



**INDIA STRATEGY CONFERENCE 2023**  
**Strategies for a Digital and  
Inclusive Future** December 14-17, 2023



INDIA STRATEGY CONFERENCE 2023

# CONFERENCE HANDBOOK

# Welcome to the India Strategy Conference ISC 2023 at IIM Bangalore!

*India Strategy Conference is India's premier strategy gathering, uniting academia and industry to deliberate on the strategic opportunities and challenges of the 21st century.*

Jointly organized by IIM Ahmedabad, IIM Bangalore, ISB Hyderabad, and CII CSO Forum from 14th – 17th December 2023, the ISC aims to foster discussions that are both timely and transformative, in this era marked by rapid technological advancements, sustainability concerns, and dynamic geopolitical shifts.

Here are some of the highlights at the conference. We hope you have a great time!

## HIGHLIGHTS

**14th December (Thursday):** We conduct a comprehensive 'Methods in Management' workshop open to all registered participants, especially for PhD students and early career scholars, focusing on workshops teaching and discussing the state-of-the-art qualitative and quantitative methods used in management scholarship.

**15th December (Friday):** We host the CII CSO (Confederation of Indian Industry's Chief Strategy Officers) Forum Conference featuring prominent industry leaders who share insights on shaping strategies in a disruptive world. The key themes are Turbocharging Technology and Digital Disruption, Embracing Sustainability, and Capitalizing on Global Opportunities.

In the evening, we organize the 'Meet-the-Editors' workshop which brings together editors (both in-person and virtual) from prestigious strategy journals. In the morning we organize paper development workshops for select participants, alongside a case method workshop and careers networking event.

**16th & 17th December (Saturday & Sunday):** Over two days, witness over 150 paper and poster presentations across 6 tracks, covering topics including technology, innovation, and digital transformation, ESG and non-market strategy, business and corporate strategy, internationalization and global strategy, family business and entrepreneurship, and leadership and human capital. Engage with renowned academic keynote speakers.

Additionally, immerse yourself in cultural festivities at the iconic IIM Bangalore campus. Highlights include 'The Poet and the Prophet' play (14<sup>th</sup> December) and an enthralling SPIC MACAY Carnatic flute concert (16<sup>th</sup> December).

## KEYNOTE SPEAKERS

### Ranjay Gulati

Professor, Harvard Business School,  
Harvard University  
16<sup>th</sup> December, 2023, 6:30 pm

### Gurneeta Vasudeva Singh

Professor, Carlson School of Management,  
University of Minnesota  
17<sup>th</sup> December, 2023, 11:15 am

### Michael Hitt

Professor, Mays Business School,  
Texas A&M University  
14<sup>th</sup> December, 2023, 8:30 am

### Deepak Somaya

Professor, Gies College of Business,  
University of Illinois at Urbana Champaign  
16<sup>th</sup> December 2023, 11:15 am

### Sumit Kundu

Professor, College of Business  
Florida International University  
14<sup>th</sup> December, 2023, 9:30 am

...And several others in the CII CSO Forum Conference on 15<sup>th</sup> December – please refer agenda below

## CONFERENCE SPECIAL EVENTS

### The Prophet and the Poet play

7 – 9 pm, 14<sup>th</sup> December 2023, Auditorium

In the evening of December 14<sup>th</sup>, we will have an internationally acclaimed play presented at the auditorium by Bangalore Little Theatre. The Prophet and the Poet is based on the historically significant exchanges between Mahatma Gandhi and Rabindranath Tagore over 25 years. The relationship was characterized by deep differences in positions taken on many things. Yet, they maintained genuine respect and love for each other. It was a sign of the political maturity of those times. The play raises many questions: How did we lose it? Can it be restored? What lessons can be drawn for organizational strategy and management development? The play features *Minti Jain* as Narrator, *Naveen Tater* and *Karan Singh* as Actors, *Murtuza Khetty* and *Mayank Tater* in Stage Management, and *Preetam Koilpillai* in Music/Audio. The play is written and directed by Prof. *Vijay Padaki*, who was part of the founding faculty of IIM Bangalore. A behavioural scientist with a special interest in Organization and Institutional Development, Prof. Padaki has developed the concept of Organizational Maturity in his work. The play is often used as a springboard for a deeper exploration of the concept in his work with organizations.



### **SPICMACAY Concert**

**7:30 – 9 pm, 16<sup>th</sup> December 2023, Auditorium**

In the evening of December 16<sup>th</sup>, we host an exhilarating Carnatic flute SPICMACAY concert by *Vidwan Sri Mysore A Chandan Kumar*, accompanied by *Vidushi Smt H.M. Smitha* in Violin, *Vidwan Sri B. Rajashekar* in Morsing, and *Vidwan Sri H.S. Sudhindra* in Mridangam. SPICMACAY, which stands for the Society for the Promotion of Indian Classical Music and Culture Amongst Youth, is a non-profit organization founded in 1977 by Dr. Kiran Seth. The organization is dedicated to promoting awareness and appreciation of Indian classical music, dance, and culture among the youth of India. Over the years, SPICMACAY has grown into a vibrant movement that reaches out to educational institutions across the country.



**CONFERENCE SCHEDULE****DAY 1: Thursday 14<sup>th</sup> December 2023**

7:30 - 8:30 am	<b>REGISTRATION (Auditorium) and Breakfast (MDC)</b>		
8:30 - 9:30 am	<b>INAUGURAL ADDRESS</b> by <b>Michael Hitt</b> , Professor, Texas A&M University <i>Auditorium - Online</i>		
<b>METHODS IN MANAGEMENT WORKSHOP</b>			
9:30 - 10:15 am	<b>NAVIGATING ACADEMIA</b> by <b>Sumit Kundu</b> , Professor, Florida International University <i>Auditorium</i>		
10:15 - 10:30 am	<b>Tea Break, Behind Auditorium</b>		
<b>METHODS WORKSHOPS</b>			
10:30 am - 12:30 pm	<b>Text analysis</b> by <b>Deepak Chandrashekar</b> , Professor, IIMB & Krishna <b>Satyanarayana</b> , Research Fellow, IIMB <i>Room N-201, N Cluster 2<sup>nd</sup> floor</i>	<b>Quantitative Research Design</b> by <b>Prateek Raj</b> , Professor, IIMB <i>Room N-202, N Cluster 2<sup>nd</sup> floor</i>	<b>Qualitative Research Design</b> by <b>Devi Vijay</b> , Professor, IIMC <i>Room N-203, N Cluster 2<sup>nd</sup> floor</i>
12:30 - 1:30 pm	<b>Lunch Break, MDC Woods</b>		
<b>METHODS WORKSHOPS</b>			
1:30 - 3:30 pm	<b>Meta Analysis</b> by <b>Amit Karna</b> , Professor, IIMA, & <b>Sai Chittaranjan Kalubandi</b> , Professor, IIMB <i>Room N-201, N Cluster 2<sup>nd</sup> floor</i>	<b>Social Network Analysis</b> by <b>Dalhia Mani</b> , Professor, IIMB, <i>Room N-202, N Cluster 2<sup>nd</sup> floor</i>	<b>Case and Gioia Methods</b> by <b>Shubha Patvardhan</b> , Professor, IIMB <i>Room N-203, N Cluster 2<sup>nd</sup> floor</i>
3:30 - 4:00 pm	<b>Tea Break, Behind Auditorium</b>		
4:00 - 4:30 pm	<b>INAUGURATION</b> by <b>Rishiksha Krishnan</b> , Director, IIMB with Conference Co-Chairs <b>Rejie George Pallathitta</b> , <b>Amit Karna</b> , <b>Prateek Raj</b> , and <b>Chitra Singla</b> <i>Auditorium</i>		
4:30 - 6:00 pm	<b>PANEL OF VETERAN SCHOLARS</b> <b>Raveendra Chittoor</b> , Dean, Jio Institute, <b>S Raghunath</b> , Rtd Professor, IIMB, <b>J Ramachandran</b> , Rtd. Professor, IIMB and <b>Sougata Ray</b> , Professor, ISB , with <b>Chitra Singla</b> , Professor, IIMA <i>Auditorium</i>		
6:00 - 7:00 pm	<b>High-Tea and networking, and Campus walk, Behind Auditorium</b>		
7:00 - 9:00 pm	<b>PLAY - THE PROPHET AND THE POET</b> , Bangalore Little Theatre written and directed by Vijay Padaki, Minti Jain as Narrator, Naveen Tater and Karan Singh as Actors, Murtuza Khetty and Mayank Tater in Stage Management, and Preetam Koilpillai in Music/Audio <i>Auditorium</i>		
9:00 pm onwards	<b>Dinner, MDC woods</b>		

**DAY 2: Friday 15<sup>th</sup> December 2023**

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7:30 – 8:30 am	<b>REGISTRATION (Auditorium) and Breakfast (MDC)</b>		
8:30 – 10:00 am	<b>PARALLEL WORKSHOPS</b>		
	<b>Paper Development Workshop</b> for Spotlight papers <i>Discussion rooms, N cluster</i>	<b>Case-based teaching</b> by <b>Chitra Singla</b> , Professor, IIMA, <i>Room N-201, N Cluster 2<sup>nd</sup></i> <i>floor</i>	<b>Career talk and networking</b> - <b>Careers in consulting</b> by <b>Rajnish Karki</b> , CEO, Karki Associates (8:30 - 9:15 am) - <b>Careers in academia</b> by <b>Ganesh Prabhu</b> , Professor, IIMB (9:15 - 10 am) <i>N001, N Cluster ground floor</i>
10:00 - 10:30 am	<b>Tea Break, Behind Auditorium</b>		
<b>BEGIN: CONFEDERATION OF INDIAN INDUSTRY (CII) CSO FORUM CONFERENCE</b>			
10:30 - 10:45 am	<b>WELCOME ADDRESS</b> by <b>A.K. Parameswaran</b> , Chairman, CII CSO Forum   Former CSO, Coromandel International, and <b>Rishiksha T. Krishnan</b> , Director, IIMB <i>Auditorium</i>		
10:45 - 11:15 am	<b>INAUGURAL KEYNOTE</b> by <b>Shiv Shivakumar</b> , Operating Partner, Advent International   Past Chairman, PEPSICO, South Asia <i>Auditorium</i>		
11:15 am - 12:30 pm	<b>CAPITALIZING ON GLOBAL OPPORTUNITIES</b> by <b>Ajai Chowdhry</b> , Founder, HCL   Chairman, EPIC Foundation <b>Vandana Singh</b> , Head of Development Centre and Country President, Sandoz India, <b>Kaushika Madhavan</b> , Managing Partner & Country Head, A T Kearney, and <b>Shilpa Ahir</b> , Global Lead for GCC Strategy, Performance and Analytics, Sandoz Healthcare <i>Auditorium</i>		
12:30 - 1:30 pm	<b>Lunch Break, MDC Woods</b>		
1:15 - 2:45 pm	<b>EMBRACING SUSTAINABILITY</b> by <b>Prabha Narasimhan</b> , Managing Director and CEO, Colgate Palmolive (India) Ltd, <b>Meenakshi Nevatia</b> , Country President & Managing Director, Pfizer India, <b>Anindya Chowdhury</b> , Country Manager — Energy Transitions, Shell India Markets Pvt. Ltd., <b>Alok Verma</b> , Head Corporate Strategy & ESG, Ashok Leyland, and <b>Himanshu Chaturvedi</b> , Chief Strategy & Growth Officer, Tata Projects Limited <i>Auditorium</i>		
2:45 - 3:00 pm	<b>Tea Break, Behind Auditorium</b>		
3:00 - 4:00 pm	<b>TURBOCHARGING TECHNOLOGY AND DIGITAL DISRUPTION</b> by <b>Himanshu Chakrawarthy</b> , CEO, Snapdeal and Stellaro Brands, <b>Kumaran Anandan</b> , CTO, Tiny Magiq, <b>Rajiv Jayaraman</b> , Founder - CEO, Knolskape, and <b>Ramya Mohan</b> , CSO, Cyient <i>Auditorium</i>		
4:00 - 4:30 pm	<b>SPECIAL ADDRESS</b> by <b>Ashok Jhunjhunwala</b> , President, IITM Research Park & IITM Incubation Cell   Chairman, IIIT Hyderabad <i>Auditorium</i>		
4:30 - 4:45 pm	<b>Tea Break, Behind Auditorium</b>		
4:45 – 5:15 pm	<b>CLOSING ADDRESS</b> by <b>Neeraj Chandra</b> , Business & Strategy Advisor, Tenex, and <b>Nandu Nandkishore</b> , Professor of Practice, Indian School Business, <i>Auditorium</i>		
5:15 to 5:45 pm	<b>IMPLICATIONS FOR RESEARCH THEMES</b> by <b>R. Srinivasan</b> , Professor, IIMB, and <b>Vote of Thanks by Ramana Prasad Alam</b> , Co-Chair, CII CSO Forum   Former President (Strategy), Amara Raja Batteries Ltd		

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	<i>Auditorium</i>
<b>END: CONFEDERATION OF INDIAN INDUSTRY (CII) CSO FORUM CONFERENCE</b>	
5:45 to 6:00 pm	<b>Sponsor Presentation by Total Library, Auditorium</b>
6:00 to 7:00 pm	<b>High-Tea and networking, and Campus walk, Behind Auditorium</b>
7:00 to 9:00 pm	<b>EDITOR'S WORKSHOP</b> by <b>Allan Bird</b> , President, The Kozai Group, <b>Brian Silverman</b> , Professor, University of Toronto, <b>Ann Langley</b> , Professor, Department of Management, HEC Montreal and <b>Gurneeta Vasudeva Singh</b> , Professor, University of Minnesota <i>Auditorium</i>
9:00 pm onwards	<b>Dinner, MDC woods</b>

**DAY 3: Saturday 16<sup>th</sup> December 2023**

7:30 – 8:30 am	<b>REGISTRATION (Auditorium) and Breakfast (MDC)</b>		
8:30 - 10:30 am	<b>PAPER PRESENTATIONS</b>		
	<b>Session 1 Track 1 Technology, Innovation &amp; Digital Transformation</b> <i>Room N-201, N Cluster 2<sup>nd</sup> floor</i>	<b>Session 2 Track 2 ESG and Non-Market Strategy</b> <i>Room N-202, N Cluster 2<sup>nd</sup> floor</i>	<b>Session 3 Track 3 Business and Corporate Strategy</b> <i>Room N-203, N Cluster 2<sup>nd</sup> floor</i>
10:30 - 11:15 am	<b>POSTER PRESENTATIONS and tea</b> <i>N Cluster 2<sup>nd</sup> floor</i>		
11:15 – 12:00 pm	<b>KEYNOTE ADDRESS</b> <b>by Deepak Somaya</b> , Professor, University of Illinois Urbana-Champaign <i>Auditorium</i>		
12:00 - 1:30 pm	<b>Lunch Break, MDC Woods</b>		
1:30 - 3:30 pm	<b>PAPER PRESENTATIONS</b>		
	<b>Session 4 Track 1 Technology, Innovation &amp; Digital Transformation</b> <i>Room N-201, N Cluster 2<sup>nd</sup> floor</i>	<b>Session 5 Track 4 Internationalization and Global Strategy</b> <i>Room N-202, N Cluster 2<sup>nd</sup> floor</i>	<b>Session 6 Track 5 Family Business and Entrepreneurship</b> <i>Room N-204, N Cluster 2<sup>nd</sup> floor</i>
3:30 - 4:15 pm	<b>POSTER PRESENTATIONS and High Tea</b> <i>N Cluster 2<sup>nd</sup> floor</i>		
4:15 - 6:15 pm	<b>PAPER PRESENTATIONS</b>		
	<b>Session 7 Track 1 Technology, Innovation &amp; Digital Transformation</b> <i>Room N-201, N Cluster 2<sup>nd</sup> floor</i>	<b>Session 8 Track 5 Family Business and Entrepreneurship</b> <i>Room N-204, N Cluster 2<sup>nd</sup> floor</i>	<b>Session 9 Track 6 Leadership and Human Capital</b> <i>Room N-203, N Cluster 2<sup>nd</sup> floor</i>
6:15 - 6:30 pm	<b>Tea Break, Behind Auditorium</b>		
6:30 - 7:30 pm	<b>PRESIDENTIAL ADDRESS</b> <b>by Ranjay Gulati</b> , Harvard Business School <i>Auditorium - Online</i>		
7:30 – 9:00 pm	<b>SPICMACAY CONCERT</b> by Mysore A Chandan Kumar, Carnatic Flute, with H.M.Smitha, Violin, B.Rajashekar, Morsing, H.S. Sudhindra, Mridangam <i>Auditorium</i>		
9:00 pm onwards	<b>Dinner, MDC woods</b>		



**DAY 4: Sunday 17<sup>th</sup> December 2023**

7:30 – 8:30 am	<b>REGISTRATION (Auditorium) and Breakfast (MDC)</b>			
8:30 - 10:30 am	<b>PAPER PRESENTATIONS</b>			
	<b>Session 10 Track 1 Technology, Innovation &amp; Digital Transformation</b> <i>Room N-201 N Cluster 2<sup>nd</sup> floor</i>	<b>Session 11 Track 2 ESG and Non-Market Strategy</b> <i>Room N-202 N Cluster 2<sup>nd</sup> floor</i>	<b>Session 12 Track 3 Business and Corporate Strategy</b> <i>Room N-203 N Cluster 2<sup>nd</sup> floor</i>	<b>Session 13 Track 5 Family Business and Entrepreneurship</b> <i>Room N-204 N Cluster 2<sup>nd</sup> floor</i>
10:30 - 11:15 am	<b>POSTER PRESENTATIONS and tea</b> <i>N Cluster 2<sup>nd</sup> floor</i>			
11:15 - 12 pm	<b>KEYNOTE ADDRESS</b> <b>by Gurneeta Singh Vasudeva</b> , Professor, University of Minnesota <i>Auditorium</i>			
12:00 – 1:00 pm	<b>Lunch Break, MDC Woods</b>			
1:00 – 3:00 pm	<b>PAPER PRESENTATIONS</b>			
	<b>Session 14 Track 1 Technology, Innovation &amp; Digital Transformation</b> <i>Room N-201 N Cluster 2<sup>nd</sup> floor</i>	<b>Session 15 Track 4 Internationalization and Global Strategy</b> <i>Room N-202 N Cluster 2<sup>nd</sup> floor</i>	<b>Session 16 Track 5 Family Business and Entrepreneurship</b> <i>Room N-204 N Cluster 2<sup>nd</sup> floor</i>	<b>Session 17 Track 6 Leadership and Human Capital</b> <i>Room N-203 N Cluster 2<sup>nd</sup> floor</i>
3:00 - 3:45 pm	<b>POSTER PRESENTATIONS and High Tea</b> <i>N Cluster 2<sup>nd</sup> floor</i>			
3:45 - 4:45 pm	<b>DIRECTOR'S PANEL</b> <b>Bharat Bhasker</b> , Director, IIM Ahmedabad, <b>Madan Pillutla</b> , Dean, Indian School of Business and <b>Rishikesha Krishnan</b> , Director, IIM Bangalore with <b>Raveendra Chittoor</b> , Dean, Jio Institute <i>Auditorium</i>			
4:45 - 5:15 pm	<b>CLOSING CEREMONY, Auditorium</b>			
5:15 – 6:00 pm	<b>Tea and Goodbye, Behind Auditorium</b>			

