



UNIVERSITY OF  
OXFORD

Saïd  
Business  
School



Centre for  
Corporate Reputation

# Reputation Symposium 2019



# Reputation Symposium

## 28–30 August 2019

### Saïd Business School, University of Oxford

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### WiFi

If you would like to use WiFi during the symposium, please connect to SBS-Conf, for which there is no password required.

Welcome to our tenth Reputation Symposium, now firmly established as the most important annual global gathering of reputation scholars. I am sure you are all looking forward, as I am, to three days of riveting, revelatory and even provocative presentations and panels, with the usual impressive interdisciplinary sweep, covering everything from the reputation of AI to canon law, activism and country reputations.

As we face our second decade as a centre, we are ensuring that we do not rest on our laurels. Innovations this year include capturing more of everyone's work in the form of short videos and podcast-style discussions which we will be hosting on our website. We will also be canvassing attendees for contributions to the debate we are currently having at the centre regarding future research priorities as we continue to expand. We hope this will be a regular and useful driver for all the work of our wider research community.

As usual, we are delighted to underpin our support of the work of others with two awards. This year's Best Published Paper award goes to Samuel P. Fraiberger, Roberta Sinatra, Magnus Resch, Christoph Riedl and Albert-Laszlo Barabasi for "Quantifying reputation and success in art" (*Science* 362 -2018), an examination of the career trajectories of artists relative to the networks of galleries and museums. The award for Best Dissertation has gone to Abbie Oliver, Assistant Professor at the J. Mack Robinson College of Business, University of Georgia, for "Think Crisis, Think Female?: Stakeholder Reactions to CEOs Following Corporate Violations". We hope to welcome award winners to this year's event as well as in future years.

Another consistent element of the symposium over the years has been the contribution made by our Senior Research Fellow and Centre Deputy Director Rowena Olegario. Rowena indicated to me some time ago that she would like to return to full-time research, and so sadly for us this is the last year that she will be co-chairing our symposium. She leaves the centre at the end of October to concentrate on her work at The Global History of Capitalism Project within the History department at the University of Oxford. I am personally delighted that she will remain in Oxford and would like to publicly thank Rowena on behalf of the centre for her great wisdom and energy and the huge contribution she has made to the centre's success to date.

Going forward, I will continue to oversee the symposium together with Alan Morrison, who has also played a critical role in the centre's development. Not only is Alan a prolific and recognised reputation scholar, he also currently chairs our centre steering group within Saïd Business School and has been part of

our symposium steering group for many years. From next year onwards, we have decided that the symposium will be organised by Alan together with a colleague selected from among our International Research Fellows, and I am delighted that Michael Jensen has agreed to co-chair next year's symposium. My thanks to Alan and Michael, and also to all of the track chairs this year for the fantastic line-up that they have helped curate.

Finally, I would like to thank our funders, our Visiting Fellows and our alumni from the various reputation programmes run by Executive Education here in Oxford, many of whom are attending our opening debate and the gala dinner. Their support, advice and wisdom as we shape our research and policy agenda is hugely valuable and much appreciated.

I very much hope that you all enjoy the symposium.



**Rupert Younger**  
Director, Oxford University Centre  
for Corporate Reputation

# The Oxford University Centre for Corporate Reputation and Saïd Business School

The Oxford University Centre for Corporate Reputation (CCR), founded in 2008, is an independent research centre within Oxford University's Saïd Business School. The CCR conducts and supports world-class research that furthers understanding of how the reputations of organisations and individuals are created, sustained, enhanced, destroyed and rehabilitated. In addition to our annual Reputation Symposium, the CCR hosts conferences, seminars and workshops that feature leading scholars of reputation and social evaluation more broadly. The CCR is fortunate to have the support of an outstanding group of International Research Fellows from academic institutions around the world, as well as many distinguished Visiting Fellows from business, the media and other organisations. We have also devised and teach courses on the school's MBA curriculum and for the school's executive education programmes.

