6 June

18.30-20.00 Welcome Reception (location to be announced)

7 June

8.30-9.00 Registration

9.00-10.15 Opening Plenary Session
Welcome: Joan Enric Ricart, IESE, University of Navarra
Introduction of Keynote Speaker: Jeffrey Harrison, University of Richmond
Keynote Address: Jan Müehlfeit, Chairman Europe, Microsoft Corporation
Reaction: Robert Phillips, University of Richmond
Questions from Audience

10.15-10.45 Coffee Break

10.45-12.00 Common Ground Sessions

Session 1 The Role of Trust
Facilitator: Jennifer Griffin, George Washington University
AMINE EZZEROUALI - PRIORITIZING STAKEHOLDERS' INTERESTS: EXPLORING TRUST RELATIONSHIPS WHILE ADDRESSING MULTIPLE AND CONFLICTING CLAIMS
ROBERT HURLEY, MICHAEL PIRSON - TRUST AS BRIDGE BETWEEN RESOURCE AND STAKEHOLDER THEORIES OF THE FIRM: AN EXPLORATORY EXAMINATION IN THE CONTEXT OF THE GLOBAL FINANCIAL CRISIS
ASKO KINNUHE, TAINA SAVOLAINEN - VALUE CREATION BY TRUST IN MANAGEMENT TEAM A DISCURSIVE STUDY OF TOP MANAGEMENT STRATEGY WORK
TAINA SAVOLAINEN, PALMIRA LOPEZ-FRESNO - TRUST IN VALUE CREATION AND STAKEHOLDER RELATIONSHIPS MANAGEMENT - THEORETICAL DISCUSSION AND EMPIRICAL FINDINGS

Session 2 Networks and Systems
Facilitator: Maurizio Zollo, Università Bocconi
MICHAL ZDZIARSKI, ROBERT G. BOUTILIER - NETWORK PERSPECTIVE ON COMPETITIVE ADVANTAGE AND STAKEHOLDERS THEORIES
BRICE DATTEE, ERKKO AUTO - EXTERNALITIES AND CONTROL MECHANISMS IN BUSINESS ECOSYSTEMS
MARIANNA MARRA, PASQUALE PERSICO - COMBINING THE RESOURCE-BASED VIEW AND STAKEHOLDER THEORY FOR STUDYING THE FIRM'S NETWORK CHARACTERISTICS
MARIO TANI, MAURO SCIARELLI, ORNELLA PAPALUCA - RELATIONAL CAPABILITIES IN STAKEHOLDER MANAGEMENT: AN ANALYSIS BASED UPON SOCIAL ENTERPRISES

Session 3 How Value is Created from a Stakeholder Perspective
Facilitator: Doug Bosse, University of Richmond
JARED HARRIS, DAVID SOUDER - SHARED STAKEHOLDER INTEREST, LEADING INDICATORS, AND FIRM VALUE CREATION
GEORGE KASSINIS, CHRISTINA KYPRIANOU, ALEXIA PANAYIOTOU - FIRMS, STAKEHOLDERS AND VALUE CO-CREATION
RICHARD SZANTO, BALINT ESSE, AGNES WIMMER - VALUE CREATION IN THE LIGHT OF THE STAKEHOLDER APPROACH – THE CASE OF HUNGARY
ANTONIO ARGANDONA - STAKEHOLDER THEORY AND VALUE CREATION
12:00-13:00 Lunch

13:00-14:45 **Paper Presentation Sessions**

**Session 1 Conscious Capitalism**
Chair: Joan E Ricart, University of Navarra

- **ITZIAR CASTELLO-MOLINA, HEIKO SPITZECK, ERIK HANSEN** - ORGANIZATIONAL SUSTAINABILITY LEARNING: CONFLICTIVE AGENCIES AND LEARNING DYNAMICS
- **ANSELM SCHNEIDER** - PRINCIPLES FOR DESIGNING SUPERIOR STAKEHOLDER ORGANIZATIONS I: RECONCILING EFFICIENCY AND LEGITIMACY BY COMMUNICATION
- **JOÃO SIMÃO** - A SUSTAINABLE VRIO ANALYSIS IN TOURISM PLANNING – A PROPOSAL
- **LEIGHTON WILKS, LOREN FALKENBERG** - RETHINKING CORPORATE SOCIAL RESPONSIBILITY: IS A MORAL RESPONSIBILITY BASED ON NEGATIVE DUTIES THE NEXT EVOLUTION?