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Time	14th Dec	15th Dec	16th Dec	17th Dec
	METHODS IN MANAGEMENT (MiM) WORKSHOP	CII CSO FORUM <a href="https://indiastrategy.org/csoforum/">https://indiastrategy.org/csoforum/</a>	PAPER AND POSTER PRESENTATIONS N20X is Room Number in N-Cluster block	
<b>7:30 to 8 AM</b>	Breakfast (MDC)/ Registration (Audi)			
<b>8 to 8:30 AM</b>				
<b>8:30 to 9 AM</b>	<b>Inaugural Address</b> Michael Hitt (Audi - online)	<b>Case-Based Teaching</b> - C. Singla (N201), <b>Careers in Consulting</b> - R. Karki (N001), <b>Careers in Academia</b> - G. Prabhu (N001) <b>Paper Development Workshops (PDWs)</b> (N cluster discussion rooms)	<b>Parallel Paper Presentations</b> Session 1 Track 1 (N201) Session 2 Track 2 (N202) Session 3 Track 3 (N203)	<b>Parallel Paper Presentations</b> Session 10 Track 1 (N201) Session 11 Track 2 (N202) Session 12 Track 3 (N203) Session 13 Track 5 (N204)
<b>9 to 9:30 AM</b>				
<b>9:30 to 10 AM</b>	<b>MiM: Navigating Academia</b> Sumit Kundu (Audi)	Coffee reception (behind Audi)	<b>Poster presentations and Tea (N 2nd floor)</b>	
<b>10 to 10:30 AM</b>	Tea (behind Audi)			
<b>10:30 to 11 AM</b>	<b>MiM: Methods Parallel Workshops</b> Text analysis - D. Chandrashekar & K. Satyanarayana (N201), Quantitative Research Design - P. Raj (N202), Qualitative Research Design - D. Vijay (N203)	<b>CII CSO forum:</b> <b>Opening</b> - A.K. Parameswaran and R. Krishnan & <b>Inaugural Keynote</b> -S. Shivakumar (Audi)	<b>Keynote Address</b> Deepak Somaya (Audi)	
<b>11 to 11:30 PM</b>		<b>CII CSO forum: Capitalizing on Global opportunities</b> A. Chowdhry, V. Singh, K. Madhavan, and S. Ahir (Audi)		
<b>11:30 AM to 12 PM</b>			Lunch (MDC woods)	
<b>12 to 12:30 PM</b>				
<b>12:30 to 1 PM</b>	Lunch (MDC woods)		<b>Parallel Paper Presentations</b> Session 14 Track 1 (N201) Session 15 Track 4 (N202) Session 16 Track 5 (N204) Session 17 Track 6 (N203)	
<b>1 to 1:30 PM</b>	Lunch (MDC woods)			
<b>1:30 to 2 PM</b>	<b>MiM: Methods Parallel Workshops</b> Meta Anlysis - A. Karna & S.C. Kalubandi (N201), Social Network analysis - D. Mani (N202), Case and Gioia Methods- S. Patvardhan (N203)	<b>CII CSO forum: Embracing sustainability</b> P. Narasimhan, M. Nevatia, A. Chowdhury, A. Verma, and H. Chaturvedi (Audi)	<b>Parallel Paper Presentations</b> Session 4 Track 1 (N201) Session 5 Track 4 (N202) Session 6 Track 5 (N204)	
<b>2 to 2:30 PM</b>		Tea (behind Audi)		
<b>2:30 to 3 PM</b>			<b>CII CSO forum: Turbocharging technology and Digital disruption</b> H. Chakrawarthy, K. Anandan, R. Jayaraman, and R. Mohan (Audi)	<b>Director's Panel</b> B. Bhasker, M. Pillutla and R. Krishnan with R. Chittor (Audi)
<b>3 to 3:30 PM</b>		Tea (behind Audi)		
<b>3:30 to 4 PM</b>	Tea (behind Audi)		<b>Closing Ceremony (Audi)</b>	
<b>4 to 4:30 PM</b>	<b>Inauguration</b> - Prof. Rishikesha Krishnan with Program Co-Chairs (Audi)	<b>CII CSO forum: Special Address</b> A. Jhunjhunwala (Audi)		
<b>4:30 to 5 PM</b>	Tea (behind Audi)			
<b>5 to 5:30 PM</b>	<b>MiM: Panel of Veteran Scholars</b> R Chittor, S Raghunath, J Ramachandran and S. Ray with C. Singla (Audi)	<b>CII CSO forum: Closing Address</b> N. Chandra, N. Nandkishore (Audi)	Tea and Goodbye (behind Audi)	
<b>5:30 to 6 PM</b>		<b>CII CSO forum: Implications for Research Themes</b> R. Srinivasan & <b>Vote of Thanks</b> - R.P. Alam (Audi)		
<b>6 to 6:30 PM</b>	Tea and networking event (behind Audi) and Campus walk		<b>Tea (behind Audi)</b>	
<b>6:30 to 7 PM</b>				
<b>7 to 7:30 PM</b>	<b>Play - The Prophet and the Poet</b> Bangalore Little Theatre (Audi)		<b>Presidential Address</b> - Ranjay Gulati (Audi - online)	
<b>7:30 to 8 PM</b>			<b>SPICMACAY Concert</b> A.C. Kumar, H.M.Smitha, B.Rajashekar, H.S. Sudhindra (Audi)	
<b>8 to 8:30 PM</b>				
<b>8:30 to 9 PM</b>				
<b>9 PM onwards</b>	Dinner (MDC woods)			

## PAPER PRESENTATION SCHEDULE

### Saturday 16<sup>th</sup> December 2023

SESSION 01   08:30 - 10:30   ROOM # N201			
TRACK 1) TECHNOLOGY, INNOVATION AND DIGITAL TRANSFORMATION			
SEQUENCE	PROPOSAL ID	PROPOSAL TITLE	AUTHORS
1	38	<b>Sources of finance and adoption of digital sales technology as a response to COVID-19 by Micro firms in India</b>	Punyashlok Dwibedy *Best Paper Nominee
2	51	<b>On the Necessity of Orchestration in Ecosystems</b>	Vikas Namadeva Prabhu
3	74	<b>Resisting the Goliath: Gathering the Davids through Digital Business Ecosystems</b>	Samrat Bagchi, Kamal Sharma
4	81	<b>Impact of FinTech Products on Bank Employees: A Study of Attitudes and Behavioural Intentions</b>	Maryam Meraj, Manpreet Kaur, Jahangir Chauhan *Spotlight Paper
5	94	<b>Impact of institutional Pressures and Security on Blockchain technology adoption and organization performance: An empirical Study</b>	Neelesh Kumar Mishra
6	399	<b>Anticipating Artificial Wisdom (AW): How will managers stay relevant in future organisations?</b>	Ana Sinha, Pooja Lakhanpal *Spotlight Paper
SESSION 02   08:30 - 10:30   ROOM # N202			
TRACK 2) ENVIRONMENT, SOCIETY AND GOVERNANCE (ESG) AND NON-MARKET STRATEGY			
1	34	<b>Before the Time Runs Out for Corporate Restructuring.</b>	Shikha Khurana
2	53	<b>Brand Activistic Video Ads and Brand Outcomes</b>	Johnson Clement Madathil, Nithya Murugan, Muhammed Niyas *Spotlight Paper
3	72	<b>Does size matter in the nexus of sustainability reporting - firm valuation?</b>	Clifford Reuben D'Costa, Rohit Prabhudesai, Sankalp Purushottam Naik, Ch V V S N V Prasad
4	73	<b>Network Constraint and Ex-Bureaucrat Directors</b>	Bibek Bhattacharya *Best Paper Nominee
5	85	<b>Imprinted Legacy: Do informal firms change their perception of tax ethicality post formalization?</b>	Anu Nandal, Punyashlok Dwibedy
6	108	<b>Corporate Governance Made-to-Order: How Institutional Investors Drive Voluntary Disclosures?</b>	Himanshu Shekhar
SESSION 03   08:30 - 10:30   ROOM # N203			
TRACK 3) BUSINESS AND CORPORATE STRATEGY			
1	35	<b>The Effect of Managerial Biases on Capital Structure Decisions of Firms</b>	Sheetal Gupta
2	165	<b>Investigating CRM-based strategy by examining value-profiling, patronage and fashion leadership</b>	Sudhir Pandey, Sujo Thomas, Ritesh Patel, Viral Bhatt
3	142	<b>How did Insolvency and Bankruptcy Code (IBC) 2016 Impact Managerial Incentives for Undertaking Organizational Turnaround</b>	Shikha Khurana

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4	195	<b>An update to Duncan's Theory: Uncertainty as a Function of Complexity, Environmental Turbulence</b>	Sasanka Sekhar Chanda *Spotlight Paper
5	329	<b>Relative Saliency of M&amp;A/Alliances or Internal R&amp;D Efforts as Response to Rapid Environmental Changes - Case of Indian Software/ITES industry</b>	Tina Thomas
<b>SESSION 04   13:30 - 15:30   ROOM # N201</b>			
<b>TRACK 1) TECHNOLOGY, INNOVATION AND DIGITAL TRANSFORMATION</b>			
1	97	<b>Augmented Reality Empowerment in Vegan Cosmetics: A Reflective-Reflective Approach.</b>	Keziah D'lima, Kavir Shirodkar, Filipe Rodrigues e Melo *Spotlight Paper
2	394	<b>Forecasting the AI Era: Sentiment Analysis of Future Trends and Strategic Cultural Dynamics in Indian Startup Ecosystem</b>	Ana Sinha, Pooja Lakhanpal *Spotlight Paper
3	150	<b>Blockchain setbacks and their implications for blockchain strategy</b>	Ravi Sarathy
4	155	<b>Disruption of Retail Landscape vis-a-vis Augmented Reality: A Bibliometric Analysis</b>	Nikita, Ashish Saihjal, Rachita Sambyal
5	235	<b>Towards a Typology of Strategic Choices for Platform Businesses</b>	Aditya Raizada, Krishna Balodi
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<b>TRACK 4) INTERNATIONALIZATION AND GLOBAL STRATEGY</b>			
1	71	<b>The Geopolitics of Valuation and the Structural Colonization of Unicorn Ventures in India</b>	Chandraketan Sahu, Nimruji Prasad Jammulamadaka
2	143	<b>Rethinking International Digital Strategies for Indian and Chinese Firms: Meta-Analysis and Research Framework in the Context of "New Silk Road" Initiatives of China and India</b>	Mohinder Dugal
3	161	<b>Pro-Market Reform And First Cross-Border Acquisition Speed Of Business Group Firms</b>	Sandeep Yadav, Srinivas Rajesh Upadhyayula, Vikas Kumar *Best Paper Nominee
4	234	<b>How does inventing overseas affect the value of inventions at home?</b>	Divya Sebastian
<b>SESSION 06   13:30 - 15:30   ROOM # N204</b>			
<b>TRACK 5) FAMILY BUSINESS AND ENTREPRENEURSHIP</b>			
1	291	<b>Mastering Digital Transformation: Opportunities and Challenges for Small and Medium Family Businesses</b>	K Ullas Kamath, Sidharth Pai, Arya Namboothiripad
2	103	<b>External Financing choices of Early-stage Entrepreneurs in Emerging Economies: Evidence from India</b>	Vikku Agrawal, Jaykumar Padmanabhan
3	147	<b>Path creation through imaginaries: The case of pioneering entrepreneurs in India</b>	Charu Rastogi, Srivardhini Jha, Sanjay Jain
4	154	<b>Evolution of Start-up Culture in India: A Reflection through IPOs backed by Venture Capital</b>	Neha Chawla, Nikita Mehta
5	163	<b>Rural Women Entrepreneurs: A step towards making Atma Nirbhar Bharat.</b>	Vaniki Joshi Lohani, Mohit Lohani
6	256	<b>Leap from Exports to FDI: The story of Indian Family Firms</b>	Asimabha Bhowmick *Spotlight Paper
<b>SESSION 07   16:15 - 18:15   ROOM # N201</b>			
<b>TRACK 1) TECHNOLOGY, INNOVATION AND DIGITAL TRANSFORMATION</b>			
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2	304	<b>Product Architecture and Measurement of Innovativeness: Exploring Automotive Sector in India</b>	Maheshkumar Joshi, Sushil Chandra, Deepak Pandit, Arun Sahay *Spotlight Paper
3	309	<b>Decoding the Success and Failure of Platform Companies in India: Drawing an Agenda for India Inc.</b>	Asit K Barma, Mafruz Sultana, Pooja Gupta, Ramakanta Sahoo
4	310	<b>With Age Comes Wisdom: Examining the effects of CEO Age on Digital Orientation of Firms</b>	Saikat Banerjee, Indranil Bose, Ashish Kumar Jha *Best Paper Nominee
5	317	<b>Consumer Preferences for Technology-Integrated Health Insurance</b>	Anushka Goel, Nupur Soti, Prof. Uditaneja, Dr Ashish Kumar
6	344	<b>The Emerging Trends between Merger &amp; Acquisitions (M&amp;As), In-House Innovation and Exploitative Innovation Orientation by Emphasizing on Product Differentiation in Indian IT Sector Companies</b>	Anil Kumar Pandey
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<b>TRACK 5) FAMILY BUSINESS AND ENTREPRENEURSHIP</b>			
1	228	<b>Business Splitting- A Complex Phenomenon in Family Businesses</b>	Shikha Agarwal, Manoj Thomas
2	229	<b>Entrepreneurial Ecosystem Configurations for Productive Entrepreneurship in an Emerging Economy</b>	Ravi Roshan, Krishna Balodi
3	243	<b>Redefining Boundaries: The Impact of Digital-Driven Entrepreneurial Decisions on Industry Structures and Market Dynamics</b>	Satish Kumar, Nishant Garg, Varun Sharma
4	244	<b>What's in an Interaction? Exploring Micro-Foundations of Corporate Entrepreneurship in Family Firms</b>	Sumit Jaiswal, Sumit Chakraborty
5	249	<b>Founding team human capital and initial funding: A legitimacy perspective</b>	Sumit Jaiswal, Chitra Singla *Spotlight Paper
6	431	<b>Subjective age and its relation to motivation to learn</b>	Sweta Singh, Chetan Chitre *Spotlight Paper
<b>SESSION 09   16:15 - 18:15   ROOM # N203</b>			
<b>TRACK 6) LEADERSHIP AND HUMAN CAPITAL</b>			
1	78	<b>The Decrease Of Hierarchy In Corporations: Myth Or Reality?</b>	Piyush Gulati, Arianna Marchetti, Phanish Puranam
2	84	<b>Tagged as "Outgroup Leaders" - Impact of Immigrant and Women CEOs on AMT Adoption?</b>	Krati Jain, Punyashlok Dwibedy
3	116	<b>Business Education and Firm Capabilities</b>	Gaurav G B, Sai Yayavaram
4	123	<b>From Inclusion to Excellence: Exploring Sequential Mediation in Inclusive Leadership</b>	Indu Nath Jha, Subhadip Sarkar, Durba Pal *Spotlight Paper
5	141	<b>Exploring Green Inclusive Leadership and Organizational Citizenship Behaviour towards Environment</b>	Vikash Mandal, Durba Pal *Spotlight Paper
6	191	<b>Role of Entrepreneurial Leadership Catalyzing Inclusive Growth of Women Micro Enterprises in Kudumbashree</b>	J Preetha Zazjny, Santhosh V A

**Sunday 17<sup>th</sup> December 2023**

<b>SESSION 10   08:30 - 10:30   ROOM # N201</b>			
<b>TRACK 1) TECHNOLOGY, INNOVATION AND DIGITAL TRANSFORMATION</b>			

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1	333	<b>A Strategic Framework to assess Amenability of applying AI to Organizational Activities</b>	Chandra Mohan Thakur, Ananthakrishnan Rajamani, Swapnil Garg
2	343	<b>The Impact of Digital Banking Usage on Women's Economic Empowerment: A Study among Urban Women</b>	Swati Rohatgi, Navneet Gera *Best Paper Nominee
3	342	<b>Exploratory Behavior of Interlocked Firms and Impact on Technological Innovation</b>	Shikhar Bhardwaj
4	346	<b>Role of Perceived Ease of Use and Digital Financial Literacy: Technology Readiness Index Approach</b>	Annu, Dr. Ravindra Tripathi
5	352	<b>Experimentation as Governance Approach: Digital Transition of Urban Bodies in Indian Context</b>	Parvathy Venkatachalam, Saurabh Kumar
<b>SESSION 11   08:30 - 10:50   ROOM # N202</b>			
<b>TRACK 2) ENVIRONMENT, SOCIETY AND GOVERNANCE (ESG) AND NON-MARKET STRATEGY</b>			
1	146	<b>Silver Lining in the Dark Clouds - Natural Disasters and Productivity of Manufacturing Firms</b>	Alex Eapen, Hang Minh Dang *Spotlight Paper
2	169	<b>Role of Foresight-driven Corporate Governance and Collaborative Ecosystem for sustainability</b>	Shubhra Mishra, Krishna Kumar Balaraman
3	171	<b>Guilty Until Proven Otherwise: High Status and the Burden of Proof under Socialism</b>	Rajiv Krishnan Kozhikode, Rekha Krishnan, Farouk Abdul-Salam *Best Paper Nominee
4	206	<b>Differential Effect of Historical and Social Aspiration Performance Feedback on Corp. Sustainability</b>	Bikramjit Ray Chaudhuri
5	264	<b>Do firms respond to commitments on climate change? Impact of COP21 on investment intensity</b>	Pramendra Singh Tank, Sanjay Kumar Jain, Balagopal Gopalakrishnan *Spotlight Paper
6	265	<b>Regulatory focus and ESG performance: Moderation of environmental munificence and turbulence</b>	Pramendra Singh Tank, Devanshi Agarwal
7	307	<b>Aiming for the Sky: Investigating Structural Determinants of Firm's Sustainability Orientation</b>	Nupur Pavan Bang, Moksh Garg, Sougata Ray
<b>SESSION 12   08:30 - 10:30   ROOM # N203</b>			
<b>TRACK 3) BUSINESS AND CORPORATE STRATEGY</b>			
1	207	<b>Interbank Colocation Networks and Bad Loans</b>	Bibek Bhattacharya *Spotlight Paper
2	361	<b>Role of CEO's Regulatory Focus and Organizational Slack in Building Firms' Digital Capabilities</b>	Vishnusaranya Ivaturi, Nycil George
3	388	<b>Dynamics of Building Trust in Informal Institutions: A Phenomenology Study of Hyperlocal Media at the Farmers' Protest in India</b>	Vineeta Dwivedi, Sunny Vijay Arora, Varun Nagaraj, Malay Krishna
4	429	<b>Impact of industry dynamism and munificence on industry structure</b>	Pallav Bose, Swarup Kumar Dutta
5	439	<b>Bankruptcy Law and Sources of Debt in Business Groups: Evidence from India</b>	Swechha Chada
6	121	<b>The conformity-deviation dilemma: Insights from performance feedback theory</b>	Lakshmi Goyal *Spotlight Paper
<b>SESSION 13   08:30 - 10:30   ROOM # N204</b>			
<b>TRACK 5) FAMILY BUSINESS AND ENTREPRENEURSHIP</b>			
1	98	<b>Impact of Technology and Institutional Voids on Profits of the Emerging Market Start-up Ecosystem</b>	Madhurima Basu, Srinivas Rajesh Upadhyayula