Saïd Business School was founded in 1996, and since then has become one of the highest ranking business schools in the world, with a reputation for entrepreneurship and innovative business education. The school has two sites: Park End Street and Egrove Park. The city centre building at Park End Street was constructed on the site of the Oxford Rewley Road railway station, which dates back to 1844. It opened in 2001 as the result of a £23 million benefaction from businessman and philanthropist Wafic Saïd. More recently, a new wing of the school, the Thatcher Business Education Centre, was opened in 2012. It was formally inaugurated by His Royal Highness the Prince of Wales on 4 February 2013.

The state-of-the-art design of Park End Street is the work of leading architects Jeremy Dixon and Edward Jones, who also designed the £214 million redevelopment of the Royal Opera House in London's Covent Garden. While modern in materials and approach, their design for Oxford Saïd draws upon academic tradition, with a classical outdoor amphitheatre, columns and cloisters, oak-panelled, horseshoe-style lecture theatres, two large outdoor garden spaces, and a contemporary interpretation of the traditional Oxford dreaming spires.

Our Egrove Park campus is located in a bucolic farm setting and is used for executive education. Built in 1967 in a modernist style, the campus has a combination of teaching, conference, residential and recreational spaces.



## Centre Staff

### Sarah Livingstone, centre manager

Sarah started her professional career in IT project management for Hays Resource Management, part of the Hays plc group. She has worked for Deloitte as an HR contractor/consultant based in The Hague and at the Department of Health as a Project Coordinator in the Procurement, Investment and Commercial Division. Sarah joined the centre in 2011.

### Mark Hughes-Morgan, researcher/writer

Before joining the centre in 2013, Mark was a journalist for many years, writing and editing for national newspapers and magazines. He has also advised companies on global PR and internal communications. He writes and edits the centre publications, including our case studies and *Reputation* magazine.

With thanks to Wei Jiang and Eloise Fraser for their help in organising the Reputation Symposium and compiling this brochure.

# Programme of Events

## Day 1 – Wednesday 28 August

15:30	Welcome coffee/tea, Cohen Quad on Walton St, Exeter College
16:00	<i>Opening Session: Reputation and Artificial Intelligence</i> Nicole Gillespie (Moderator) Natalia Efremova Brent Mittelstadt Rachel Coldicutt
17:00	Walk from Cohen Quad on Walton Street to the Oxford Union, St Michael's Street
17:30	Oxford Union Debate: "This house believes that social media promotes anti-social behaviour". Rupert Younger, Oxford University Centre for Corporate Reputation (Chair) Cynthia Devers, Mays Business School, Texas A&M University William Harvey, Exeter University Business School Alan Morrison, Saïd Business School, University of Oxford Roger Parry, YouGov plc Rhonda Reger, Trulaske College of Business, University of Missouri David Wighton, The Wall Street Journal
18:45	Pre-dinner drinks, Exeter College, Turl Street
19:30	Opening dinner, Exeter College dining hall

## Day 2 – Thursday 29 August

	Eni Lecture Theatre	Lecture Theatre VIII
08:30	Registration, entrance hall, Thatcher Business Education Centre, Saïd Business School Coffee/tea on arrival in Club Room	
09:00	<i>Are Network Brokers Prone to Bad Behaviour?</i> Ronald Burt (Chair) Martin Kilduff Sonja Opper	<i>The Sound and the Fury: Managing Corporate Reputations in the Social Media Era</i> Rhonda Reger (Chair) Margaret Duffy Michael Etter Xinran (Joyce) Wang
10:15	Session break, coffee/tea in Club Room	
10:45	<i>Canon Law and Reputation</i> Alan Morrison (Co-Chair) Bill Wilhelm (Co-Chair) Mary Anne Case Patrick Nash	<i>Country Reputations</i> William Newburry (Chair) Alper Darendeli Chengguang Li
12:00	Lunch, Pyramid Room, Saïd Business School	
13:15	<i>New Theoretical Directions in Research</i> Michael Pfarrer (Chair) Andreas König Jonathan Bundy Daniel Gamache	<i>Reputation of Brands and Consumers</i> Roland Rust (Chair) Timothy Keiningham Ming-Hui Huang Kalinda Ukanwa
14:30	Session break, coffee/tea in Club Room	
15:00	<i>Leadership and Social Evaluations</i> Timothy Pollock (Chair) Owen Parker and Rachel Mui Elle Yoon Jeffrey Lovelace	<i>Rebuilding Individual Reputation and White Collar Crime</i> Thomas Roulet (Chair) William Harvey Eugene Soltes