**Session 2 Managing Relationships With Stakeholders**
Chair: Richard Priem, Texas Christian University

- **YVES FASSIN, SIMONE DE COLLE** - REVERSING A MULTINATIONAL’S DECISION OF PLANT CLOSING: WHEN STAKEHOLDER ALLIANCES CAN REPAIR AN ORGANIZATIONAL ETHICAL FAILURE
- **JENNIFER J. GRIFFIN, CHARLES P. KOERBER** - DO INDUSTRY CHARACTERISTICS MATTER WHEN MANAGING STAKEHOLDER RELATIONS?
- **ANNE LIVE VAAGAASAR, PERNILLE ESKEROD, HARALD NIKOLAISEN** - PROJECT STAKEHOLDER MANAGEMENT AS CONTINUOUS PROCESSES FOR RE-CREATING AND IMPROVING RELATIONSHIPS
- **WOUTER VAN BOCKHAVEN, PAUL MATTHYSSENS** - INTEGRATING INSTRUMENTAL STAKEHOLDER AND RELATIONSHIP MARKETING THEORY: VALUE CREATION FROM A MULTI-STAKEHOLDER PERSPECTIVE IN THE BELGIAN HEALTHCARE MARKET

**Session 3 Stakeholder-Based Resources as Sources of Value**
Chair: Carmelo Cennamo, Bocconi University

- **ROBERT ULMER** - CONSIDERING THE ROLE OF STAKEHOLDER RESOURCES AND VALUE CREATION DURING ORGANIZATIONAL CRISES
- **DEBORA TORTORA, MARIA TERESA CUOMO, ROBERTO DE LUCA, GERARDINO METALLO** - MEASURING CORPORATE REPUTATION FOR CREATION OF ADDED VALUE
- **JOHANNA K. JASKARI** - INSTITUTIONALIZED SOCIAL PRACTICES AS RESOURCES
- **BLANCA MARTINS, CORNELIA MEYER, MARKUS WILL** - DO SMES CREATE ENOUGH VALUE FROM INTELLECTUAL CAPITAL? LESSONS FROM THE INCAS EU PROJECT

14.45-15.15 Coffee Break

15:15-16.00 **Discussion of GOLDEN, a global, collaborative effort on sustainability research.**
Chair: Maurizio Zollo
Panel: Edward Freeman, Sandra Waddock, Simone deColle, Itziar Castello-Molina, and Carmelo Cennamo

16.00-17.30 **Paper Presentation Sessions**

**Session 1 Governance Structures**
Chair: Jared Harris, University of Virginia

- **NIEVES LIDIA DÍAZ-DÍAZ, PETRA DE SÁA-PÉREZ** - OWNERSHIP STRUCTURE AND HUMAN CAPITAL INVESTMENT: A QUESTION OF APPROPRIABILITY OF RENTS
- **IRINA IVASHKOVSKAYA, IRINA DOLMATOVA** - STAKEHOLDER VALUE - BASED GOVERNANCE PERSPECTIVES: THE CASE FOR CLOSELY HELD COMPANY IN EMERGING CAPITAL MARKET OF RUSSIA
- **IDLAN ZAKARIA** - TOWARDS AN ALTERNATIVE CORPORATE GOVERNANCE STRUCTURE FOR FOOTBALL CLUBS: A STAKEHOLDER APPROACH
- **EVANDRO BOCATTO, ELOISA PEREZ-DE-TOLEDO** - A SUPPORTIVE RHETORIC FOR A STAKEHOLDER THEORY
Session 2 Novel Perspectives on Stakeholder Theory
Chair: Robert Hurley, Fordham University
SANDRA WADDOCK - WE ARE ALL STAKEHOLDERS TO GAIA: AN INTERACTION PERSPECTIVE ON STAKEHOLDER THINKING
ROBERT PHILLIPS, DOUGLAS A. BOSE - STAKEHOLDER THEORY AND OUCHIAN CLANS
SAMANTHA MILES - STAKEHOLDER: ESSENTIALLY CONTESTED OR JUST CONFUSED?
SHAWN BERMAN, STEPHEN BRAMMER - REVISITING SMITH’S (2003)”WHETHER OR HOW?” QUESTION AND THE LINK TO VALUE CREATION