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2	269	<b>How Do New Ventures Develop Capabilities for Digital Sustainability in the Accelerator Program?</b>	Dibyendu Sharma
3	275	<b>Role of Family Systems in the Family Firms' Corporate Venturing Decisions</b>	Chitra Singla, Josh Daspit *Spotlight Paper
4	297	<b>Institutional Environment and Business Performance of Women Owned MicroEnterprises: The Role of Entrepreneurial Orientation</b>	Chinmaya Sahu, Stutee Shruti Mohanty, Rajeev Panda
5	327	<b>I Feel it Coming! How Previous Day's Progress Dictates Next Day's Entrepreneurial Effort</b>	Rai Siddhant Sinha, Mankavil Kovil Nandakumar, Daniel Beal *Best Paper Nominee
<b>SESSION 14   13:00 - 15:00   ROOM # N201</b>			
<b>TRACK 1) TECHNOLOGY, INNOVATION AND DIGITAL TRANSFORMATION</b>			
1	132	<b>Unveiling the Power of Human Resource Analytics: A Comprehensive Review</b>	Dighreandr singh, Aakanksha Kataria *Spotlight Paper
2	375	<b>Digital Capabilities and Enretrepreneurial Resilience : Response Strategies among India Micro-Ventures</b>	Aparajita Agarwal, Tyler Wry
3	95	<b>Business Model Innovations in High-Velocity Environments</b>	Vikas Sarangdhar, Snehal Awate, Ram Mudambi *Spotlight Paper
4	406	<b>Why do Firms adopt Blockchain Technology - An Institutional and Resource Dependence Perspective</b>	Neelesh K Mishra, Indrajit Mukharjee
5	433	<b>Can Winners Take All Really work for UPI Apps in India? A Competitive Advantage Study</b>	BasuDeo Dubey
<b>SESSION 15   13:00 - 15:00   ROOM # N202</b>			
<b>TRACK 4) INTERNATIONALIZATION AND GLOBAL STRATEGY</b>			
1	236	<b>Small Worlds and the Dynamics of Ownership Networks during Institutional Transition in India</b>	Abu Rehan Abbasi, Dalhia Mani, Rejie George Pallathitta
2	203	<b>The International Strategy of Digital Platform-based Firms: A Systematic Literature Review And Directions For Future Research</b>	Ankit Surana, Jiatao (JT) Li, Francesco Chirico, Liena Kano, Andreas Schott, Meena Chavan *Spotlight Paper
3	318	<b>Indian Multinational Enterprises Catching Up through Springboarding: A Microfoundational Perspective</b>	Rashmi Kotin Kulkarni
4	319	<b>Modelling the determinants linking the re-internationalization process and firm competitiveness</b>	Shamita Garg, Kirankumar Momaya, Sundar Parthasarathy
5	367	<b>The Impact of Non-Trade Agreements on Foreign Direct Investment</b>	Sheetal Gupta, Debarati Basu, Shabana Mitra
<b>SESSION 16   13:00 - 15:00   ROOM # N204</b>			
<b>TRACK 5) FAMILY BUSINESS AND ENTREPRENEURSHIP</b>			
1	199	<b>The human touch in a digital world and family business: A perspective article</b>	Sudeepta Pradhan, Ranajee
2	355	<b>The Emergence of a Start-up Entrepreneurial Ecosystem in India: A Case Study of Kerala</b>	Nobin Thomas, Rijin John
3	380	<b>Keep Your Empathy Unless You are Compassionate! Diving Into the Neural Roots of Social Entrepreneurship</b>	Rai Siddhant Sinha
4	400	<b>Unbundling Accelerators' design: Impact of accelerators' characteristics on venture performance</b>	Pramendra Singh Tank, Devanshi Agarwal, Sumit Jaiswal *Best Paper Nominee

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5	411	<b>Recipes for Female entrepreneurial productivity in times of crisis</b>	Manash Jyoti Borah, Rohit Kumar, Neeraj Kumar Kesharvani
<b>SESSION 17   13:00 - 15:00   ROOM # N203</b>			
<b>TRACK 6) LEADERSHIP AND HUMAN CAPITAL</b>			
1	219	<b>Occupational Closure in Architecture: Experiences of Commonwealth Female Migrant Architects in UK</b>	Sreenita Mukherjee
2	299	<b>Remote Work and Network Accuracy Perceptions: Implications for Performance and Career Advancement</b>	Ravi Gajendran *Best Paper Nominee
4	426	<b>Harnessing Collective Mindfulness for Alignment and Agility: A Study of Service Teams</b>	Saurabh Pandya, Aniruddha Chatterjee, Kyle Bruce, Munish Thakur



## LIST OF ACCEPTED PAPERS

### Track 1

#### Technology, Innovation and Digital Transformation

##### **Best Paper Nominee: SOURCES OF FINANCE AND ADOPTION OF DIGITAL SALES TECHNOLOGY AS A RESPONSE TO COVID-19 BY MICRO FIRMS**

Punyashlok Dwibedy, IIM Indore

**Abstract :** The study provides an early analysis of how informal and formal sources of financing influence the adoption of new technologies such as contactless sales as a response to COVID-19 by micro firms in India. Micro businesses in India participated in the World Bank Enterprise Survey 2021-2022, which provided the data for this study. According to the findings, micro firms that utilise both informal and formal forms of financing are significantly more likely to implement contactless sales technology than those that use only one of these forms of financing. The results of the study contribute to the expanding body of knowledge on the relationship between COVID-19 and technology, particularly in the context of small firms.

##### **Best Paper Nominee: WITH AGE COMES WISDOM: EXAMINING THE EFFECTS OF CEO AGE ON DIGITAL ORIENTATION OF FIRMS**

Saikat Banerjee, MDI Gurgaon, Indranil Bose, IIM Ahmedabad, Ashish Kumar Jha, Trinity Business School Dublin

**Abstract:** Extending the existing literature on the upper echelon perspective and strategic orientation of firms, we propose that CEO age positively influences the digital orientation of firms due to older CEO's strategy implementation involving reduced riskiness of the strategic decisions, and long-term survival of firms through accessing comprehensive and errorless digital information. CEO's management education increases CEO's confidence in personal managerial ability ignoring digital processes and negatively moderates the CEO age-digital orientation of firm relationships. Further, the entrepreneurial orientation of firms weakens the positive relationship between the CEO age and the digital orientation of firms by providing alternate sources of information through entrepreneurial activities. We test our hypotheses using unbalanced panel data of 309 Indian firms from 2007 to 2016 and find support for the hypotheses.

##### **Best Paper Nominee: THE IMPACT OF DIGITAL BANKING USAGE ON WOMEN'S ECONOMIC EMPOWERMENT: A STUDY AMONG URBAN WOMEN**

Swati Rohatgi, Bharati Vidyapeeth (Deemed to be University) Institute of Management and Research, Navneet Gera, Jagannath International Management School

**Abstract:** The study examines, from the perspective of developing countries, how using digital banking affects

women's economic empowerment (WEE), considering working women in formal industries. An exploratory, causal, and descriptive research design was used for this study. Using self-administered questionnaires with a 5-point Likert scale and non-probability quota sampling, 286 responses from women employed in the formal sector of Delhi- NCR were gathered. To evaluate the link between the constructs, partial least square structural equation modeling (PLS SEM) was used. The findings indicate that, among the several factors influencing WEE, the use of digital banking had the most impact, followed by financial literacy and workplace human resource practices. According to research findings, each WEE effort must address the context-specific influencing elements for it to achieve its full potential. This study provides urban working women in India with a new conceptual framework for comprehending and improving WEE.

##### **Spotlight Paper: IMPACT OF FINTECH PRODUCTS ON BANK EMPLOYEES: A STUDY OF ATTITUDES AND BEHAVIOURAL INTENTIONS**

Maryam Meraj, Manpreet Kaur, Jahangir Chauhan, Aligarh Muslim University

**Abstract:** This study aims to determine the impact of fintech products utilized by banking sector on employees' attitudes and behaviour which will offer valuable information for future researchers, financial institutions and policy makers. While number of studies have focused on determining the impact of fintech products from the perspective of customers, there is a notable research gap from the employees' perspective. To address this gap, the present study utilizes questionnaire and statistical technique viz., Structural Equation Modelling (SEM) to empirically determine the impact of fintech products on employees' attitude and their behavioural intentions. The study utilized the components of Technology Acceptance Model (TAM), Unified Theory of Acceptance and Use of Technology (UTAUT), and Diffusion of Innovation (DOI) theory along with additional component viz., perceived risk in order to provide comprehensive picture of the influence of fintech products in banks on employees' attitude and behaviour. The findings of this study will add to the exiting literature and will also assist the financial institutions in optimizing the adoption of fintech products to maximize service quality and employee's work efficiency.

##### **Spotlight Paper: FORECASTING THE AI ERA: SENTIMENT ANALYSIS OF FUTURE TRENDS AND STRATEGIC CULTURAL DYNAMICS IN INDIA**

Ana Sinha, Pooja Lakhanpal, IIFT

**Abstract:** There is a vibrant literature on strategic culture in international relations, that connotes habitual responses in a country's foreign policy, as its specific strategic culture. This concept has been applied in this study in the context of the AI businesses, specifically, the AI startup ecosystems in

India. We use sentiment analysis in combination with qualitative interviews using a grounded theory based logic of method to develop a strategic culture archetype of the Indian AI startup ecosystem that can help in anticipating the future trends of the latter based on normative patterns as evinced in the present sentiments recorded.

**Spotlight Paper: ANTICIPATING ARTIFICIAL WISDOM (AW): HOW WILL MANAGERS STAY RELEVANT IN FUTURE ORGANISATIONS?**

Ana Sinha, Pooja Lakhanpal, IIFT

**Abstract:** This note debates on some of the very basic questions of practicing Artificial Wisdom in decision making processes – Does it exist? Can it exist? How can we explore it? We look at the emergence of artificial wisdom as the next evolution beyond Ackoff's DIKW hierarchy of Data, Information, Knowledge and Wisdom, where Data, Information and Knowledge have been subsumed into the nomothetical, computational, algorithmic, AI based decision support systems. The subjective, ideographic and contextual aspect of human judgment forms part of the theoretical reach of the wisdom concept. This note looks at the emergence and relevance of Artificial Wisdom in the modern workplaces, and posits its significance in the future decision making processes.

**Spotlight Paper: UNVEILING THE POWER OF HUMAN RESOURCE ANALYTICS: A COMPREHENSIVE REVIEW**

Dighreendr Singh, Malaviya National Institute of Technology, Jaipur, Aakanksha Kataria, Malaviya National Institute of Technology, Jaipur

**Abstract:** The deployment of state-of-the-art technologies in Human Resource Management (HRM) is turning into a game-changer, redefining multiple aspects of employee engagement, training, and talent acquisition. For HR professionals, augmented reality (AR) and Virtual Reality (VR) have presented novel possibilities to improve recruitment practices. Using virtual interviews by organizations enables them to assess applicants' skills and compatibility with the workplace culture while allowing participants to interact with realistic work environments. It saves time and resources and gives organizations a more accurate depiction of potential prospects. Recent developments using data analytics, AI, and VR have found applications for enhancing the effectiveness and efficiency of HR applications.

**Spotlight Paper: BUSINESS MODEL INNOVATIONS IN HIGH-VELOCITY ENVIRONMENTS**

Vikas Sarangdhar, IIT Bombay, Snehal Awate, IIT Bombay, Ram Mudambi, Fox School of Business

**Abstract:** High-velocity environments (HVE) trigger Schumpeterian changes in industry and market structures, consumer preferences, and technological paths. The resultant uncertainties lower entry barriers and render technological innovations insufficient for maintaining superior performance even for seasoned incumbents. Further, lower entry barriers encourage forays by new entrants who may use existing knowledge stock with novel business models (BM), that are feasible in the emerging

environments, and pose a serious threat to incumbents. We argue that firms that innovate their business models to exploit the emerging environments outperform the firms that respond by merely introducing new technologies. We contribute by proposing that high-velocity environments not only necessitate, but also facilitate business model innovations (BMI) by enabling new possibilities for value creation and appropriation. Indian start-ups can use insights from this study to identify opportunities and build new business models in rapidly evolving environments.

**Spotlight Paper: AUGMENTED REALITY EMPOWERMENT IN VEGAN COSMETICS: A REFLECTIVE-REFLECTIVE APPROACH.**

Keziah D'lima, Goa University, Kavir Shirodkar, Goa University, Filipe Rodrigues e Melo, Sant Sohirobanath Ambiyee Government College of Arts and Commerce

**Abstract:** Although AR is an emerging technology in the beauty industry, little research has been conducted on what factors would influence consumers purchase intention towards vegan cosmetics. To address this gap, this study pursued to research the effects of the factors through AR on purchase intentions of vegan cosmetics through the development of a reflective-reflective model, which was further examined via PLS SEM. Precisely, the relationships between Trialability (TR), Attitude (ATT) and Purchase Intention (PI) were examined. Additionally, the research explored the moderating impact of Perceived Value (PV) on the association amongst (ATT) and (PI). Results indicated that Trialability second order reflective construct has positive impact on reflective second order construct attitude. It was also determined that Attitude second order reflective construct has positive relationship with Purchase Intention. However, results show that there is no substantial moderation impact of perceived value on affiliation between Attitude and Purchase intention.

**Spotlight Paper: PRODUCT ARCHITECTURE AND MEASUREMENT OF INNOVATIVENESS: EXPLORING AUTOMOTIVE SECTOR IN INDIA**

Maheshkumar Joshi, George Mason University, Sushil Chandra, BML Munjal University, Deepak Pandit, BML Munjal University, Arun Sahay, Birla Institute of Management Technology (BIMTECH)

**Abstract:** Can we measure the level of innovativeness in an organization? Literature is available to argue that the architecture of the organization's product might allow us to assess the level of innovativeness. We use an approach to establish an empirical relationship between product architecture and an organization's innovativeness level. Our study empirically assesses this by way of examining a single firm in an automobile manufacturing sector in India. We analyzed the publicly available data from product architecture and innovation perspectives. Our implications are twofold. First, we discuss the relationship between the type of architecture and a firm's ability to be innovative. Second, because it uses publicly available data, our method can be used as a competitive analysis tool for a firm to gauge its competitors and their innovativeness.

## ON THE NECESSITY OF ORCHESTRATION IN ECOSYSTEMS

Vikas Namadeva Prabhu, IIM Bangalore

**Abstract:** This proposal argues for the necessity of orchestration in ecosystem. By reviewing the literature on ecosystem orchestration, four arguments – specialization, standardization, strategic, and systemic – are presented that highlight various facets of how orchestrating supports the actualization of the ecosystem form of organizing. The four arguments, taken together, implicate the centrality of orchestration in ecosystems. In arguing for the necessity of orchestration, this research provides two significant theoretical elaborations: (1) it extends the understanding of orchestration into ecosystem research by providing a deeper view into its possible dimensions, and (2) provides a firm ground to orchestration by suggesting that it conforms to core ecosystem governing principles. By doing so, this proposal advances the research of orchestration into the domain of ecosystems.

## RESISTING THE GOLIATH: GATHERING THE DAVIDS THROUGH DIGITAL BUSINESS ECOSYSTEMS

Samrat Bagchi, IIM Indore, Kamal Sharma, IIM Indore

**Abstract:** In this work-in-progress paper, we explore how incumbent pharmacy retail & wholesale outlets respond to the competition brought in by online and platform-based entities and business disruption caused by external events like demonetization and the Covid pandemic. This case study investigates how some standalone retail & pharmacy units collaborate internally and with external entities to orchestrate a hyperlocal digital business ecosystem. The case-study based investigation gathers evidence from open and semi-structured interviews, press releases, and other primary sources. The paper aims to contribute to the emergent literature on digital business ecosystems. It also aims to contribute to practice by illustrating how incumbent firms from unorganized sectors in India can compete with large online and e-commerce entities.

## IMPACT OF INSTITUTIONAL PRESSURES AND SECURITY ON BLOCKCHAIN TECHNOLOGY ADOPTION AND ORGANIZATION PERFORMANCE

Neelesh Kumar Mishra, XLRI

**Abstract:** This study investigates the impact of coercive, mimetic, and normative pressures, in combination with security measures, on the adoption of blockchain technology and its subsequent influence on organizations' cost performance. To achieve this, a questionnaire based on isomorphism theory and security was developed, and data was collected from 222 supply chain professionals across the globe. The collected data was then analyzed using a structural equation model to test the proposed hypotheses. The findings of this study reveal that both security measures and coercive pressure significantly influence the adoption of blockchain technology, which in turn has a positive effect on organizational performance. By shedding light on the external pressures that can shape the adoption of blockchain technology, this study provides a fresh perspective on the subject. The unique characteristics

of blockchain technology, such as its immutability, inter-organizational nature, institutional pressures, and security considerations, set it apart from previous similar technologies in terms of adoption patterns.