	Eni Lecture Theatre	Lecture Theatre VIII
16:15	Session break, coffee/tea in Club Room	
16:45	<i>Stigmatised Industries and Occupations</i> David Deephouse (Chair) Kam Phung Rongrong Zhang Romain Vacquier Cynthia Devers (Discussant)	<i>Activism, Reputational Threats and Social Responsibility</i> Brayden King (Chair) Edward Walker Mary-Hunter McDonnell Edward Carberry

## Day 3 – Friday 30 August

	Eni Lecture Theatre	Lecture Theatre VIII
08:30	Coffee/tea on arrival in Club Room	
09:00	<i>Reputation in Intermediated Markets</i> Alan Morrison (Co-Chair) Bill Wilhelm (Co-Chair) Anja Shortland Katya Neretina	<i>Emerging Scholars</i> Cynthia Devers (Co-Chair) Michael Pfarrer (Co-Chair)
10:15	Session break, coffee/tea in Club Room	
10:45	<i>Closing session: Brand Activism</i> Harrie Vredenburg (Chair) Connie Van Der Byl Jessica Vredenburg Amanda Spry Daniel Korschun Rupert Younger (Moderator)	
12:00	Conference close, optional lunch in the Pyramid Room, Saïd Business School	

## Professional Development Workshop

**A professional development workshop (PDW) was held on the afternoon of Wednesday 28 August.**

**A number of the centre's International Research Fellows and 2019 symposium speakers were in attendance to provide guidance and feedback to the following early career researchers:**

Dominik Bong, University of Passau	Rongrong Zhang, University of Alberta
Radina Blagoeva, Erasmus University	<b>The PDW was facilitated by:</b> Cynthia Devers, Texas A&M University (Co-Chair)
Rohini Jalan, Oxford University Centre for Corporate Reputation	Michael Pfarrer, University of Georgia (Co-Chair)
Anna McKean, University of Northwestern	Daniel Gamache, University of Georgia
Kevin McSweeney, Oxford University Centre for Corporate Reputation	Jonathan Bundy, Arizona State University
Nawon Oh, Penn State University	Scott Graffin, University of Georgia
Tanja Ohlson, Oxford University Centre for Corporate Reputation	Andreas König, University of Passau
Ilaria Orlandi, Erasmus University	Jeffrey Lovelace, University of Virginia
Kam Phung, York University	Yuri Mishina, Imperial College Business School
Eva Schindwein, Oxford University Centre for Corporate Reputation	Abbie Oliver, Georgia State University
Cleo Silvestri, Imperial College Business School	Owen Parker, Oklahoma State University
Benno Stocklein, University of Passau	Timothy Pollock, University of Tennessee-Knoxville
Liyue Yan, University of Maryland	Rhonda Reger, University of Missouri
Elle Yoon, University of Georgia	Anastasiya Zavvalova, Rice University

## Wicked Problems: Managing Multiple Social Evaluations in a Crisis

Jonathan Bundy, Assistant Professor, W. P. Carey School of Business, Arizona State University



Despite the central role of social evaluations in crises and crisis management, confusion persists as to the nature of the different evaluations that stakeholders make. As a result, crises may threaten different evaluations in different ways, and organisational attempts to manage one social evaluation may harm or threaten others. Integrating research from the fields of management, strategy, organisational behaviour, communication and public relations, we present an overarching framework for understanding: 1) the nature of stakeholder's different social evaluations — including social approval, legitimacy, reputation, status and celebrity; 2) the role of each social evaluation in a crisis — including how each evaluation is threatened by a crisis and how an organisation may differentially manage its evaluations. We then consider how future research might work to better understand the role of social evaluations in crisis. Our primary recommendation is that scholars conduct more studies that consider multiple evaluations as antecedents, critical conditions and outcomes of the crisis management process.