Session 3 Stakeholder Influence
Chair: Karan Sonpar, University College Dublin
TAGHRED AL-GHAITH, DAVID BROWN, DAVID WORTHINGTON - STAKEHOLDERS’ DYNAMICS INFLUENCE ON ICT STRATEGIC PROJECTS IN SAUDI PUBLIC HOSPITALS: APPRECIATIVE SYSTEM APPROACH- A WORK IN PROGRESS
IGOR GURKOV, ZAKIR SAIDOV, ALEX SETTLES - SAILING THE DANGEROUS WATERS OF CONTRADICTORY STAKEHOLDERS’ CLAIMS: A SIMPLIFIED CHART
JANITA F.J. VOS, MARJOLEIN C. ACHTERKAMP, JAN DE VRIES - ROLE - BASED STAKEHOLDER INFLUENCE ON THE ADOPTION OF A MANAGEMENT FASHION
JUDITH SCHREMPF, SYLVAIN CASTELLANO, ADNAN MÄALOUI - WHAT CAME FIRST: THE RESOURCES OR THE STAKEHOLDERS’ EXPECTATIONS? THE CASE OF THE ELECTRIC CAR

19.00 Bus pick-up (location to be announced)
20.00 Conference Dinner at Restaurant Can Cortada

8 June

9.00-10.15 Common Ground Sessions

Session 1 Stakeholders and Corporate Social Responsibility
Facilitator: Thomas Clarke, University of Technology, Sydney
JARED HARRIS, MAURIZIO ZOLLO, R. EDWARD FREEMAN - STAKEHOLDER ENGAGEMENT, CSR COGNITION, AND ALIGNMENT
NICOLAS MOTTIS, JEAN-PIERRE PONSSARD - VALUE CREATION AND COMPENSATION: THE EMERGENCE OF CSR?
LAURA PEINADO LOPEZ, MARIO JAVIER DONATE MANZANARES - A MODEL ON THE RELATIONSHIPS AMONG CORPORATE SOCIAL RESPONSIBILITY, SOCIAL CAPITAL AND FIRM INNOVATION
IOANNIS IOANNOU, GEORGE SERAFEIM - THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON INVESTMENT RECOMMENDATIONS

Session 2 Stakeholder Utility
Facilitator: Robert Phillips, University of Richmond
CATERINA TANTALO, PRIEM R. L., VANEVERHOVEN J. - CLASSIFYING PRIMARY STAKEHOLDERS’ MULTIPLE UTILITY SOURCES: AN EXPLORATORY STUDY
THOMAS JONES, WILL FELPS - TAKING STAKEHOLDER HAPPINESS SERIOUSLY: A NEO-UTILITARIAN OBJECTIVE FOR THE MODERN CORPORATION
MARKUS WARTIOVAARA - INDIVIDUAL VALUE CREATION AND ITS STAKEHOLDERS

10.15-10.45 Coffee Break

10.45-12.00 Common Ground Sessions

Session 1 Sustainability
Facilitator: Sandra Waddock, Boston College
PERNILLE ESKEROD, MARTINA HUEMANN - MANAGING PROJECTS FOR STAKEHOLDERS FROM A SUSTAINABILITY PERSPECTIVE
DOMENICO DENTONI, H. CHRISTOPHER PETERSON - MULTI-STAKEHOLDER SUSTAINABILITY ALLIANCES: A FRAMEWORK FOR FUTURE RESEARCH
JOHANNES ASEL, ARTHUR POSCH, GERHARD SPECKBACHER - THE EFFECT OF STAKEHOLDER PRESSURE AND TOP MANAGEMENT SUSTAINABILITY ORIENTATION ON ORGANIZATIONAL CONTROLS
Session 2 Innovation and Entrepreneurship
Facilitator: Shawn Berman, University of New Mexico

JOHAN DE JONG, FRANK JAN DE GRAAF - INSTITUTIONAL ENTREPRENEURSHIP AND CSR WITHIN INTERNATIONAL SME'S: THE ADDED VALUE FOR SMES OF EMPLOYEE-ORIENTED CSR IN FOREIGN SUBSIDIARIES
JORIS VAN OSTAEYEN, BART NEELS, JOOST DUFLOU - IDENTIFYING VALUE CREATION OPTIONS FOR INVESTMENT GOOD MANUFACTURERS
LORRAINE WARREN, TED FULLER, SALLY JANE NORMAN, KIRK WOOLFORD, CARLOS GUEDES, GILES LANE - REALISING THE VALUE SPECTRUM: CREATIVE INTERDISCIPLINARY PROJECTS
DOUG BOSSE, JEFF POLLACK - WHY ENTREPRENEURS PUT UP WITH ENTREPRENEURS' LEGITIMACY LIES