## BLOCKCHAIN SETBACKS AND THEIR IMPLICATIONS FOR BLOCKCHAIN STRATEGY

Prof Ravi Sarathy, Northeastern University

**Abstract:** Blockchain setbacks and their implications for blockchain strategy. Prominent recent blockchain application failures from enterprises such as IBM/Maersk and ASX, raise questions about the utility of blockchain and their value for business applications. Our analysis suggests that blockchain failures can result from a mix of factors, including technology immaturity, organizational obstacles, economic difficulties in obtaining satisfactory ROI, and governance flaws. Rather than discarding blockchain as an imperfect technology, understanding the reasons behind blockchain disasters can lead enterprises to rational blockchain development strategy and implementation.

## DISRUPTION OF RETAIL LANDSCAPE VIS-À-VIS AUGMENTED REALITY: A BIBLIOMETRIC ANALYSIS

Nikita, Panjab University, Ashish Saihjal, Panjab University, Rachita Sambyal, Panjab University

**Abstract:** The global retail landscape has undergone a tec(h)tonic shift with by the introduction of immersive technologies like augmented reality (AR). AR has prologue as major disruptors, reshaping the way retailers operate and interact with prospective consumer. The primary goal of this study is to conduct an extensive examination of the emerging research on AR in the realm of online retail including its underlying factors, motivations, outcomes, theoretical foundations. The study conducted a bibliometric analysis of 382 articles from Scopus and WoS. The result of the analysis showcases top authors, countries, institutions etc working on the concept or AR in retail. The thematic analysis identified five major themes from the literature relating to AR. This study highlights the antecedents of AR adoption in retail, moderators of AR acceptance and outcomes of AR acceptance in retail. This study also provides researchers with framework to work on new areas related to application of AR in retail.

## TOWARDS A TYPOLOGY OF STRATEGIC CHOICES FOR PLATFORM BUSINESSES

Aditya Raizada, IIM Lucknow, Krishna Balodi, IIM Lucknow

**Abstract:** While platform businesses are rapidly gaining attention in strategic management research, the literature lacks an integrative overview of different kinds of strategies adopted by platform firms for their launch and expansion. This is further exacerbated by fundamental frameworks, such as the Porter's Five Forces framework, not being completely applicable and requiring suitable modifications for platform firms. The study address the research gap by analyzing 109 research articles to synthesize the literature on platform firm strategies through a content analysis-based review. The strategies are classified at the platform-level, business-level and corporate-level according to the dimensions of platform development, competitive

interactions and business model decisions, and corporate scope respectively. The classification is further segmented along the life cycle stages of entry, growth and maturity. Thereby, the study contributes to platform literature by proposing a typology of strategic choices for platform firms. Further, multiple case-based examination is implemented to showcase strategic choices across the different stages for platform firms, focusing particularly on Amazon, Google and Alibaba, along with anecdotes from Apple, PayPal, and Uber.

### HOW DOES THE ECOSYSTEM ENABLE ENTREPRENEURSHIP – MULTI-COUNTRY PERSPECTIVE FROM GEM DATA

Brindha S, IIM Kozhikode

**Abstract:** Academic researchers have examined the social, cultural and political circumstances that facilitate entrepreneurial conduct and the broader ecosystem that either discourages or encourages risk-taking and entrepreneurship behaviour. A significant body of research on entrepreneurship primarily evaluates the individual capacities for identifying opportunities and pursuing them. Focus on the broader environment that shapes and generates entrepreneurship and innovation is not as comprehensive (Hwang et al., 2005). Existing studies have examined the micro and macro factors that explain why the amount of entrepreneurship in different countries differs. These studies show that it's essential to understand why there are varying levels of entrepreneurial activity across (Chowdhury et al., 2019). This study aims to understand how the ecosystem's social and institutional factors influence entrepreneurial actions. And also to understand how digital and technology advancements in the ecosystem affect financial access to entrepreneurship. Implications for the entrepreneurial ecosystem and entrepreneurs are discussed.

### DECODING THE SUCCESS AND FAILURE OF PLATFORM COMPANIES IN INDIA: DRAWING AN AGENDA FOR INDIA INC.

Dr Asit K Barma, Bharathidasan Institute of Management, Mafruza Sultana, Bharathidasan Institute of Management, Pooja Gupta, Jagdish Sheth School of Management, Ramakanta Sahoo, Bharathidasan Institute of Management

**Abstract:** The new breed of platform economy companies could reach roughly one-third of the global gross economic output of about \$70–100 trillion over the next few decades. It is now imperative for India to tap this enormous platform economy potential, not leaving this to the select digital platform companies from the U.S. and China alone, leading to a global oligopoly business environment. This study aims to decode the determinants of the success and failure of platform companies in India. The authors considered 55 platform companies across categories in India with a minimum turnover of \$1 million as of the financial year 2022 and established post-2010. A systematic Literature Review reveals nine prominent dimensions with 24 relevant factors. A Total Interpretive Structural Modelling (TISM), through interviews with the domain experts, is subsequently

expected to reveal the relationship among dimensions and the impact on the success of the Indian platform business.

### CONSUMER PREFERENCES FOR TECHNOLOGY-INTEGRATED HEALTH INSURANCE

Anushka Goel, Guru Gobind Singh Indraprastha University, Nupur Soti, Guru Gobind Singh Indraprastha University, Udita Taneja, Guru Gobind Singh Indraprastha University, Ashish Kumar, Guru Gobind Singh Indraprastha University

**Abstract:** Health insurance companies these days provide an insurance product whereby the data from the wearable health device and mobile health app of the insured is used to determine their insurance premium. If the data shows that the insured is following a healthy lifestyle, the premium gets reduced. The present study uses Technology Acceptance Model to provide empirical evidence about the consumer's intention to buy a technology-based health insurance product and the impact of such intention on the willingness to pay (WTP) by drawing a purposive sample of 150 respondents. Our study showed a significant positive relationship between 'purchase intention' (PI) and WTP. Additionally, 'attitude' was also found to have a positive influence on the purchase intention and WTP, implying that with a positive attitude towards these products, more users are likely to purchase them. The implications of the study and future research avenues are also discussed in the paper.

### A STRATEGIC FRAMEWORK TO ASSESS AMENABILITY OF APPLYING AI TO ORGANIZATIONAL ACTIVITIES

Chandra Mohan Thakur, IIM Indore, Ananthkrishnan Rajamani, IIM Indore, Swapnil Garg, IIM Indore

**Abstract:** Since the launch of ChatGPT in late 2022, there is a renewed attention on Artificial Intelligence (AI) and its application in organizational activities. Despite the hype surrounding AI and its supposed ability to solve problems and make organizations efficient, there isn't enough study to identify if all activities benefit from application of AI equally and whether some activities are potentially better off without AI. With this paper, we suggest that all activities are not equally amenable to the introduction of AI and go further to identify specific attributes that allow application of AI to organizational activities.

### EXPLORATORY BEHAVIOR OF INTERLOCKED FIRMS AND IMPACT ON TECHNOLOGICAL INNOVATION

Shikhar Bhardwaj, IIM Ahmedabad

### ROLE OF PERCEIVED EASE OF USE AND DIGITAL FINANCIAL LITERACY: TECHNOLOGY READINESS INDEX APPROACH

Annu, Motilal Nehru National Institute of Technology, Allahabad, Ravindra Tripathi, Motilal Nehru National Institute of Technology, Allahabad,

**Abstract:** This study investigates the influence of perceived ease of use and digital financial literacy on the intention to adopt fintech services among Indian millennials. Employing the "Technology Readiness Index 2.0 Approach," the research explores factors shaping fintech adoption in a

rapidly evolving digital landscape. Targeting millennials aged 21-40 as early adopters of financial technology, the study collected primary data through a survey distributed via Google Forms. The survey incorporates adapted scales from prior research and literature. Findings revealed that innovativeness and optimism positively affect perceived ease of use, which, in turn, positively impacts the intention to use fintech adoption. Additionally, digital financial literacy was found to mediate this relationship, substantiating its positive influence on fintech adoption intentions. This study contributes valuable insights into the drivers of fintech adoption among Indian millennials.

### **EXPERIMENTATION AS GOVERNANCE APPROACH: DIGITAL TRANSITION OF URBAN BODIES IN INDIAN CONTEXT**

Parvathy Venkatachalam, IIM Indore, Saurabh Kumar, IIM Indore

**Abstract:** Urbanization is one of the objectives of sustainable development for emerging economies. The digital transformation of urban bodies is deemed to meet the urgency requirement of this sustainability transition. We draw from the literature on transition management and study the digital urban transitions in India. India's urban transitions progress under the direction and supervision of the government and other public agencies. We propose to conduct an exploratory study in two phases. In the first phase, we identify the digital urban landscape and conclude, based on publicly available information, that experimentation governance is the strategic approach adopted by public agencies. In the second phase, we conduct an exploratory case study of a specific project by evaluating the process and actors involved to comprehend the governance strategy. Collectively, the study will inform the methods used by public agencies and the roles of actors in the digital urban transition.

### **DIGITAL CAPABILITIES AND ENTREPRENEURIAL RESILIENCE: RESPONSE STRATEGIES AMONG INDIA MICRO-VENTURES**

Aparajita Agarwal, University of Pennsylvania, Tyler Wry, University of Pennsylvania

**Abstract:** As social, economic and environmental disruptions rise in both frequency and intensity around the world, businesses increasingly need to choose between persevering or making changes to deal with these crises. Micro-entrepreneurs in emerging economies with limited or no slack resources have limited ways to buffer themselves from disruptions. However, academic enquiry into the resilience and strategies of these businesses is limited. In this paper, we study the strategies of socio-economically disadvantaged entrepreneurs in response to a crisis and the enablers of effective strategies. Particularly, we examine the effectiveness of pivoting as a response strategy and the role of information search enabled by digital technologies in moderating this effect. Through a field-survey across 200 villages in India, we study the response of over 900 entrepreneurs to business disruptions caused by COVID-19. We show that entrepreneurs who pivot in response to the

crisis accompanied by broad search and digital technology usage are more resilient.

### **WHY DO FIRMS ADOPT BLOCKCHAIN TECHNOLOGY - AN INSTITUTIONAL AND RESOURCE DEPENDENCE PERSPECTIVE**

Neelesh K Mishra, XLRI, Indrajit Mukharjee, XLRI

### **CAN WINNERS TAKE ALL REALLY WORK FOR UPI APPS IN INDIA? A COMPETITIVE ADVANTAGE STUDY**

BasuDeo Dubey, XLRI Jamshedpur

**Abstract:** The rise of digital payments in India has been a topic of interest among many literature fields. However, there is a lack of understanding of the reasons how do firms achieve competitive advantage in a rapidly evolving platform ecosystem (dynamic capabilities). This research proposal aims to understand the perspectives of industry analysts, company executives, merchants, and users, using a mixed-method methodology. The goal is to understand the market share data and derive insights for generalizability in the context of Open Innovation Platforms (OIPs), with the help of new theories to understand a rapidly evolving platform ecosystem and competitive advantages.

#### **Track 2**

#### **Environment, Society and Governance (ESG) and Non-Market Strategy**

#### **Best Paper Nominee: NETWORK CONSTRAINT AND EX-BUREAUCRAT DIRECTORS**

Mr. Bibek Bhattacharya, IIM Bangalore

**Abstract:** Prior research suggests that while ex-bureaucrat directors yield many benefits for hiring firms, there are also several costs associated with such ties. Given this trade-off, scholars have also tried to understand why some firms choose to have ex-bureaucrat directors while others do not. However, existing studies have not examined the question of how firms' position in the board interlock network impacts this choice. This is an important omission since it is well-established that board networks act as conduits of information and practices between firms and shapes several important firm choices including the choice of directors. Accordingly, in this study I develop and test hypotheses about the association between firms' position in the board interlock network and the likelihood of having ex-bureaucrats on their boards.

#### **Best Paper Nominee: GUILTY UNTIL PROVEN OTHERWISE: HIGH STATUS AND THE BURDEN OF PROOF UNDER SOCIALISM**

Rajiv Krishnan Kozhikode, Simon Fraser University, Rekha Krishnan, Simon Fraser University, Farouk Abdul-Salam, Simon Fraser University

**Abstract:** This paper contributes to status theory by reconceptualizing the use of status as a heuristic for assessing the culpability of corporations in socialist settings. We theorize that socialist courts adopt a Marxist view of status dynamics and seek to remedy societal inequality by redistributing wealth to weaker stakeholders and ruling against high-status corporations. Our study analyzes

lawsuits between retail banks and defaulting retail borrowers in Kerala, an Indian state with a deep-rooted socialist leaning. The results of our study indicate that socialist courts are biased against elite corporations. However, elite firms can counteract this bias by engaging in socially responsible activities that contradict the stereotype.

**Spotlight Paper: BRAND ACTIVISTIC VIDEO ADS AND BRAND OUTCOMES**

Johnson Clement Madathil, Nithya Murugan, Muhammed Niyas, NIT Calicut

**Abstract:** Purpose – Brand activistic stands' effect on brand outcomes has recently got great attention from researchers. Yet, the role of emotions in this relationship has rarely been explored. Moreover, the research on brand activism has concentrated on text-based platforms. Bridging these gaps, we aim to analyze activistic video ads and the emotional drivers of these ads. Design/methodology/approach – The research draws on expectancy violation theory to argue

that activistic video ads have more favorable brand outcomes. A dataset of 174 YouTube videos were used to analyze the effect. The DeepFace algorithm is used to identify the aggregate human emotions in the videos. Plus, an event study approach is undertaken to assess the impact of activistic video ads on firm stock returns.

Findings – The results suggest that activistic video ads have more views and popularity. It is also found that the human emotions such as fear, sad, and surprise in activistic ads are more valuable in increasing social media brand outcomes. The presence of lesbian, gay and transgender (LGT) characters in ad videos is associated with increased brand outcomes. A negative association between activistic ads and stock returns was observed, but the effect was insignificant.

**Spotlight Paper: SILVER LINING IN THE DARK CLOUDS - NATURAL DISASTERS AND PRODUCTIVITY OF MANUFACTURING FIRMS**

Alex Eapen, Australian National University, Hang Minh Dang, The World Bank Group

**Abstract:** We study the impact of natural disasters on the productivity of manufacturing firms. Using propensity score matching and panel data analyses on a dataset of over 396,000 Chinese manufacturing firms over a period that spans 1998 to 2007, we propose and find that natural disasters initially have a negative impact on firm productivity. However, this effect is short-lived as firms recover to pre-disaster productivity levels and potentially “build back better”. We also theorise and find that these productivity effects are moderated by the development of factor market, level of the technological gap between laggard and frontier firms, and the presence of foreign firms in the region. Overall, our findings consolidate into a unified framework the hitherto contradicting predictions in the literature about the negative or positive effects of natural disasters on productivity.

**Spotlight Paper: DO FIRMS RESPOND TO COMMITMENTS ON CLIMATE CHANGE? IMPACT OF COP21 ON INVESTMENT INTENSITY**

Pramendra Singh Tank, IIM Ahmedabad, Sanjay Kumar Jain, IIM Ahmedabad, Balagopal Gopalakrishnan, IIM Ahmedabad

**Abstract:** In the Paris Climate Agreement (COP21), countries pledged to restrict global warming to 1.5-2.0 degrees Celsius by reducing greenhouse gas (GHG) emissions. We examine whether firms respond to the commitments made by countries in the period following the agreement. Using cross-country data with 68,471 firm-year observations and a policy experiment approach, we find that manufacturing firms domiciled in countries with ex-ante higher GHG emissions per capita reduce their capital expenditure intensity after COP21. We also find that the market valuations of such firms are substantially depressed compared to those firms located in countries with low GHG emissions per capita. The findings suggest that climate policy uncertainty and transition risks have likely contributed to the heterogenous firm response across countries. The insights from our study contribute to a relatively novel literature that assesses the impact of the global climate agreement on capital expenditure intensity and market valuation.

**BEFORE THE TIME RUNS OUT FOR CORPORATE RESTRUCTURING.**

Shikha Khurana, IIM Ahmedabad

**Abstract:** The paper examines multi-stakeholder governance in a loss sharing environment. Drawing on consensus literature and behavioural-agency literature, I undertake a qualitative study to bring out the difficulty in achieving consensus in a multi-stakeholder domain especially when the stakeholders differ in their perspectives on the valuation of the firm. Identifying the positions occupied by various stakeholders in the negotiation towards consensus building, I identify which of the actors in the multi-stakeholder governance process will have the greatest incentives to break down the barriers and the process adopted to bring about the resolution. The context is the Insolvency and Bankruptcy Code (IBC) in India that shifts the management control in financially distressed firms to its financial creditors for a defined period. Despite the criticality of time, consensus remains elusive in many cases as individual stakeholders try to optimise their position. The paper offers a nuanced perspective on consensus formation process and role of governance.

**DOES SIZE MATTER IN THE NEXUS OF SUSTAINABILITY REPORTING - FIRM VALUATION?**

Clifford Reuben D'Costa, Goa Institute of Management, Rohit Prabhudesai, Goa Institute of Management, Sankalp Purushottam Naik, Birla Institute of Technology and Science, Ch V V S N V Prasad, Birla Institute of Technology and Science

**Abstract:** This study seeks to understand the direct relationship between a company's sustainability (ESG) disclosures and its valuation. It also analyses the moderation effect of firm size on the association between ESG disclosures and firm valuation. The NIFTY 200 index comprising India's top 200 companies by market capitalisation from 2017 to 2022 is chosen for this study. The

fixed effect regression analysis is used. There is a positive influence of ESG disclosures on firm value due to its environmental and social disclosures. Interestingly, the moderating impact of firm size on the linkage between ESG disclosures and firm value is negative. Thus, larger firms weaken the link. Most literature shows a positive association between ESG disclosures and firm valuation. Moreover, larger firms strengthen this relationship. However, in the Indian context, larger firms weaken the link. This could have policy-level implications for smaller firms from emerging nations that usually refrain from sustainability disclosures

### **IMPRINTED LEGACY: DO INFORMAL FIRMS CHANGE THEIR PERCEPTION OF TAX ETHICALITY POST FORMALIZATION?**

Anu Nandal, IIM Indore, Punyashlok Dwibedy, IIM Indore

**Abstract:** Paying corporate taxes is crucial to the development of a democratic nation. While existing literature confirms that firms turn to the informal economy to evade taxes, their perception towards the ethical contribution of Tax remains unattended. This study explores whether the informal legacy impacts firms' perception towards corporate taxation's ethicality. Drawing on organizational imprinting theory and legitimacy, we argue that tax exemption experience gets structurally imprinted on informal firms, influencing their taxation perceptions even after formalization. Additionally, we analyze the role of owner-managers' cognitive imprinting in strengthening this perception. Analyzing data from 11,352 South Asian firms, we discovered that firms with an informal legacy, influenced by poor infrastructure, view regular tax payments as less beneficial than firms that started formally. This research enhances understanding of informality's dynamics and the underlying reasons or attitudes driving their willingness to pay taxes.

