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**1. Title: Trade-offs to using standardized tools: Innovation enablers or creativity constraints?**

**Authors: Milan Miric, Hakan Ozalp, Erdem Dogukan Yilmaz**

**Abstract:** In platform ecosystems, the creation of new products is often based on standardized development tools. Complementors often have a choice between either using these tools or creating the functionality themselves. In this paper, we study how the use of standardized development tools is related to the type of products created. By using data on the use of middleware (e.g., game engines) in the console video game market, we show that the use of development tools is associated with products that are less novel but with higher sales on average. We exploit a policy change that affected the ability of U.S.-based developers to hire foreign workers as an instrument for the use of development tools and find further support for these patterns.

**2. Title: Innovation and profitability following antitrust intervention against a dominant platform: The wild, wild west?**

**Authors: Sruthi Thatchenkery, Riitta Katila**

**Abstract:** This study examines whether “unblocking” competition through antitrust intervention against a dominant platform can spur complementor innovation in platform ecosystems. Using a novel dataset on enterprise infrastructure software and a difference-in-differences design, we examine the relation between the U.S. antitrust intervention against Microsoft (dominant enterprise platform) and subsequent innovation and profitability of infrastructure applications firms (complementors). The data show that innovation among complementors—particularly ones with low market share—soared when the competitive pressure on the dominant platform amplified. However, the profitability of these complementors dropped. Our results contribute to understanding links between competition and innovation in platform ecosystems, as well as the opportunities and threats related to dominant platforms in those ecosystems.

**3.** **Title: When stronger patent law reduces patenting: Empirical evidence**

**Authors: Yun Hou, I.P.L. Png, Xi Xiong**

**Abstract:** Theoretically, stronger legal protection affects strategic portfolios in two ways. As each patent becomes more effective, the gain from multiple patents would be less, reducing the demand for patents (negative inframarginal effect). With the effective price of patent protection being lower, the demand for protection and patents would increase (positive marginal effect). The net effect is more likely to be negative in complex technology industries, and magnified by patent ownership fragmentation, manufacturing assets, technological competition, and size. Exploiting variation in the shift in patent law due to the Federal Circuit Appeals Court (CAFC), we find that the average increase in patent protection due to the CAFC led businesses to reduce strategic patenting by 23.3%, and the contingent effects accorded with the hypotheses.

**4. Title: Divestment of relational assets following acquisitions: Evidence from the biopharmaceutical industry**

**Authors: Vivek Tandon, Navid Asgari, Ram Ranganathan**

**Abstract:** We examine whether acquisitions affect the divestment of firms' alliance-based relational assets. Using data from the biopharmaceutical industry and a matched case–control research design, we find that alliances are more likely to be terminated following acquisitions compared to alliances not subject to acquisitions. This higher termination likelihood is driven by acquisitions where the acquirer's alliance management capacity is stressed, and by alliances inherited from targets. The inherited alliance effect is attenuated by the target's partner's common connections with the acquirer but amplified by the target's partner's unique connections outside the merging firms' alliance portfolios. These findings are consistent with our relational view-based theorizing on the post-acquisition challenges of retaining alliance-based assets, contributing to corporate strategy scholarship on alliances and acquisitions.

**5. Title: Stronger together: Country-of-origin agglomeration and multinational enterprise location choice in an adverse institutional environment**

**Authors: Yong Li, Jing Li, Peng Zhang, Sunhwan Gwon**

**Abstract:** Research suggests that multinational enterprises (MNEs) are attracted to locations with concentrated firms from the same home country to benefit from interactions with market forces, but it remains an open question whether such agglomeration facilitates MNEs' interactions with nonmarket actors such as the host government. We submit that since country-of-origin agglomeration can enable collective actions and create collective gains, colocation with compatriot firms will help MNEs navigate an adverse institutional environment. In line with this reasoning, we hypothesize that MNEs are more attracted to locations with country-of-origin agglomeration when MNEs face an exogenous shock that increases their regulatory burden in the host country. Our analysis offers corroborative evidence. The study adds to research on agglomeration, institutional environment, and location strategy.

**6. Title: A cognitive perspective on real options investment: CEO overconfidence**

**Authors: Joon Mahn Lee, Jung Chul Park, Guoli Chen**

**Abstract:** While real options theory has been applied with the optimality assumption, actual real options investments are made by managers, who are subject to cognitive biases, especially under uncertainty. In this article, we focus on one important type of cognitive bias, overconfidence, to provide new insights on real options literature. We argue that overconfident CEOs will invest less in real options than non-overconfident CEOs. We also predict that the relationship between overconfident CEOs and firms' real options intensity will be strengthened when market uncertainty is higher. In a study of U.S. public firms, we find strong support across various tests that use multiple measures of overconfidence in CEOs and real options investments, and control for potential selection issues and other endogeneity concerns.

**7. Title: The “CEO in context” technique revisited: A replication and extension of Hambrick and Quigley (2014)**

**Authors: Tobias Keller, Martin Glaum, Andreas Bausch, Thorsten Bunz**

**Abstract:** Hambrick and Quigley's (2014) “CEO in context” (CiC) technique leads to a much larger CEO effect than traditional ANOVA or multilevel modeling. We replicate H&Q's study, apply their CiC technique to a much more comprehensive U.S. sample, and assess the sensitivity of the model findings to variations in method and data. We generally confirm H&Q's finding of a high CEO effect, but find a smaller industry effect and a larger firm effect in our much larger sample. Applying the CiC technique with adjusted R2s has only a moderate impact on year, industry, and firm effects, but markedly reduces the CEO effect. We also document that CiC model findings are sensitive to sample characteristics, namely firm size and CEO tenure.

**8. Title: Managing ecosystem emergence and evolution: Strategies for ecosystem architects**

**Authors: Jarryd Daymond, Eric Knight, Maria Rumyantseva, Steven Maguire**

**Abstract:** While the notion of ecosystems has become prominent in scholarly and practitioner strategy literature in recent years, more can be done to bridge these two communities. In this introduction to the SMS Collection, we interrogate strategy scholarship from the perspective of “ecosystem architects,” who are private or public sector actors interested in nurturing and developing a given ecosystem as a whole. In doing so, we collate and discuss key articles published in the journals of the Strategic Management Society which, considered together, shed new light on processes of ecosystem emergence and evolution. We distill a range of insights for ecosystem architect practitioners and outline four strategies for them to create conditions appropriate to their ecosystem and its stage of development.