Session 3 Fostering Competitiveness from a Stakeholder Perspective
Facilitator: Samantha Miles, Oxford Brookes University

CARMELO CENNAMO - WHEN DO STAKEHOLDER-ORIENTED PRACTICES FOSTER A COMPETITIVE ADVANTAGE? TOWARDS A THEORY OF STAKEHOLDER MANAGEMENT EXPLORATION AND EXPLOITATION
GUIDO UGLIETTI - EXPLORING THE UNDERLYING FACTORS NEEDED TO MANAGE ORGANIZATIONAL STAKEHOLDERS' INTELLECTUAL CAPITAL IN ORDER TO OBTAIN A SUSTAINABLE COMPETITIVE ADVANTAGE
PEDRO PICALUGA NEVADO - THE TRANSLOCAL STRATEGY AS THE CONFLUENCE BETWEEN INTERNATIONAL STRATEGIES AND STAKEHOLDERS
VENUGOPAL RAMACHANDRAN - CREATING VALUE FOR STAKEHOLDERS: A DYNAMIC CAPABILITIES PERSPECTIVE

12.00-13.00 Lunch

13.00-14.00 Keynote Session
Introduction of Keynote Speakers: Jeffrey Harrison, University of Richmond
Keynote Speakers: Thomas Jones, University of Washington
Edward Freeman, University of Virginia

14.00-14.30 Coffee Break

14.30-16.00 Paper Presentation Sessions

Session 1 Stakeholder Theory and the Resource-based View
Chair: Stephen Brammer, University of Warwick

ANDREAS FILI - GOOD COP, BAD COP: HOUSING THE CONTRADICTORY LOGICS OF THE RESOURCE-BASED VIEW AND THE STAKEHOLDER VIEW THROUGH SEPARATION OF ROLES
LUCEA RAFAEL, JONATHAN DOH - MISCONSTRUCTION AND MISUNDERSTANDING IN CORPORATE-NGO INTERACTIONS; MANAGERIAL COGNITION AS A BRIDGE BETWEEN RBV AND STAKEHOLDER THEORY
JOHN BURTON - TUBS, HUBS & SPOKES: AN EXPLORATION OF THE RESOURCE BASED AND STAKEHOLDER THEORIES OF THE FIRM USING THE METAPHYSICS OF COGNITIVE SCIENCE

Session 2 Applying the Stakeholder Perspective to Interesting Contexts
Chair: Robert Ulmer, University of Arkansas at Little Rock

FINN SCHOELER - MANAGEMENT COMMENTARY AS AN INFORMATION TRANSPARENCY MEANS IN A NON-LISTED ENVIRONMENT
VALERIE BUTHION - A NORMATIVE FRAMEWORK FOR HEALTHCARE SYSTEM STAKEHOLDERS
SÉRGIO LUIZ DA SILVA, BEATRIZ ANDRADE, CARLA CAMPOS PEREIRA, LUANA VELHO TALITHA, ROBERTA BONFATTI - THE PUBLIC LIBRARY MANAGEMENT FROM STAKEHOLDERS’ PERSPECTIVE: A CASE STUDY
KARAN SONPAR, PETER MCNAMARA, FEDERICA PAZZAGLIA - ENABLING STAKEHOLDER COOPERATION IN A SOCIAL VENTURE: THE SPECIAL OLYMPICS WORLD SUMMER GAMES IN IRELAND

Session 3 Defining Key Concepts
Chair: Simone deColle, Dublin City University

TIMOTHY DEVINNEY - WHO IS A STAKEHOLDER? A FORMAL MODEL OF STAKEHOLDER DETERMINATION
SAMANTHA MILES - STAKEHOLDER DEFINITIONS: PROFUSION AND CONFUSION
PHILLIP LAWRENCE - STAKEHOLDER, THE VIEW FROM THE OTHER SIDE: A PRAGMATIC VIEW

16.00-16.15 Closing Remarks: Jeffrey Harrison and Edward Freeman