### **CORPORATE GOVERNANCE MADE-TO-ORDER: HOW INSTITUTIONAL INVESTORS DRIVE VOLUNTARY DISCLOSURES?**

Himanshu Shekhar, IIM Bangalore, Strategy

**Abstract:** Institutions are the largest equity ownership class for the world's firms. Yet they are highly diversified in their investment styles, orientations, and philosophies. This paper builds a theoretical understanding where ownership and boards are two mechanisms complementing and substituting each other for effective corporate governance of the firms. We propose three levers of corporate governance available to the owners working together with the boards. We exploit the differences among the institutional investors to show how the ability and incentive to monitor the management varies with the investment style and orientation of the investors. Further, these variations lead the investors to select only specific governance levers to use with the investee firms. These choices suggest that the owners' obligations may influence ownership and boards' complementing and substitutive nature towards corporate governance. We test our hypothesis against corporate voluntary environmental disclosures and find support for our arguments.

### **ROLE OF FORESIGHT-DRIVEN CORPORATE GOVERNANCE AND COLLABORATIVE ECOSYSTEM FOR SUSTAINABILITY**

Shubhra Mishra, IIT Jodhpur, Krishna Kumar Balaraman, IIT Jodhpur

**Abstract:** The study investigates the transformative potential of foresight-driven corporate governance (CG) in fostering sustainability-oriented governance initiatives for firms by developing a collaborative ecosystem. The study discusses three propositions: First, it asserts that organizations embracing foresight-driven CG as an institutional norm are more likely to adopt sustainability-oriented governance initiatives aligned with societal expectations. Second, it argues that integrating foresight-driven CG fosters the development of collaborative ecosystems, enabling stakeholders to collectively address governance challenges and enhance their decision-making. Finally, it proposes that collaborative ecosystem empowered by foresight-driven CG enhance governance resilience by proactively anticipating and adapting to unexpected challenges. Drawing from past studies on corporate governance, foresight and ecosystem perspective, this study highlights how foresight-driven CG can help in dealing with governance challenges. Through its multidimensional approach, this paper contributes to understanding the complex interplay between foresight, corporate governance, and ecosystems.

### **DIFFERENTIAL EFFECT OF HISTORICAL AND SOCIAL ASPIRATION PERFORMANCE FEEDBACK ON CORP. SUSTAINABILITY**

Dr Bikramjit Ray Chaudhuri, S P Jain Institute of Management & Research

**Abstract:** To fill up the research-gap on the impact of firm prior economic performance on non-economic strategies, we examine, within the behavioral theory of the firm, how prior how the performance-feedback relative to aspiration affects implementation of corporate sustainability strategy. We also theorize that historical and social aspiration-related feedback act differently on corporate sustainability strategy. We test our theoretical predictions using a dataset obtained from a survey instrument among the top-level executives in India. This study provides the precise mechanisms how firm performance feedback affects the decision on corporate non-economic strategies. It also adds to the literature of behavioral theory by showing how the particular behavioral consequences of historical and social aspirations vary.

### **REGULATORY FOCUS AND ESG PERFORMANCE: MODERATION OF ENVIRONMENTAL MUNIFICENCE AND TURBULENCE**

Pramendra Singh Tank, IIM Ahmedabad, Devanshi Agarwal, IIM Ahmedabad

**Abstract:** Regulatory focus theory suggests that individuals pursuing goals can adopt a promotion or prevention focus. Promotion focus individuals aim for positive outcomes, while prevention focus individuals aim to avoid negative outcomes. This study examines the relationship between a leader's regulatory focus and firm ESG performance. I

contend that promotion-focus leaders tend to be idealistic, positively impacting ESG performance. In contrast, prevention-focused leaders lean toward conformity, negatively affecting ESG performance. The study also considers moderating effects of environmental factors. Using India as context, the research identifies a negative relationship between leaders' prevention focus and ESG performance. Furthermore, environmental munificence weakens a positive relationship between leaders' promotion focus and a firm's ESG performance, while turbulence weakens a negative relationship between leaders' prevention focus and ESG performance. The findings contribute to regulatory focus theory and stakeholder strategy literature in emerging economies.

### **AIMING FOR THE SKY: INVESTIGATING STRUCTURAL DETERMINANTS OF FIRM'S SUSTAINABILITY ORIENTATION**

Nupur Pavan Bang, ISB Hyderabad, Moksh Garg, MIT Sloan School of Management, Sougata Ray, ISB Hyderabad

**Abstract:** In times when organizations are viewed as drivers of positive social change, factors that motivate businesses to embrace responsible ways of doing business remain less explored. Invoking institutional and resource dependency perspectives, we argue that the resource-intensive and instrumental stakeholders intensify the institutional pressure on organizations to appear legitimate. We also posit that reputation-sensitive firms are more likely to obtain a third-party ESG rating to render themselves socially credible. We further investigate the moderating impact of family affiliation. We report the positive impact of family affiliation on the association between foreign institutional ownership and sustainability orientation, its impact is negative in the case of reputational sensitivity and sustainability orientation, providing important insights into how family affiliation may accelerate or decelerate the adoption of sustainable practices.

### **Track 3**

#### **Business and Corporate Strategy**

### **Spotlight Paper: THE CONFORMITY-DEVIATION DILEMMA: INSIGHTS FROM PERFORMANCE FEEDBACK THEORY**

Lakshmi Goyal, IIM Kolkata

**Abstract:** When do firms conform to and deviate from the industry practices? Conformity renders legitimacy and deviation creates differentiation, both of which are crucial for superior firm performance. Building on this premise, the current study proposes intensity of negative and positive performance feedback as crucial antecedents that influence whether firms conform or deviate from industry norms. We hypothesize an inverse U-shaped relationship (U-shaped relationship) between the intensity of negative performance feedback (positive performance feedback) and strategic deviation. We test and find support for our predictions using a sample of Indian manufacturing firms from 2001 – 2017. We contribute to the 'conformity-deviation' dilemma in

research on strategic change and the performance feedback theory.

### **Spotlight Paper: AN UPDATE TO DUNCAN'S THEORY: UNCERTAINTY AS A FUNCTION OF COMPLEXITY, ENVIRONMENTAL TURBULENCE**

Sasanka Sekhar Chanda, IIM Indore

**Abstract:** In a seminal paper, Duncan (1972) attempted to link uncertainty—a perceptual measure—with measures of environmental dynamism—variability or turbulence, and decision task complexity. He found that managers feel higher degree of uncertainty in a low-complexity, turbulent (simple-dynamic) environment, compared to the extent of uncertainty they feel in a complex and low variability (complex-static) environment. Using a computational simulation model, I elicit certain boundary conditions to Duncan's theory. I find that, in general, Duncan's proposition holds good for longer duration tasks. However, for decision tasks of short duration, uncertainty is higher in a complex-static environment, compared to the uncertainty in a simple-dynamic environment. The simulation results further suggest that switching from maximizing to a satisficing approach is helpful in lowering uncertainty and more so for decision tasks of shorter duration.

### **Spotlight Paper: INTERBANK COLOCATION NETWORKS AND BAD LOANS**

Bibek Bhattacharya, IIM Bangalore

**Abstract:** Prior research on interfirm networks suggests that while brokerage is beneficial in terms of access to more novel information, broker firms find it more challenging to ensure the quality of the information gained through its ties. Given this trade-off, scholarship on the brokerage-performance linkage has predominantly tried to identify key contingencies that influence the nature of this relationship. In accordance with this tradition, through this study, I add to the interfirm brokerage literature by investigating an important but hitherto unanswered question of how a bank's position in the interbank colocation network shapes its loan performance. In addition, I also uncover two key boundary conditions of this main relationship. I test my predictions using a panel dataset of Indian banks.

### **THE EFFECT OF MANAGERIAL BIASES ON CAPITAL STRUCTURE DECISIONS OF FIRMS**

Sheetal Gupta, Birla Institute of Management Technology

**Abstract:** The proposed study intends to find the effect of managerial biases- overconfidence, regret aversion, and hyperbolic discounting on the firm's capital structure decisions excluding financial sector firms, with an aim to investigate its influence on firm performance. The capital structure decisions in the study include deciding the mix of internal funds, debt, and equity and the speed of adjustment. An improper mix of capital structure can reduce firm performance and endanger the survival of the firm. The traditional theories have not paid attention to the traits, characteristics, cognitive and emotional biases of the managers. These biases and traits can explain the various anomalies in the decision maker's choice and can answer the reason for heterogeneity observed in the capital



structure. The survey scale will be used to measure bias and then the data will be matched to the CMIE database which will be further analyzed through regression analysis.

### **MANAGERIAL INCENTIVES FOR CORPORATE RESTRUCTURING BY INDIAN FIRMS POST THE NEW BANKRUPTCY CODE 2016**

Shikha Khurana, IIM Ahmedabad

**Abstract:** The literature on corporate turnaround posits that when firms that show early signs of distress undertake strategic restructuring through timely interventions, they would be able to stem the downward spiral towards bankruptcy. Further drawing on the agency theory perspective, managerial motivation to take uncomfortable and disruptive policy decisions for restructuring may often be driven by governance mechanisms such as the market for corporate control (MCC). The MCC allows underperforming firms to get a fresh lease through the change in ownership and management and thereby acts as a disciplinary mechanism for the incumbent management to avoid losing control. In emerging markets, historically weak governance and institutional structures meant that such a market for corporate control did not exist. In the past entrenched managers of underperforming showed impunity despite signs of financial distress. The new bankruptcy code (IBC) now allows financial creditors to take over management control of the firm in case of default. Since the management control shifts from the incumbent management, the regulation creates a proxy for the governance mechanism of the market for corporate control. Drawing on the agency theory and prospect theory, the paper hypothesizes and shows that faced with the prospect of losing control over the firm, the promoters and management team are spurred into taking strategic actions. I also show how these restructuring actions differ when compared to the restructuring activities undertaken by the firms in the developed market given that threat to the incumbent management arises from financial institutions rather than prospective investors. I empirically test whether firms that are facing financial distress are more likely to undertake strategic restructuring post the implementation of IBC. Using the Difference-In-Difference (DiD) approach, the paper provides causal evidence on the normative impact of the bankruptcy code in bringing financial discipline to management teams in enterprises. The paper contributes to the literature on agency theory and prospect theory by demonstrating that policy intervention in the emerging market context through proxy institutions, can create normative pressure through reduced agency behavior of management and restructuring strategies focused on risk aversion.

### **INVESTIGATING CRM-BASED STRATEGY BY EXAMINING VALUE-PROFILING, PATRONAGE AND FASHION LEADERSHIP**

Dr Sudhir Pandey, Ahmedabad University, Sujo Thomas, Ahmedabad University, Ritesh Patel, Savitri Phule University, Pune, Viral Bhatt, SAL Institute of Management, Ahmedabad

**Abstract:** This study investigates the complex interplay between consumers' human values and fashion leadership

in the CRM domain. This research employs Schwartz's theory of human values to examine patronage intentions towards CRM-linked fashion products. A large-scale research study was undertaken by adopting SEM-ANN-MGA (Structural Equation Modelling-Artificial Neural Network-Multi Group Analysis) for empirically testing a comprehensive model by integrating human values and fashion leadership to predict CRM patronage intention. The findings provide valuable strategic insight to non-profit marketers, fashion marketing experts, and practitioners to design customer value-based profiling. Customers' value-based profiling will help firms link their environmental, social and governance (ESG) activities and strategic marketing goals to achieve the desired state.

### **RELATIVE SALIENCE OF M&A/ALLIANCES OR INTERNAL R&D EFFORTS AS RESPONSE TO RAPID ENVIRONMENTAL CHANGE**

Tina Thomas, IIM Kozhikode

**Abstract:** In this study we look at the competitive dynamics in India's evolving software/Information Technology enabled services (ITES) industry. The industry context offers dynamic environment with changing technology and institutional change. The time period chosen (2000 – 2022) coincides with a phase of growing demand for Indian software exports, importance of offshoring and on-going institutional change in India spurring competition with more firms taking the liberalisation advantage. This time period also witnessed an easing of capital a/c convertibility controls facilitating inbound and outbound capital movements and M&A. The competition in the domestic and foreign markets is analysed using an unbalanced panel of 4687 firm year observations. We investigate the firm's competitive actions via responses like innovation ability (R&D intensity), marketing and selling/distributions expenditure and M&A. The results demonstrate a relative salience of mergers for larger firms for sustaining superior performance. The study further investigates the impact of institutional reforms on the competitive actions of these firms using the difference -in difference approach to capture the different phases of institutional transition.

### **ROLE OF CEO'S REGULATORY FOCUS AND ORGANIZATIONAL SLACK IN BUILDING FIRMS' DIGITAL CAPABILITIES**

Vishnusaranya Ivaturi, IIM Kozhikode, Nycil George, IIM Kozhikode

**Abstract:** According to the behavioral theory of the firm, firms take decisions with respect to their performance feedback at the organization-level. At individual level, CEOs of the firm evaluate risk preferences based on their motivational attributes as per the regulatory focus theory. By integrating these two theories we tend to understand when firms build on their digital capabilities. The past literature in BTOF covered how firms with negative feedback utilize the organizational slack for the problemistic search and find solutions involving risk and change. Hence, we propose that firms with negative feedback will invest in building their digital capabilities and organizational slack strengthens this relationship. We also introduce CEOs' motivational

attributes like regulatory focus as the moderating variable between organizational slack and the firms' digital capabilities when the firms are performing below their aspiration level thereby resulting in three-way interaction. The hypotheses are tested on a panel of Indian manufacturing firms.

### **BUILDING TRUST IN INFORMAL INSTITUTIONS: PHENOMENOLOGY STUDY OF HYPERLOCAL MEDIA AT FARMER PROTESTS**

Prof Vineeta Dwivedi, SP Jain Institute of Management and Research, Sunny Vijay Arora, S. P. Jain Institute of Management and Research, Varun Nagaraj, SP Jain Institute of Management and Research, Malay Krishna, SP Jain Institute of Management and Research

**Abstract:** Indian policymakers passed three Farm laws in 2020 and repealed them later. Media contestation to cover the government's and farmers' viewpoints were the national media channels (formal institution) and the farmers' own created hyperlocal media (informal institution) respectively. This study through a phenomenological approach aims to understand how particularized trust in farmer individuals is built in an informally institutionalized organization for it to gain legitimacy, in the presence of the established formal national media institution. We interviewed farm leaders and journalists who had covered the protests in the three Indian states of Punjab, Haryana, and Delhi. The institutional theory literature describes how informal institutions fill the void left after formal institutions lose legitimacy but leaves a gap in explaining how legitimacy could be gained. We explained the mechanism for gaining legitimacy through building interpersonal trust. Business managers, administrators, and academicians will benefit from applying the outcomes from the study.

### **IMPACT OF INDUSTRY DYNAMISM AND MUNIFICENCE ON INDUSTRY STRUCTURE**

Pallav Bose, IIM Ranchi, Swarup Kumar Dutta, IIM Ranchi

**Abstract:** This study examines how industry characteristics—dynamism and munificence—affect industry concentration and structure. Using resource partitioning theory, we analyze industry evolution in emerging markets, like India, compared to developed ones. Based on data from 103 Indian industries, we identify declining industry concentration over time. Manufacturing sectors tend to exhibit higher concentration than non-manufacturing sectors. Industries with high dynamism show increased concentration, especially in manufacturing. Conversely, munificent industries tend to have reduced concentration, even from the manufacturing sector. Until now, the majority of research on industry evolution has centered on developing markets or single industries. Our study aims to explore industry evolution in emerging markets and contribute to the literature on industrial organization, institutions, and emerging economies.

### **BANKRUPTCY LAW AND SOURCES OF DEBT IN BUSINESS GROUPS: EVIDENCE FROM INDIA**

Swetha Chada, Great Lakes Institute of Management

**Abstract:** In this study, we also examine if the affiliation to business group impacts the sources of debt, post the implementation of Insolvency and Bankruptcy Code 2016 (IBC 2016/IBC thereafter), which strengthened creditor rights. Controlling shareholders in business groups have relatively easy access to capital in the form of internal capital markets, thereby reducing the reliance on external debt, especially when their control is threatened due to regulations. This research proposal proposes to examine the bank borrowings and intercorporate loans (ICLs), in the business group affiliated firms with that of stand-alone firms, pre vs post IBC implementation. Further, we also propose to examine the increase or decrease on reliance on internal capital markets in business groups, pre and post IBC implementation.

#### **Track 4**

#### **Internationalization and Global Strategy**

#### **Best Paper Nominee: PRO-MARKET REFORM AND FIRST CROSS-BORDER ACQUISITION SPEED OF BUSINESS GROUP FIRMS**

Sandeep Yadav, IIM Bangalore, Srinivas Rajesh Upadhyayula, IIM Kozhikode, Vikas Kumar, University of Sydney Business School

**Abstract:** This study extends the springboard perspective by providing contextual insights into heterogeneity in the business group (BG) affiliated firms' aggressive internationalization, conceptualized as the speed of first cross-border acquisition (CBA). We investigate how the business group (BG) affiliated firms respond to pro-market reform in emerging markets based on among BGs and within BG heterogeneities. We test the proposed hypotheses using Cox proportional hazard models on a sample of 1,869 Indian BG-affiliated firms (25,187 firm-year observations) for a period of 24 years (1996 to 2019). We find that the scope of pro-market reform is likely to increase the BG-affiliated firms' speed of the first CBA. Furthermore, we find that this relationship is contingent on among BGs (product diversification, prior CBA experience) and within BG (firm position in BG, firm in the core industry of BG) heterogeneities of affiliated firms.

