its open, friendly and progressive culture. June is an excellent time to visit Oslo, with a lush green scenery and typically mild temperatures.

Both scholarly contributions and practice-oriented papers are welcome in all tracks:

CONFERENCE THEME TRACKS

Track A: Innovation and Entrepreneurship in the Connected World

Track Chairs: Gary Dushnitsky, *London Business School*
Alessandra Luzzi, *BI Norwegian Business School*

This track invites submissions that address the various mechanisms firms utilize to accelerate innovation and to start up and scale up businesses in the connected world. Improved communication and adoption of shared standards facilitate capital asset "sharing," but also break down barriers to entry, reduce asset specificity, increase global asset utilization, and otherwise disrupt existing activities. As new technologies are introduced at an ever-faster pace, constraints to startup creation, growth and survival are even more significant. We particularly welcome submissions investigating innovative strategies for sharing financial, informational, and capital assets in the processes of innovation and/or entrepreneurship, including, but not restricted to, analyzing business model innovation, networked innovation, technology-enabled service innovation, the networked character of entrepreneurial venturing processes.

Track B: Organizing for Sharing and Collaboration

Track Chairs: Ragnhild Kvålshaugen, *BI Norwegian Business School*
Charles Snow, *Penn State University*

Technology may be necessary but is rarely sufficient to produce effective sharing and collaboration. Supporting organizational arrangements are also needed. Unfortunately, conventional hierarchical organizational forms typically hinder rather than enable sharing. New organizational arrangements are emerging—promising to mitigate such issues within and across organizational boundaries. Crowds, communities, consortia, temporary organizations, and partnerships enable sharing with external parties. Matrix and network structures, communities of practice, various forms of self-organization are attempts of the same within organizations. In this track, we invite analyses of questions such as: Which organizational mechanisms can enable sharing within and across organizational boundaries? How can organizations stimulate sharing and safeguard against opportunism and appropriation risks? How can organizations incentivize sharing? What is the role of technology in enabling sharing? What are the matching organization's arrangements needed to realize the sharing potential in the technologies? How do actors form and design collaborative strategies in temporary organizations? How does relational coordination affect organizational design and effectiveness? How does sharing influence organizational adaptiveness and resilience?

Track C: Cooperative Strategies for Sharing and Exchanging Knowledge

Track Chairs: Dovev Lavie, *Technion-Israel Institute of Technology*
Linda Rademaker, *BI Norwegian Business School*

This track focuses on emerging collaborative strategies for sharing and exchanging knowledge. Whereas strategic alliances have gained much attention in the last decades, new forms of collaboration, such as open innovation, crowd-sourcing, and social network applications have emerged. These cooperative strategies offer new opportunities for sharing and exchanging knowledge, but little is known about their emergence and implications for knowledge creation. Even for established forms of collaboration, such as strategic alliances, there is a need for new approaches for learning, and better understanding of the propensity to share knowledge, the competitive implications of knowledge sharing and withholding, the development of new knowledge, alternative means for accessing knowledge via a firm's alliance network, the balancing of exploration and exploitation, best practices for accumulating and disseminating knowledge, and the implications of knowledge content and process management in alliances for firm strategies and performance.

Track D: Global Strategies for a Connected World

Track Chairs: Ulf Andersson, *Mälardalen University*
Marcus M. Larsen, *Copenhagen Business School*

Sharing strategies are of particular relevance to global strategy scholars. Global firms are arguably connectors in and of themselves but face challenges in sharing knowledge and best practices between home and host countries, organizing and managing their activities in global value chains, and leveraging advantages across countries. The conference theme inspires us to rethink the global companies connecting and sharing characteristics both on a micro level between its activities, but also on a macro level among countries concerning e.g. technologies and CSR strategies. We welcome submissions on organization and strategy operating in a connected global world. This includes, but is not limited to, cross-border corporate or business strategies, headquarter-subsidary relationships, foreign entry and operation, and organization and location strategies.

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Timeline:

November 27, 2017	Submission Deadline for Proposals
December 1, 2017	Co-Author Confirmation Deadline
Late January, 2018	Notifications of Program Review Committee Decisions
February 28, 2018	Early Registration and Presenter Registration Deadline
June 7, 2018	Doctoral Workshop in Oslo
June 7-9, 2018	SMS Special Conference in Oslo

SUBMISSION GUIDELINES AND REQUIREMENTS

Proposals (5-7 pages, for paper and panel sessions)

relating to the conference theme are invited.

Only original, unpublished work is sought.

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To learn more about the SMS
Special Conference in Oslo
and the submission process, please go to:

oslo.strategicmanagement.net