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Strategy and Governance in a World of Institutional Change

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**CONFERENCE  
PROGRAM**  
***(SUBJECT TO CHANGE)***

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**Hilton Vienna, Austria**

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## LEADERS DRIVING CHANGE AND INNOVATION: THE ROLE OF PRACTICES AND TOOLS

Common Ground Track I/K Klimt Ballroom 1

**Session Facilitator: Mark P Kriger, BI Norwegian School of Management**

### Evaluation of Change Effectiveness: A Theoretical Framework

Florian Kappler, *University of St Gallen/HEC-Montréal*  
Michael Schön, *University of Stuttgart*

A general agreement has been reached that performance assessment and effectiveness evaluation of organizations is a crucial and necessary undertaking. Consequently, the process and assessment criteria for organizational effectiveness have been developed and discussed. Furthermore, the importance of a performance monitoring of strategic change processes is hardly controversial. But nevertheless an adequate evaluation process and specific evaluation framework for an assessment of change processes and their effectiveness that could yield important feedback information while the changes are taking place is far less well developed. Within this paper we develop and discuss a theoretical, multi-dimensional framework for the evaluation of strategic change processes based on an analysis of the organizational effectiveness and strategic change literature and identify a possible research agenda for this change effectiveness framework.

### The Relationship Between Modes Of Managing Strategic Initiatives And Firm Performance: A Contingency View

Markus Kreutzer, *University of St Gallen*

Strategic Initiatives as core vehicles for strategy-making are of increasing importance in theory and practice. We want to extend research on strategic initiatives in two ways. First, as research so far mainly has focused on the management of single initiatives, we concentrate on the management of bundles of strategic initiatives. Based on the two dimensions of process - and content control, we present and describe four modes of managing those bundles of strategic initiatives in firms. Second, we examine the relationship between these modes and firm performance. Using a contingency approach several propositions are developed.

### Authentic Strategizing Linking Strategizing, Client Interaction, And Extraordinary Practice

Kenneth Kongsvold, *SINTEF*  
Ragnhild Kvalshaugen, *BI Norwegian School of Management*  
Roger Klev, *Norwegian University of Science & Technology*

This paper investigate the leaders' role as strategists in a professional service firm, and addresses the issue on how strategic development processes should be organized, led and communicated in order to become positive and actual change activities. Leaders can act as 'authentic strategists' by acting as translators between different leaders and employees with various positions and roles in a continuous process. Not by employing top-down management control, neither by dictating actions on a micro level, but rather by clarifying responsibility and creating space and arenas to discuss content of leadership roles. We base our body of research on a case study in a medium sized professional service firm. The paper provides insight into strategic discourses and explores the tensions and negotiations emerging from organisational practice.

### Involvement, Size, Complexity, And Implementation Success: Relationships To Service Industry Firms

Robert J Harrington, *University of Guelph*  
Kenneth W Kendall, *Washington State University*

This study examines the importance of service firm managers' and organizational members' involvement in the implementation of strategy. The study assesses the direct and moderating effects of managers' perception of environmental complexity and firm size on level of involvement during strategy implementation. Findings indicate that firms operating in an environment of greater complexity bring more organizational members into the implementation process. Firm size

interacted with complexity to drive higher involvement levels for small and large firms. Service firms that utilized implementation processes that involved more organizational members across the hierarchy achieved greater success in strategy implementation. Level of involvement was shown to mediate the relationship between external complexity and implementation success.

### Strategy Development Processes And Subsidiary Contribution

Pamela Sharkey Scott, *Dublin Institute of Technology*  
Patrick T Gibbons, *University College Dublin*

A recent resurgence in both academic and practitioner interest on strategy development processes and their influence on organisational performance highlights the absence of empirical studies in this area, particularly from an MNC perspective. This study attempts to fill this important gap by applying a multifaceted conceptualisation of the strategy development process to the subsidiary level of analysis. A broad perspective on the effectiveness of strategy making is adopted and measures of contribution examined include financial and market performance, international responsibility, initiative generation and strategy creativity. The major data collection tool comprised a survey questionnaire, addressed to the Managing Director of every MNC subsidiary operating in Ireland. The results from this exploratory investigation of the effects of subsidiary strategy development processes are mixed, but several interesting insights, particularly in relation to the value of formal planning, are revealed.

### The Blue Ocean Strategy Process In Action: Helping General Managers To Reconstruct Market Space

Ralph G Trombetta, *Value Innovation Network*

General Managers are responsible for shaping, executing, and changing the strategies of their firms. While rationally-minded executives may think that they "see the world as it is", viewing the world with different mental models can yield dramatically different conclusions about the strategic decisions that they make. In the session, I will present examples from our consulting work that illustrate how we are helping our clients to develop new strategic insights about their businesses by implementing the Blue Ocean Strategy Process. Additionally I will discuss a primary research method, 'day in the life' of research that we utilize to help our clients gain key strategic insights from customers and more importantly non-customers.

### Towards A New Way Of Doing Strategy: How Spanish Companies Incorporate Innovation In Their Strategies

Maria Astigarraga, *B+I Strategy*  
Sabin Azua, *B+I Strategy*  
Göran Roos, *Intellectual Capital Services Ltd*  
Bengt Anderberg, *Intellectual Capital Services Ltd*

The paper focuses on how Spanish companies incorporate innovation management in their strategies. Specifically it focuses on three important issues: the elements to define innovative strategies, the way to create the pre-requisites for an innovative company and the innovation management processes. Based on an analysis of the literature and our experience, the study makes a theoretical and empirical contribution to existing models for strategy and innovation management. The model will be tested using a two-phase empirical approach. For the first phase response to a questionnaire will be received from more than 300 Spanish companies testing their innovation capacity and the impact of innovation on strategy. The second phase consist of a selected number of in-depth interviews to executives from very innovative Spanish companies.

### Contemporary Strategic Management Practice In Australia: 'Back To The Future' In The 2000s

Paul W Hunter, *HC+P Management Consultants*  
Tim O'Shannassy, *RMIT University*

Despite the extent and depth of developments in the field of strategic management over the past 40 years the writers of this paper are concerned that the actual practical application of the theory, especially creative strategic thinking is nowhere near as advanced as contemporary theory