#### **Spotlight Paper: INTERNATIONAL STRATEGY OF DIGITAL FIRMS: A SYSTEMATIC LITERATURE REVIEW & FUTURE RESEARCH DIRECTIONS**

Ankit Surana, Macquarie University, Jiatao (JT) Li, School of Business and Management, Hong Kong University of Science and Technology, Francesco Chirico, Macquarie University, Liema Kano, University of Calgary, Andreas Schotter, Ivey Business School, Meena Chavan, Macquarie University

**Abstract:** The recent fast and vast international expansion of digital platform-based firms (DPBFs) is changing the global business landscape, and this can be attributed to their unique business model which allows them to swiftly expand across borders. Several studies have sparsely explored the nuances of their unique international phenomenon. In the current study, we conduct a systematic literature review of the extant literature on the internationalization of DPBF

while providing important directions for future research. We believe that such a timely, comprehensive review will help international business, management, and strategy scholars chart a clear path for future research in this important field, by highlighting phenomenological and theoretical gaps in our current knowledge and identifying the most promising theoretical perspectives for studying DPBFs. We also aim at further deepening scholars' understanding of DPBFs by integrating diverse research streams focused on this phenomenon; namely, international business, management, strategy, entrepreneurship, operations management, and information science.

### THE GEOPOLITICS OF VALUATION AND THE STRUCTURAL COLONIZATION OF UNICORN VENTURES IN INDIA

Chandraketan Sahu, IIM Calcutta, Nimruji Prasad Jammulamadaka, IIM Calcutta

**Abstract:** The digital economy ventures in developing economies are embedded in the global technology ecosystem through their dependency for capital, technology, and infrastructure. This dependency for capital is also accompanied by the localized adoption of emerging business models, practices, and innovations, along with prescriptive modes of operations and organizing. Upon careful examination, we can find the roots of this dependency tracing into the historically entrenched power relations of global capitalism with respect to the operational structures of capitalist neoliberal internet economy that is shaping the discourse of organizations and innovation in the new international information order. In this essay, we seek to examine this historically entrenched power relation through problematization of the geopolitics of valuation and the mechanisms of control and value extraction in context of the Unicorn Ventures in India. Adapting the decolonial lens enables us to interrogate the location of these practices, and problematize the ongoing narratives of Free Market Globalization, Open Innovation, and Digital Development in context of India.

### INTERNATIONAL DIGITAL STRATEGIES FOR INDIAN AND CHINESE FIRMS: META-ANALYSIS AND RESEARCH FRAMEWORK

Mohinder Dugal, Western Connecticut State University

**Abstract:** How does India's digital initiatives, in the context of its North-South Transport Corridor (NSTC) project, compare and contrast with China's digital strategy under its Belt and Road Initiative (BRI)? These undertakings, commonly referred to as New Silk Road projects, are strategic, country-level initiatives that will dictate the competitive advantage of several nations going forward. Their development is also inextricably linked to the corporate digital strategies of domestic firms in the two countries. Idiosyncrasies of these projects are challenging traditional theories of mode of participation in foreign markets. Our objective for this paper is three-fold: (a) conduct a review of existing strategy and international business literature to identify the lacunae in country-firm relationships in the context of NSR initiatives and digital strategies (b) propose a comprehensive theoretical

framework to guide future research in this area, and (c) identify emerging and research questions and discuss avenues for future policy and business research.

### HOW DOES INVENTING OVERSEAS AFFECT THE VALUE OF INVENTIONS AT HOME?

Divya Sebastian, Duke University

**Abstract:** High-skilled talent is an essential input into firms' inventive activity and a key resource for their competitiveness. A global democratization of science and engineering education over the last two decades has shifted the pool of highly-skilled talent from the United States to emerging market countries such as India and China. In this context, I consider two strategies firms can employ - bringing skilled immigrants to their home countries and setting up research centers overseas, and how firms make this tradeoff. The choice of locating inventive activity at a particular location is endogenous to innovation outcomes; therefore, I use the excess demand for high-skilled talent from H-1B visa rejections to explain an exogenous increase in inventors employed overseas. Controlling for selection, I find overseas inventive activity is associated with lower private value but not with patent quality.

### SMALL WORLDS AND THE DYNAMICS OF OWNERSHIP NETWORKS DURING INSTITUTIONAL TRANSITION IN INDIA

Abu Rehan Abbasi, IIM Kashipur, Dalhia Mani, IIM Bangalore, Rejie George Pallathitta, IIM Bangalore

**Abstract:** Increasing globalization due to economic liberalization should lead to fragmentation and erosion of a country's ownership network. Yet, these networks remain highly persistent due to properties consistent with small worlds. Institutional changes such as FDI and corporate governance reforms govern the evolution of ownership networks which exhibit considerable heterogeneity in their small-world characteristics. These domestic interfirm networks are a primary source of firms' information, resources, and capabilities. Therefore, understanding their evolution is essential for international-business scholars; however, they remain understudied. Using shareholding data for listed firms in India, we construct ownership networks separated by two decades. We find evidence that post-liberalization, the corporate ownership network in India exhibited small-world characteristics which strengthened as the reforms took shape, indicating the dominating influence of FDI reforms over corporate governance. Our findings contribute to interfirm network literature in international business and small worlds in corporate governance.

### INDIAN MULTINATIONAL ENTERPRISES CATCHING UP THROUGH SPRINGBOARDING: A MICRO FOUNDATIONAL PERSPECTIVE

Rashmi Kotin Kulkarni, Auckland University of Technology

**Abstract:** The research aims to explore the role of managerial cognition and decision-making in the international competitive catch-up process, known as springboarding, of Indian multinational enterprises (IMNEs), specifically focusing on what role microfoundations of firm strategy play in this process. In this context, springboarding

is defined as an internationalisation strategy to acquire strategic assets via a series of aggressive and/or recursive measures to compete against global rivals (Luo & Tung, 2007). The aim of my research is to conduct a qualitative multiple- case study analysis of Indian senior managers' cognitive and decision-making processes concerning the specific types of internationalisation strategies they undertake as part of MNE springboarding.

### **MODELLING THE DETERMINANTS LINKING THE RE-INTERNATIONALIZATION PROCESS AND FIRM COMPETITIVENESS**

Shamita Garg, IIM Shillong,, Prof.Kirankumar Momaya, IIT Bombay, Dr. Sundar Parthasarathy, IIT Bombay

**Abstract:** Re-internationalization is essential for the climb of emerging multinationals (EMNEs). One of the challenges for scholars of international business is to provide more extensive and logical justifications for firms' proclivity to engage in and then reduce engagement in international activities. Despite several studies on re-internationalization, hardly any work has been done to explore the link between re-internationalization and firm competitiveness. This paper attempts to fulfill that void and explores the linkage between re-internationalization and a firm's international competitiveness. We have done the field survey, literature review, and brainstorming sessions held with industry experts to understand the linkages between re-internationalization and the firm's competitiveness. This research has employed the Total Interpretive Structural Modelling-Polarity approach to study the association between the re- internationalization process and a firm's competitiveness. This study has developed the interplay among the ten determinants, illustrating how re-internationalization has improved the competitiveness of multinational firms. The contemporary study is an effort to study the association between re-internationalization and firm international competitiveness. This research will verify that the re-internationalization process has improved the competitiveness of multinational firms. We hope to contribute to the theory of international competitiveness by exploring the role of re-internationalization. Some influential determinants may connect strongly with select factors of the Competitiveness Assets-Processes-Performance (APP), indicating horizontal pathways in the competitiveness APP framework.

### **THE IMPACT OF NON-TRADE AGREEMENTS ON FOREIGN DIRECT INVESTMENT**

Sheetal Gupta, Shiv Nadar University, Debarati Basu, Shiv Nadar University, Shabana Mitra, Shiv Nadar University

**Abstract:** This paper examines historic non-economic alliances as enablers of economic cooperation between nations to explain internationalization decisions of emerging market multinationals (EMNEs). Non-economic alliances facilitate the exchange of information, knowledge and resources through repetitive interactions which form webs of interconnections and stabilized linkages between nations, increasing learning amongst the members and thus, enabling foreign direct investments (FDI). We empirically investigate the role of South-South country linkages (i.e.,

Non-Aligned Movement) in facilitating FDI between member nations, conceptualized and grounded within the Linkage-Leverage-Learning strategic framework to discover non-economic determinants of EMNE internationalization. Using panel data of over 100 countries through 2009–2019, we find a significant positive effect of Non-Aligned Movement (NAM) membership on FDI flows between member nations, even after controlling for other trade agreements. We also analyze the nature of these flows and find that these flows are concentrated between dissimilarly endowed economies, indicating vertical investments by the multinationals.

### **Track 5**

#### **Family Business and Entrepreneurship**

#### **Best Paper Nominee: "I FEEL IT COMING!" HOW PREVIOUS DAY'S PERCEIVED PROGRESS DICTATES NEXT DAY'S ENTREPRENEURIAL EFFORT INTENSITY: RESTRAINING ROLE OF AFFECT SPIN**

Rai Siddhant Sinha, IIM Kozhikode, Mankavil Kovil Nandakumar, IIM Kozhikode, Daniel Beal, Virginia Tech

**Abstract:** Entrepreneurial motivation literature has made huge strides, yet how it unfolds in the daily life of an entrepreneur largely remains a black box. In this paper, we employ experience sampling methodology and analyze multilevel data from daily surveys spread across 16 days (twice daily) from 85 entrepreneurs, leading to 1087 observations to depict that the previous day's progress in the venture motivates the entrepreneur to expend efforts the next day via the mediating mechanism of positive affect (as a positive feedback) experienced in the morning, and this process is negatively moderated by 'affect spin.' Our paper makes critical contributions to theory and practice.

#### **Best Paper Nominee: UNBUNDLING ACCELERATORS' DESIGN: IMPACT OF ACCELERATORS' CHARACTERISTICS ON VENTURE PERFORMANCE**

Pramendra Singh Tank, IIM Ahmedabad, Devanshi Agarwal, IIM Ahmedabad, Sumit Jaiswal, IIM Ahmedabad

**Abstract:** In the last two decades, accelerators have proliferated and assumed a vital role in the entrepreneurial ecosystem. Researchers have been prompted by their impact and prominence to study their effects on participants, i.e., new ventures. This proposal uses learning-based theories to examine accelerator characteristics (location, sector focus, and curriculum structure) and assesses their influence on venture performance. We analyze global accelerator data and find that ventures that enrolled with foreign accelerators achieve higher performance after acceleration. Similarly, ventures that participate in sector-focused accelerators also experience heightened performance post-acceleration. In contrast, ventures enrolled in accelerators with strict curricula demonstrate lower performance after acceleration. These findings contribute to the literature on the entrepreneurship ecosystem and accelerator design.

#### **Spotlight Paper: FOUNDING TEAM HUMAN CAPITAL AND INITIAL FUNDING: A LEGITIMACY PERSPECTIVE**

Sumit Jaiswal, IIM Ahmedabad, Chitra Singla, IIM Ahmedabad

**Abstract:** This study uses the legitimacy perspective to explain why some new ventures receive higher initial external funding than others. In the early stages, resource providers face difficulty evaluating a startup; hence, they place bets on the founding team's potential to succeed. We claim that investors are particularly attentive to the quality of education and the entrepreneurial experience of the founding team to perceive them as legitimate, reflected in their funding decisions. Using a unique database of 3895 new ventures across multiple industries from India, we find empirical support for the influential role played by the founding team's engineering /management education from premier institutions on the amount of first funding raised by a new venture. We also find that entrepreneurial experience in a founding team further enhances the legitimacy perception of investors above the baseline relationships. More specifically, we show that, in the presence of entrepreneurial experience in the founding team, the productive potential of premier educational qualifications to achieve venture-related goals increases, suggesting a complementary relationship between the two types of human capital, which is evident in investors' decisions to entrust such founding teams with higher initial capital.

**Spotlight Paper: LEAP FROM EXPORTS TO FDI: THE STORY OF INDIAN FAMILY FIRMS**

Asimabha Bhowmick, Xavier School of Management

**Abstract:** This paper intends to explore the strategic decision-making of family firms in emerging economies as they consider a shift from exporting to a higher commitment mode of internationalization, specifically Foreign Direct Investment (FDI). Although exporting and FDI share the goal of accessing new markets, the latter requires a greater investment of resources, thus making it a riskier yet potentially more lucrative option. This study plans to elucidate the mixed gamble confronting family firms when considering a shift from exports to an FDI mode of internationalization. The paper distinguishes between family-managed (FM) family firms (firms where a family member is the main leader, i.e., either the CEO or MD) and non-FM family firms (firms where the family is only involved at the ownership level) and, using a mixed gamble perspective, investigates whether the decision choices of shifting from international operations based primarily on exports to a high- commitment FDI diverge between them.

**Spotlight Paper: ROLE OF FAMILY SYSTEMS IN THE FAMILY FIRMS' CORPORATE VENTURING DECISIONS**

Chitra Singla, IM Ahmedabad, Josh Dasmit, Texas State University

**Abstract:** Family firms vary considerably in their pursuit of corporate venturing (CV). While studies have attempted to explain these differences, few studies closely examine the internal dynamics of the governing family to explain the observed variation. Thus, this study uses circumplex theory—a prominent theory from family science—to identify the types of family systems and propose which systems most likely will encourage family firms to pursue CV. This

proposal reviews the core concepts and outlines the arguments supporting the core propositions that links the family system to the family firm's pursuit of different types of CV—internal corporate venturing (ICV) and external corporate venturing (ECV).

**Spotlight Paper: FROM INCLUSION TO EXCELLENCE: EXPLORING SEQUENTIAL MEDIATION IN INCLUSIVE LEADERSHIP**

Indu Nath Jha, NIT Durgapur, Department of Management Studies, Subhadip Sarkar, NIT Durgapur, Department of Management Studies, Durba Pal, NIT Durgapur, Management Studies

**Abstract:** Amidst the evolving landscape of organizations, where leadership takes on multifaceted dimensions, Inclusive Leadership (IL) emerges as a potent catalyst for competitive advantage, emphasizing diversity and equity in the workplace. In this context, drawing from Randel et al.'s (2018) framework and insights of Social Identity Theory, the present study aims to investigate the impact of Inclusive Leadership over Employee Job Performance by analyzing the sequential mediating effect of Workplace Inclusion and Workgroup Identification in the relationship. Data was collected from IT professionals based in Kolkata, India by administering standardized questionnaire. PLS-SEM using SmartPLS4.0.9.5 was conducted to analyze the data and hypothesized relationship. The findings not only affirm the direct positive impact of IL on EJP but also unveil the sequential mediating roles of WI and WGI, underscoring the multi-dimensional effect of Inclusive Leadership. Furthermore, the conceptual and managerial implications, and potential avenues for future research have been discussed accordingly.

**IMPACT OF TECHNOLOGY AND INSTITUTIONAL VOIDS ON PROFITS OF THE EMERGING MARKET START-UP ECOSYSTEM**

Madhurima Basu, IIM Kozhikode, Srinivas Rajesh Upadhyayula, IIM Kozhikode

**Abstract:** The presence of stable and efficient formal institutions in any market promotes and supports entrepreneurial activities, while the absence of it can impair entrepreneurial ventures. We examine how the presence of informal mechanisms act as a substitute for improving performance of start-ups in the emerging markets. We extend the boundaries of institutional theory to examine our hypotheses using financial data of 262 Indian start-ups (2011-2020). Contrary to expectations, we find that social start-ups earn higher profits than for-profit traditional start-ups in the Indian market. We highlight the possible reasons for this interesting finding. In addition, we also find that technology worsens the profitability of startups of only for the for-profit startups. In the case of social startups, technology increases the profitability of startups. We discuss the potential contributions of our study.

**EXTERNAL FINANCING CHOICES OF EARLY-STAGE ENTREPRENEURS IN EMERGING ECONOMIES: EVIDENCE FROM INDIA**

Vikku Agrawal, Jain University, Jaykumar Padmanabhan, Jain University

**Abstract:** This study proposes to empirically investigate the determinants influencing entrepreneurs' willingness to choose external funds- formal and informal funds, for early-stage operations of their start-ups. Drawing upon the foundation of entrepreneurs' cognition theory and relevant literature on cognitive financial constraints and human capital, we propose to compile a theoretical framework. Through this framework we propose to associate entrepreneurs' inclination towards formal and informal external finance with three dimensions: entrepreneurs' individual factors, firm-level factors and institutional factors. We further propose that the above three dimensions structure entrepreneurs' cognitive behaviour (biases) that manifests in their financing decisions. We suggest India as a context to test our framework considering its growing entrepreneurial ecosystem, although insufficiently developed institutional and financial systems. Inferences from this study will help policymakers in customization of initiatives to encompass restructuring of financing sectors along with reconditioning of entrepreneurs' mind set. Other developing economies may draw out outcomes relevant in their context.

#### **PATH CREATION THROUGH IMAGINARIES: THE CASE OF PIONEERING ENTREPRENEURS IN INDIA**

Charu Rastogi, IIM Bangalore, Srivardhini Jha, IIM Bangalore, Sanjay Jain, California State University

**Abstract:** We integrate insights from path creation and imaginaries literatures to examine how pioneering entrepreneurs construct and perform imaginaries to create paths. Based on our initial sample of four biotechnology companies, we propose a grounded process model of path creation to show how performative aspect of imaginaries influences present actions and future outcomes. Our preliminary findings emphasize the impact of entrepreneurs' clear problem-solving focus and context-driven strategies on developmental trajectories of startups. We also find that the process of construction of imaginaries is recursive, evolving towards credible, shared visions.

#### **EVOLUTION OF START-UP CULTURE IN INDIA: A REFLECTION THROUGH IPOs BACKED BY VENTURE CAPITAL**

Neha Chawla, Navrachana University, Nikita Mehta, Navrachana University

**Abstract:** The current proposal focuses on the role of Venture Capital (VC) in grooming, mushrooming and booming Start-Ups in India. Long-term operating and market performance (monitoring theory), firm characteristics and underpricing (certification, grandstanding, market power and information asymmetry theories) of 674 IPOs in India from 2000 to 2023 will be evaluated. t-test and Wilcoxon test will be applied to understand the difference between VC and non-VC backed IPOs underpricing measured using Initial Returns, Market Adjusted excess returns, Wealth Loss to the Issuer and Tobin's Q and long-term performance measured through Cumulative Buy and Hold Return(CBHAR). Multivariate regression will be performed

to determine role of VC in influencing Tobin's Q and CBHAR controlling for operating performance variables and other firm characteristics.

#### **RURAL WOMEN ENTREPRENEURS: A STEP TOWARDS MAKING ATMA NIRBHAR BHARAT**

Vaniki Joshi Lohani, JNU, Mohit Lohani, LBSIM

**Abstract:** The given study focuses on the entrepreneurial behaviour of women entrepreneurs of the Uttarakhand region, how various demographic, hygiene factors as well as Government policies and NGO's facilitating the status of Women entrepreneurship in Uttarakhand. This is an original work and a part of ongoing study funded by Ministry of Education and focuses on the Challenges faced by rural women entrepreneurs of the Uttarakhand region and how they can overcome these challenges by making systematic changes in policy and ongoing system. The findings will be submitted to Ministry of Education and its copy will also be sent to Govt. of Uttarakhand.

#### **THE HUMAN TOUCH IN A DIGITAL WORLD AND FAMILY BUSINESS: A PERSPECTIVE ARTICLE**

Sudeepta Pradhan, IBS Hyderabad, Ranajee, Finance, Sparsh Global

**Abstract:** This study intends to conduct a structured literature review of studies in family business research and provide future research directions. Authors have conducted review of literature from early 1920s till date. The study categorizes nature of family business research over years and provides a progression in studies over the years. It addresses important issues and conflicts in family businesses. The study provides practitioner's and scholars issues to answer in the field of family business, to help improve the management of family firms in a rapidly changing digital world.

#### **BUSINESS SPLITTING- A COMPLEX PHENOMENON IN FAMILY BUSINESSES**

Shikha Agarwal, XLRI, Strategy, Manoj Thomas, XLRI, Strategy

**Abstract:** The study contributes to the underexplored splitting of family businesses phenomenon in the Asia-Pacific country context. It addresses how and why business families split using a grounded theory approach. The multiple-level case analysis helps create a process loop that captures different types of split and the circumstances in which division occurs. The use of systems perspective and business family as a unit of analysis allows capturing changes at multiple levels in a family business system. The approach helps in providing a holistic understanding of the family business system instead of focusing only on the business system.

#### **ENTREPRENEURIAL ECOSYSTEM CONFIGURATIONS FOR PRODUCTIVE ENTREPRENEURSHIP IN AN EMERGING ECONOMY**

Mr Ravi Roshan, IIM Lucknow, Strategic Management, Krishna Balodi, IIM Lucknow, Strategic Management

**Abstract:** What are the various ecosystem types for productive entrepreneurship in an emerging economy? Using the entrepreneurial ecosystem (EE) lens, this study applies a set-theoretic approach to identify and analyze configurations of productive entrepreneurship in India. Recent advances in the EE literature acknowledge the simultaneous causality among multiple EE constituents: formal institution, entrepreneurial culture, infrastructure, finance, human capital, knowledge, demand, and intermediate services. The interdependencies among EE elements indicate the possibility of multiple conjunctural causations and equifinality of outcomes. We use the fuzzy set qualitative comparative analysis (fsQCA), an established approach to studying multiple conjunctural causations and equifinality. We used fsQCA to obtain configurations for high startup birth rates on a panel dataset of 32 Indian states and Union territories from 2020 to 2022. We obtained six configurations for productive entrepreneurship or high startup birth rate, thus providing empirical evidence of equifinality. Our results reveal that certain EE elements take a primary role, and certain EE elements play a supportive role in driving high startup birth rates.

### REDEFINING BOUNDARIES: THE IMPACT OF DIGITAL-DRIVEN ENTREPRENEURIAL DECISIONS ON INDUSTRY STRUCTURES

Satish Kumar, IIM Lucknow, Strategic Management, Nishant Garg, IIM Lucknow, HRM and OB, Varun Sharma, IIM Indore, OBHRM

**Abstract:** The rapid advancement of digital technologies has brought about significant transformations in the business landscape, reshaping industries and markets. However, the impact of digital-centric entrepreneurial decisions on industry structures and market dynamics remains relatively unexplored in academic literature. This paper aims to investigate the consequences of digital-driven entrepreneurial decisions on industry organization and market dynamics, with a focus on the adoption of digital technologies and decision-making tactics. The objectives of this study are to examine how entrepreneurial actions driven by digital technology influence market dynamics and industry structure, and to provide valuable insights for policymakers, industry stakeholders, and academics. The research addresses several key research questions, including the role of digital transformation in entrepreneurial decision-making, the impact of digital-driven decisions on industry structures and market boundaries, the consequences of structural changes on market dynamics, the key factors driving the redefining of boundaries, and recommendations for practitioners to navigate the changing business landscape.

### WHAT'S IN AN INTERACTION? EXPLORING MICRO-FOUNDATIONS OF CORPORATE ENTREPRENEURSHIP IN FAMILY FIRMS

Mr Sumit Jaiswal, IIM Ahmedabad, Strategy, Sumit Chakraborty, IIM Ahmedabad, Strategy

**Abstract:** Corporate entrepreneurship (CE) is critical to firm survival, profitability, and growth. Family firms offer a unique

context for studying CE because the institutional perspective suggests that two different institutional logics—family institutional logic and market institutional logic - are at play in family firms, and these logics often place conflicting demands on the core organizational members and influence different organizational processes, including CE. Therefore, to understand organizational processes in a family firm, one must first understand the dynamics at the micro-foundational level. An important constituent at the micro-foundational level is the interaction among organizational (family/non-family) members. Unfortunately, the literature lacks a holistic view of how these interactions influence CE behaviour. Using institutional logics, we develop a theoretical framework in the form of a 2X2 matrix that explains how interactions among organizational members influence family firms' engagement in CE. We contribute to the literature calling for a renewed focus on microfoundations of family firms in the context of CE.

### HOW DO NEW VENTURES DEVELOP CAPABILITIES FOR DIGITAL SUSTAINABILITY IN THE ACCELERATOR PROGRAM?

Mr Dibyendu Sharma, IIM Ahmedabad, Strategy

**Abstract:** Accelerators are cohort-based programs designed to support new ventures by providing resources such as mentoring, capital, and industry connections. Extant research has explored how entrepreneurs learn during accelerator programs and found that these programs speed up the learning process of the participating ventures (Hallen et al., 2020). However, very little is known about how accelerators help the participating ventures develop capabilities from the 'accelerated' learning. I propose to study capability development of new ventures participating in an accelerator focusing on digital sustainability. I will use a qualitative multiple case-study design for this study. This article will contribute to the literature on new venture capability development, accelerator, and emerging conversations on digital sustainability.

### MASTERING DIGITAL TRANSFORMATION: OPPORTUNITIES AND CHALLENGES FOR SMALL & MEDIUM FAMILY BUSINESSES

Mr K Ullas Kamath, UK&CO, Family Managed Business, Sidharth Pai, UK&CO, Family Managed Business, Arya Namboothiripad, UK&CO, Family Managed Business

**Abstract:** A significant portion of economic value and employment creation in India is driven by micro, small & medium enterprises -most of which are family businesses. They form a dominant force in the economy, contributing significantly to nation-building. However, they have traditionally faced a myriad of challenges. But today, India's booming digital economy offers great prospects for small & medium family businesses, which, if captured, can positively transform their growth trajectories. This paper proposes to examine how small & medium family businesses can effectively adopt modern technologies and data-driven strategies to boost revenue, maximize profits, capture larger markets, raise capital, and become future-ready to ensure inter-generational success. It also aims to dissect the most unique challenges faced during digital adoption. Further,

with the help of a case-study, it aims to demonstrate how appropriate digital tools and sound business approaches can transform such businesses and put them on the path to market leadership.

### **INSTITUTIONAL ENVIRONMENT AND BUSINESS PERFORMANCE OF WOMEN OWNED MICRO-ENTERPRISES: THE ROLE OF ENTERPRISES**

Chinmaya Sahu, NIT Rourkela, School of Management, Stutee Shruti Mohanty, NIT Rourkela, School of Management, Rajeev Panda, NIT Rourkela, School of Management

**Abstract:** Existing literature has rarely distinguished the entrepreneurial outcomes of male and female, despite the distinctive problems like gender parity, socio-cultural and work life balance of women entrepreneurs. The article aims to provide a conceptual framework that describes how institutional environment affects business performance of manufacturing-based women entrepreneurs through mediating influence of entrepreneurial orientation. The institutional environment (regulatory, cognitive and normative) context is employed as guiding framework considering the complexities of entrepreneurial ecosystem. Similarly, entrepreneurial orientation (EO) is included to investigate the association between the institutional environment (IE) and the business performance of women entrepreneurs in emerging economies. The model can add value to the existing knowledge on women entrepreneurship. In addition, it can provide a foundation for developing WE-specific policies by helping policymakers comprehend the mediating implications of EO on the relationship between IE and business performance.

### **THE EMERGENCE OF A START-UP ENTREPRENEURIAL ECOSYSTEM IN INDIA: A CASE STUDY OF KERALA**

Prof Nobin Thomas, IIM Indore, Organizational Behaviour & HRM, Rijin John, Indian Institute Of Information Technology and Management Kerala

**Abstract:** Start-up enterprises constitute a significant element within the entrepreneurial ecosystem, particularly in the context of developing economies. This study examines the development and structure of the start-up entrepreneurial ecosystem in Kerala, despite the prevailing lack of enthusiasm towards entrepreneurship in the region. Consequently, this research contributes to the existing body of knowledge on regions where start-up entrepreneurial ecosystems have thrived despite unfavourable circumstances. Utilizing a qualitative research approach, our investigation comprises of a series of 30 comprehensive, semi-structured interviews conducted with start-up founders and various stakeholders involved in the start-up entrepreneurial ecosystem. The analysis of the data resulted in the identification of four overarching frames for the start-up entrepreneurs in Kerala, namely the 'regulatory entrepreneur', the 'intuitive entrepreneur', the 'connection entrepreneur', and the 'technology entrepreneur'. Our research revealed that the capacity of start-up entrepreneurs to effectively manage the demands of both their family and their start-up, employ intuitive decision-

making, cultivate and sustain social connections in addition to their individual skills, and prioritize a technology-focused start-up concept significantly influenced the efficacy and achievement of start-ups in the region of Kerala. Our research focuses specifically on the aforementioned aspects that contribute to the region's entrepreneurial characteristics. The emphasis on the importance of start-up entrepreneurs in emerging countries is evident based on our research findings.

### **KEEP YOUR EMPATHY UNLESS YOU ARE COMPASSIONATE! DIVING INTO THE NEURAL ROOTS OF SOCIAL ENTREPRENEURS**

Mr Rai Siddhant Sinha, IIM Kozhikode (IIMK), Strategic Management

**Abstract:** Traditionally, entrepreneurship theory and practice have considered empathy as an essential motivating factor for social entrepreneurial intentions and behavior. However, recent neuroscience advances have challenged this assumption. Thus, this paper leverages the affective neuroscience literature and illuminates the extant social entrepreneurship literature about the complex relationship between empathy and pro-social behavior by developing a multi-staged pro-social interaction model situated in the social entrepreneurship context. This novel perspective on social entrepreneurship highlights where empathy 'decouples' from pro-social actions and suggests the interventions that can prevent 'the collapse of compassion,' thus providing forward-looking insights to the extant entrepreneurship literature.

### **RECIPES FOR FEMALE ENTREPRENEURIAL PRODUCTIVITY IN TIMES OF CRISIS**

Mr Manash Jyoti Borah, IIM Ranchi, Strategy & Entrepreneurship, Rohit Kumar, IIM Ranchi, Strategy Management & Entrepreneurship, Neeraj Kumar kesharbani, IIM Ranchi, Strategic Management

**Abstract:** This study delves into entrepreneurial ecosystems' dynamic and intricate nature (EEs) by adopting a complex systems perspective. While traditional research has primarily explored the individual components of EEs, this study emphasizes understanding the interplay and configuration of these elements to foster productive entrepreneurship. Using the Entrepreneurial Framework Conditions (EFC) outlined by the Global Entrepreneurship Monitor (GEM) and employing the fsQCA methodology, the study offers insights into the interwoven factors that shape the complex system of EEs that result in female entrepreneurial productivity in times of crisis. The study finds three configurations of EEs that result in female entrepreneurial productivity in times of crisis, compared to 13 and 10 configurations in a pre- and post-crisis scenario, respectively.

#### **Track 6**

#### **Leadership and Human Capital**

**Best Paper Nominee: REMOTE WORK AND NETWORK ACCURACY PERCEPTIONS: IMPLICATIONS FOR PERFORMANCE AND CAREER ADVANCEMENT**



Dr Ravi Gajendran, Florida International University, Global Leadership and Management

**Abstract:** Despite the popularity of remote work, its implications for employee performance and career outcomes are unclear. In particular, how remote work affects employees' cognitive representation of the network of work and social relationships among unit members has not been systematically studied so far. The more time spent working spatially separated from others, the greater the chance that employees have flawed representations of the work unit's network structure. Having an accurate representation of the unit's network structure is a resource that can provide informational advantages as well as power and influence within the unit. In this paper, we develop a theoretical model linking remote work intensity to employees' network accuracy, which in turn is expected to influence performance and career outcomes. We propose that as employees work remotely more frequently, it leads to reduced facetime, which in turn affects the accuracy of employees' workplace network perceptions. In turn, this can hurt career advancement. Good leadership and self-monitoring can buffer against the negative effects of reduced facetime.

**Spotlight Paper: SUBJECTIVE AGE AND ITS RELATION TO MOTIVATION TO LEARN**

Dr Sweta Singh, IIM Amritsar, OB&HR, Chetan Chitre, Economics

**Abstract:** The paper aims to better understand the relationship between employees' subjective age and their motivation to learn. Further discussions demonstrate the impact of diversity climate. It is proposed that age diversity climate might weaken the relationship between subjective age and motivation to learn, because such a climate will be indicative of social categorization. This can create a disassociation between their actual age and perceived age, and might create an identity related issues which can adversely impact positive future orientation.

**Spotlight Paper: EXPLORING GREEN INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS ENVIRONMENT**

Mr. Vikash Mandal, NIT Durgapur, Department of Management Studies, Durba Pal, NIT Durgapur, Management Studies

**Abstract:** In a rapidly changing world, environmental sustainability is critical, particularly in the healthcare industry, which must align its mission with responsible practices. This study explores the link between Green Inclusive Leadership (GIL), Organizational Citizenship Behaviour towards the Environment (OCBE), and the mediating role of Environmental Concern. Using a sample of healthcare professionals, we draw on Social Information Processing Theory to examine how GIL influences OCBE through Environmental Concern. The findings highlight the positive impact of GIL on OCBE and the significant role of Environmental Concern as a mediator. This research contributes to understanding sustainable practices in healthcare organizations and underscores the importance of leadership and individual values in driving eco-conscious behaviour.

**THE DECREASE OF HIERARCHY IN CORPORATIONS: MYTH OR REALITY?**

Mr Piyush Gulati, INSEAD, Strategy, PhD Student, Arianna Marchetti, London Business School, Strategy and Entrepreneurship, Phanish Puranam, INSEAD, Strategy

**Abstract:** Are corporations becoming less hierarchical? While there has been substantial interest in this question, large-scale evidence has been scarce. Moreover, we lack a common conceptualization of what "less hierarchical" means. Does it imply reduction in managerial intensity, decentralization of decision-making, or both? We argue that these are distinct attributes and should be simultaneously analyzed to understand hierarchical evolution. We measure both for 3,017 US public firms from 2010-2019 (20,594 firm-year observations), using novel datasets drawing on job listings (Lightcast) and social profiles (Revelio). We find that firms show 2 percentage-point decrease in managerial intensity, 10% increase in senior-managers below CEO, and 16-22% increase in keywords indicating decentralization for non-managerial postings. We conclude that over the last decade, large U.S. corporations have indeed become less hierarchical.

**TAGGED AS "OUTGROUP LEADERS" – IMPACT OF IMMIGRANT AND WOMEN CEOS ON AMT ADOPTION?**

Ms Krati Jain, IIM Indore, Strategic Management, Punyashlok Dwibedy, IIM Indore, Strategic Management

**Abstract:** Using a sample of 3,430 manufacturing firms across 10 European countries, we investigate

how psychologically salient demographic characteristics, such as immigration status and gender of a CEO, impact firms' adoption of AMT. Further, we investigate changes in the above relationship with an increase in industry experience of a CEO. Building upon theories of social identity and stereotype threat, we find that both Immigrant and Female CEOs are less likely to adopt paradigmatic technological changes such as the adoption of AMT. The above relationship becomes most negative for Immigrant-Female CEOs. Further, we also find that with the increase in industry experience, female CEOs, both local and immigrant, are more

likely to adopt AMT than their male counterparts. We contribute to the integration of social identity theory, stereotype threat theory, and intersectionality within the context of technology adoption.

**BUSINESS EDUCATION AND FIRM CAPABILITIES**

Mr Gaurav G B, IIM Bangalore, Strategy, Sai Yayavaram, IIM Bangalore, Strategy

**Abstract:** In recent years, there has been a rise in the number of chief executive officers (CEO) who hold a degree in business. However, considerably less is known about their effects on businesses. In our study, we examine the impact that hiring a business graduate as CEO has on a company's capabilities. We specifically examine the varying influence of a business graduate CEO on a company's capabilities under three conditions: industry complexity, industry dynamism, and managerial discretion in an

industry. Using data on listed Indian firms from 2006 to 2019, we demonstrate that only in complex industries do firm capabilities increase after the appointment of top college business graduates as CEOs. In industries characterised by complexity and a high level of managerial discretion, the positive impact of top business school graduates on firm capabilities is even more pronounced. In volatile industries, however, business graduate CEOs have a negative impact on the firm's capabilities.

### **ROLE OF ENTREPRENEURIAL LEADERSHIP CATALYZING INCLUSIVE GROWTH OF WOMEN MICRO ENTERPRISES IN KUDUMBA**

Dr J Preetha Zazjny, University Institute of Technology, Kollam, Department of Business Management, Santhosh V A, TKM Institute Of Management, Kollam

**Abstract:** Like any small and big industrial sectors, the micro enterprises sectors in India need to exploit the advantages of technological upgradation to avoid being sidelined and excluded from the rapid transformation coming up in the business eco-system. In Kerala, 'Kudumbashree' the largest women movement of our nation plays an imperative role in strengthening the national development initiatives in many ways. The micro enterprises units functioning in all the fourteen districts of Kerala has been worth to women empowerment initiatives. A study was conducted to analyze the leadership role played by Kudumbashree mission towards micro enterprises run by women entrepreneurs in exploiting the advantages of technology driven business operations of the digital era. The study was conducted by surveying women entrepreneurs of Kudumbashree and the data was analyzed through statistical methods and the major finding was the need to up- skill entrepreneurs to meet the requirements of digital transformation.

### **OCCUPATIONAL CLOSURE IN ARCHITECTURE: EXPERIENCES OF COMMONWEALTH FEMALE MIGRANT ARCHITECTS IN UK**

Ms Sreenita Mukherjee, Queen Mary University of London, School of Business and Management, Queen Mary University of London

**Abstract:** This article originally combines the literature on professionalisation and occupational closure with a postcolonial feminist lens in an analysis of 43 in-depth interviews with female migrant architects from India living and working in the UK. This empirical analysis demonstrates how UK architecture is seen to operationalise bureaucracy to keep overseas-qualified migrants out despite the substantial influence of the UK architectural profession in shaping the professionalisation of architecture in Commonwealth countries such as India. Importantly, these migrants encounter barriers that they perceive were not only designed to exclude them but also seek to produce them as postcolonial subjects in an attempt to maintain the power imbalance between the former coloniser and the colonised.

### **HARNESSING COLLECTIVE MINDFULNESS FOR ALIGNMENT AND AGILITY: A STUDY OF SERVICE TEAMS**

Dr Saurabh Pandya, MICA, Business Management, Aniruddha Chatterjee, TAPMI, Manipal Academy of Higher Education, Kyle Bruce, Wentworth Institute of Higher Education, Munish Thakur, XLRI Jamshedpur

**Abstract:** Organizational teams face considerable challenges arising from increasing uncertainties and complexities in the contemporary business environment. Collective mindfulness, a quality representing purposeful and non-judgmental attention and awareness, enables these teams to stay vigilant and evolve in response to dynamic environments. Surprisingly, there is little research explaining the nuances of mindful functioning in teams. Using a phenomenological approach and drawing from the 'lived experience' of team leaders, this study explores how collective mindfulness is manifested in service teams in India. Grounded in the team adaptive performance (TAP) theory, this study provides insights into the relational dynamics and relational intelligence in the context of service teams. Findings from twenty interviews demonstrate how team mindfulness not only helps to create internal alignment among diverse actors but also facilitates agility to overcome everyday challenges. We contribute to the existing conceptualizations of team mindfulness and conclude by presenting several practical implications of the study.

## POSTER PRESENTATION SCHEDULE

**Saturday 16<sup>th</sup> December 2023**

Proposal Number	Proposal Title	Board Number	Authors
<b>Track 1) Technology, Innovation and Digital Transformation</b>			
76	<b>An Integrative Exploration of Cyberfraud's Influence on Digital Financial Inclusion in Rural India.</b>	1	Mohammed Afzal, Maryam Meraj, Manpreet Kaur, Naseem Ahmad <i>Department of Commerce, Aligarh Muslim University</i>
99	<b>Science Commercialization Capabilities: Leveraging Star Scientists for Innovation Orchestration</b>	2	Gaurav Tikas <i>Strategy, International Management Institute New Delhi</i>
122	<b>Decoding M-wallet Adoption Intention in Indian IT Sector: Insights from SEM-ANN Approach</b>	3	Aishwarya Mitra, Anupam De <i>National Institute of Technology Durgapur, Department of Management Studies</i>
124	<b>Spatial and Temporal Distribution of Public Health Facilities in Gujarat</b>	4	Vijay Kumar, <i>Department of Economics, Parul University</i> Tulika Tripathi, <i>Centre for Studies in Economics and Planning, Central University of Gujarat</i>
156	<b>Revolutionary Move For Transforming Digital Payments By Government: Upi</b>	5	Deepika Vijayvergiya <i>University Department, RTU, Kota, Management Studies</i>
173	<b>Upper Echelons Theory: Impact of CEOs Behavioural Aspects on Open Innovation Intensity</b>	6	Raj Mohan <i>Strategy, IIM Indore</i>
175	<b>The experience on Digital tourism for tourist revisits : A Serial Mediation Model</b>	7	Radhika P C, <i>Sacred Heart College, Kochi</i> Eldho Babu, <i>Loyola College</i> Johney Johnson, <i>Faculty of Management Sciences Mahatma Gandhi University, Kottayam</i> Maria Joseph, <i>Loyola College</i>
178	<b>Understanding organisational ecology of AI through the lens of Actor Network Theory</b>	8	Vaishalini Singh Jamwal, <i>OB &amp; HR, IIM Kashipur</i>
182	<b>Virtual Reality (VR) in Safety Training: A Literature Review of The Last Two Decades</b>	9	Sweta Bose, <i>OB &amp; HR, IIM Kashipur</i>
<b>Track 2) Environment, Society and Governance (ESG) and Non-Market Strategy</b>			
65	<b>Explicating The Interaction Dynamics Between Corporate Governance and Firm Innovation</b>	10	Bhuvaneashwar Subramanian, <i>Strategy And Entrepreneurship, IIM Nagpur</i>
174	<b>"Butterfly Effect" of Institutionalism: Corporate Sustainability under Environmental Upheaval</b>	11	Raj Mohan, <i>Strategy, IIM Indore</i>
290	<b>Human-Nature Complementation: A Transaction Cost Economics View</b>	12	Rishav Raj, Amit Srivastava <i>IIM Bodhgaya</i>

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<b>Track 3) Business and Corporate Strategy</b>			
33	<b>Economic Growth Model due to Innovation in Private and Public Companies</b>	14	Lakshman Singh, <i>Projects, Hindustan Aeronautics Limited</i>
43	<b>Drivers and barriers of corporate engagements with start-ups: Fuzzy AHP and Sensitivity Analysis</b>	15	Sonika Jha, Anil Kumar Singh, Sriparna Basu <i>Strategy, FORE School of Management</i>
60	<b>Embracing Heritage and Legacy: Unravelling the Tapestry of Family Business Brands</b>	16	Swapnil Sahoo, Arijit Das <i>General Management &amp; Strategy XLRI (Xavier Labour Relations Institute)</i>
92	<b>Redefining agile supply chain practices in the disruptive era - A case study</b>	17	Neelesh Kumar Mishra, <i>Operations XLRI</i> Poorva Pande Sharma, <i>Business &amp; Management, Jaipur National University,</i> Shyam Kumar Chaudhary, <i>ARMJET</i>
192	<b>Prior Performance and Product Diversification Strategy: An Indian Perspective</b>	18	Supratim Kundu, <i>Marketing, S P Jain Institute of Management &amp; Research (SPJIMR)</i>
<b>Track 4) Internationalization and Global Strategy</b>			
62	<b>Internationalization Process Of Indian Business Firms</b>	19	Ankit Surana, Meena Chavan, Francesco Chirico <i>Management, Macquarie University,</i> Vikas Kumar, <i>International Business School, University of Sydney</i>
107	<b>Understanding the role of digital media in strategic communication</b>	20	Mitrajit Biswas, <i>Management, O.P. Jindal Global University</i>
139	<b>Robotics, Wages, and Developing Countries: Not a Duel, but a Dual Advantage</b>	21	Pavan Kulkarni, Snehal Awate, <i>IIT Bombay</i> Amit Jain Chauradia, <i>College of Business, Doane University</i>
<b>Track 5) Family Business and Entrepreneurship</b>			
45	<b>The Wind Beneath Her Wings: An Action Research Study on Motivation of Women Entrepreneurs</b>	22	Shikha Khurana, <i>Strategy, IIM Ahmedabad</i>
159	<b>Correlation and regression analysis between entrepreneurship activity and income inequality</b>	23	Sandhya rani, Deepak Vinod Kesarwani, Rajesh Kumar Shastri <i>Humanities and Social Science, Motilal Nehru National Institute of Technology Allahabad,</i>
238	<b>Managing Diversity, Inclusion, and Socio-economic Mobility Challenges in Family Firm</b>	24	Gitishna Prasad, Arup Roy <i>Business Administration, Tezpur University</i>
258	<b>Exploring the Impact of Social Identity and Role Ambiguity on Harmony in Family in Family Businesses</b>	25	Yashsvi Pancholi, Prachi Bhatt, <i>Human Resources, FORE School of Management</i>
280	<b>Employment relations system in two business communities of India: Baniya and Sindhi</b>	26	Vartika Varyani, <i>Organisational Behaviour, IIM Indore,</i>
283	<b>Sustainable Business Model Innovation of an Indian Startup: An Imprinting Theory Perspective</b>	27	Ravi Roshan, <i>Strategic Management, IIM Lucknow</i>
308	<b>Frontiers of Resilience in Family Business Research</b>	28	Nupur Pavan Bang, Tajuddin Malik, Sougata Ray <i>Indian School of Business, Thomas Schmidheiny Centre for Family Enterprise</i>

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419	<b>Unveiling Organizational Dynamics of SEs: The Triumph of Aravind in Delivering Affordable Eye Care</b>	29	Diwakar Singh, Richa Awasthy <i>Dr B R Ambedkar University, Delhi, SBPPSE</i>
420	<b>Social Entrepreneurial Strategy in developing and developed economy: A text mining based approach</b>	30	Vineet Kaushik, <i>Strategy, IIM Kashipur,</i>
<b>Track 6) Leadership and Human Capital</b>			
26	<b>National Human Resource Development and Skill Development: A Capability Building Framework</b>	31	Ritu Sharma, Isha Sharma <i>International Centre for Cross Cultural Research and Human Resource Management (ICccR &amp; HRM), University of Jammu,</i>
31	<b>Did Human Capital Offer A Measure of Competitive Advantage To Banks In Pre And During COVID Times?</b>	32	Shruti Bansal, Narinder Kaur <i>Department of commerce, Punjabi University, Patiala,</i>
52	<b>Building a Trustworthy Foundation: Unravelling the Role of Human Capital and Organizational Citizens</b>	33	Swapnil Sahoo, Pooja Yadav <i>General Management &amp; Strategy, XLRI (Xavier Labour Relations Institute)</i>

**Sunday 17<sup>th</sup> December 2023**

PROPOSAL NUMBER	PROPOSAL_TITLE	BOARD NUMBER	Authors
<b>Track 1) Technology, Innovation and Digital Transformation</b>			
268	<b>Shaping Pharma Commercialization Through Digitalization: Role Of Dynamic Managerial Capabilities</b>	1	Subodh Singh, Sabyasachi Sinha, Priyatam Anurag, <i>Strategic Management, IIM Lucknow,</i>
276	<b>Envisioning a Digital Strategy for Managing Software Quality Using Robotic Process Automation</b>	2	Rajarshi Mukherjee, <i>Strategy, IIM Ahmedabad</i> Pritha Chatterjee, <i>Wipro India Pvt Ltd</i>
285	<b>Effect Of AI On Firm's Strategic Performance: A Study Of Indian IT/ITES Firms</b>	3	Anurag Chaturvedi, <i>MDI Gurgaon</i> Pallav Bose, <i>IIM Ranchi</i>
292	<b>Innovation in Knowledge Economy: A case of 3D Printing's Rise in Global Markets and India</b>	4	Rajat Agrawal, <i>IIT Roorkee</i> Aman Semalty, <i>Rainbow Public School</i>
306	<b>Can organizational focus on Responsible AI lead to improved AI adoption by employees?</b>	5	Seema Chokshi, <i>Singapore Management University, Business School</i>
328	<b>Critical Success Factors of Industry4.0 enabled Circular Startups - A Dynamic Capability View</b>	6	Sagnika Datta, Krishna Balodi <i>IIM Lucknow</i>
348	<b>Open Innovation 2.0: Elevating firms with digital technology tools</b>	7	Arpan Mondal, Kshitij Awasthi <i>IIM Lucknow</i>
363	<b>Temporal dynamics of optimal distinctiveness along TLC</b>	8	Veethica Smriti, Sai Yayavaram <i>IIM Bangalore</i>
<b>Track 2) Environment, Society and Governance (ESG) and Non-Market Strategy</b>			
357	<b>Quantifying the Significance of ESG Performance and its Impact on Financial Performance</b>	10	Unnati Tripathi, Shweta Sharma, <i>Management Studies</i> <i>Malaviya National Institute of Technology, Jaipur</i>

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395	<b>Is the BPO sector in India ready to incorporate the ESG framework or reporting in their business pol</b>	11	Sadrita Deb, <i>Finance, Bharathidasan Institute of Management, Trichy</i>
409	<b>Stakeholder Pressure and Digital Transformation: Catalysts for Sustainability Outcomes</b>	12	Biswapriya Saha <i>Strategy, IIM Bangalore</i>
<b>Track 3) Business and Corporate Strategy</b>			
223	<b>Insights into Scenario Planning Practices in Organizations in India- A qualitative study</b>	13	Shiny Mathew, Anshu Rani, <i>Commerce REVA University</i>
242	<b>Temporal Structuring And Strategic Decision-Making: An Integrative Process Model</b>	15	Vikas Namadeva Prabhu, <i>Strategy, IIM Bangalore,</i>
414	<b>The role of Organizational Citizenship Behaviour towards Environment: A strategy for Indian IT sector</b>	17	Meenakshi Bisla, <i>University School of Management Studies, Guru Gobind Singh Indraprastha University,</i>
425	<b>Rule of Three and Industry Concentration Level: Recommendation for "Generalist-Firm" Managers</b>	18	Pallav Bose, Swarup Kumar Dutta <i>Strategic Management, IIM Ranchi,</i>
<b>Track 4) Internationalization and Global Strategy</b>			
253	<b>Strategy for Innovation and International Competitiveness for EMNEs: Exploring drivers...</b>	19	Kirankumar S. Momaya, Padmanav Adhikari, <i>Shailesh J. Mehta School of Management IIT Bombay</i> Pranusha Manthri, <i>Strategy, Accenture</i>
272	<b>Does host country institutional dynamism matter for cross-border acquisition performance?</b>	20	Sowmya Kannan, Manish Popli <i>Strategic Management, IIM Indore</i>
303	<b>Pine Labs: Redefining International Fintech with BNPL and POS</b>	21	Harshini Sreeram, <i>Mechanical Engineering, IIT Bombay</i>
<b>Track 5) Family Business and Entrepreneurship</b>			
353	<b>How Trust as Commodity Co-creates Entrepreneurial Opportunity?</b>	22	N G Yamini, <i>OB&amp;HR, IIM Kozhikode</i>
366	<b>Social Enterprises Shaping Entrepreneurial Aspirations of Poor in India: An Empirical Study</b>	23	S Bhavani Shankar, Kajari Mukherjee, <i>OB&amp;HR, IIM Indore</i> Sanjay Goel, <i>University of North Dakota</i>
378	<b>Indian MSMEs' Problem With Delayed Payments: A Resource Dependence Theory Perspective (RDT)</b>	24	Vishnugaranya Ivaturi, <i>Strategic Management, IIM Kozhikode</i>
397	<b>How Women Entrepreneurs in Conflict Zones use Social Media to Overcome Challenges</b>	25	Ivan Zupic, <i>Goldsmiths, Institute of Management Studies, University of London,</i> Naira Fayaz, Sujata Khandai, <i>Amity University Uttar Pradesh</i>
<b>Track 6) Leadership and Human Capital</b>			
90	<b>Governance Dynamics of Strategic Human Capital amid Extreme Environmental Disruption</b>	26	Sandhya Mishra, Snehal Awate, Karuna Jain, <i>SJMSOM, IIT Bombay,</i>
96	<b>Surprise me with your focus: Impact of regulatory focus of the CEO on earnings surprise</b>	27	Mithira Siva, Amit Karna, Mayank Varshney <i>Strategy, IIM Ahmedabad,</i>
157	<b>A Conceptual Study on Neuro Leadership and Human Capital: Mediator Role of Training and Development</b>	29	Heena Alwani, Tulsee Giri Goswami <i>Management, Central University of Rajasthan,</i>



**WINNERS**

<b>Award</b>	<b>Names</b>	<b>Proposal Title</b>	<b>Sponsor</b>
<b>Best Submission for Track 1</b>	Swati Rohatgi, Navneet Gera	The Impact of Digital Banking Usage on Women's Economic Empowerment	Indian School of Business, Hyderabad
<b>Best Submission for Track 2</b>	Pramendra Singh Tank, Sanjay Kumar Jain, Balagopal Gopalakrishnan	Do firms respond to commitments on climate change? Impact of COP21 on investment intensity	Indian School of Business, Hyderabad
<b>Best Submission for Track 3</b>	Saneesh Edacherian, Sunil Sharma, Klaus Uhlenbruck	Board Diversity and Firm Performance: The Role of CEO Personal Range	Indian School of Business, Hyderabad
<b>Best Submission for Track 4</b>	Sandeep Yadav, Rajesh Upadhyayula, Vikas Kumar	Pro-market reform and first cross-border acquisition speed of Indian business group firms: Exploring intergroup and intragroup heterogeneities	Florida International University
<b>Best Submission for Track 5</b>	Rai Siddhant Sinha, Mankavil Kovil Nandakumar, Daniel Beal	Is It Better to Have Eye at The Ball or Eye at The Scoreboard? The Role of Learning Goal Orientation	Indian School of Business, Hyderabad
<b>Best Submission for Track 6</b>	Ravi Gajendran	Remote Work and Network Accuracy Perceptions: Implications for Performance and Career Success	Indian School of Business, Hyderabad
<b>Runner-Up for Best Paper</b>	Rajiv Krishnan Kozhikode, Rekha Krishnan, Farouk Abdul-Salam	Guilty Until Proven Otherwise: High Status and the Burden of Proof under Socialism	Indian School of Business, Hyderabad
<b>Runner-Up for Best Paper</b>	Pramendra Singh Tank, Devanshi Agarwal, Sumit Jaiswal	Beyond Borders: The Role of Cohort Size and International Presence in Accelerators on Start-up Funding Outcomes	Indian School of Business, Hyderabad
<b>Best Paper</b>	Bibek Bhattacharya	Network Constraint and Ex-Bureaucrat Directors	Indian School of Business, Hyderabad
<b>Best Doctoral Student</b>	Pramendra Singh Tank Ana Sinha		Indian School of Business, Hyderabad
<b>Best Emerging scholar Award</b>	Bibek Bhattacharya		Indian School of Business, Hyderabad



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**Track 3: Business and Corporate Strategy:** Deepak Chandrashekar, *IIMB*, Ashutosh Kumar Sinha, *IIML*

**Track 4: Internationalization & Global Strategy:** Anish Purkayasha, *University of Sidney*, Sandeep Yadav, *IIMB*

**Track 5: Family Business and Entrepreneurship:** Sai Chittaranjan Kalubandi, *IIMB*, Ludvig Levasseur, *IIMB*

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