### CO-AUTHORS:

Michael Pfarrer, Professor, Terry College of Business, University of Georgia

Farhan Iqbal, PhD Student, Terry College of Business, University of Georgia

## Network Brokers, Bad Behaviour and Reputational Governance

Ronald S. Burt, Hobart W. Williams Professor of Sociology and Strategy, University of Chicago Booth School of Business



This is a study of colleagues citing one another for bad behaviour, a third-generation research question about the externalities of broker behaviour, behaviour itself constituting a second generation of research built on the first generation that linked success with network structures rich in brokerage opportunities. Using three years of data on colleagues citing investment bankers for bad behaviour, I show that network brokers are associated with bad behaviour. The visible association, however, is spurious. Network brokers have larger networks, and bad-behaviour citations increase with total number of citations. When network size is held constant, the association between brokers and bad behaviour disappears. More, retribution for bad behaviour is exercised through network status. Holding constant network size, the bankers cited more often for bad behaviour have lower network status. Models predicting annual earnings show no direct association with citations for bad behaviour, but the usual low returns for low-status bankers. In sum, the standard network model of reputational governance is supported: bad behaviour is punished by lower network status, which lowers returns to network brokerage.

### CO-AUTHOR:

Song Wang, Associate Professor, Innovation, Entrepreneurship and Strategy, School of Management, Zhejiang University

## Institutional Responses to #MeToo Claims: #Vaticantoo, #Kavanaugh and the Stumbling Block of Scandal

Mary Anne Case, Arnold I. Shure Professor of Law, University of Chicago Law School



The #MeToo movement has led institutions of all sorts to take more seriously than heretofore claims that powerful men, in time frames ranging from decades ago to very recently, have engaged in sexual imposition ranging from rape to crude suggestiveness. What the movement has not resolved is what is to be done going forward with the men against whom such claims are credibly asserted. The hope that they would voluntarily and permanently step aside was, of course, over-optimistic. Yet the possibility that no avenue for redemption seems open may have led many of the accused to make the rational calculation that anything short of categorical denial would be career ending. The calculation for the institutions involved is also difficult. This paper will centre on one kind of institutional response, actually - though disastrously - used by the Catholic Church in its response over time to allegations of clerical sexual abuse, a response the Church saw as dictated by the canon law doctrine of scandal. As the Church saw it, even worse than the sexual sins committed by its clergy would be public acknowledgement of them in such a way as to present a stumbling block ("skandalon" in Greek) to the faith of believers. Thus, secrecy to the point of cover-up could be seen not as a problem, but as an imperative, a contribution to the greater good. As many critics have noted, the project thus became one of reputation management rather than of victim protection. After reviewing ways in which the doctrine of scandal can be seen to account for institutional responses to allegations against Catholic clergy and in some analogous cases such as that of US Supreme Court nominee Brett Kavanaugh, the paper will suggest that while the idea behind the doctrine of scandal - that the effect of allegations of wrongdoing by those in power on the people's faith in institutions is an important consideration - may be a sound idea, the doctrine itself needs to be reformed because it is the operation of the doctrine itself, as it motivates and justifies cover-up of wrongdoing, that has become a stumbling block to faith in the institutions affected.

## Sustainability in the Anthropocene and the Institutionalisation of Corporate Greenwashing

Edward Carberry, Associate Professor of Management, University of Massachusetts, Boston



Although the number of firms claiming significant sustainability efforts has dramatically increased over the last decade, climate change continues at an alarming pace, raising questions about the impacts of corporate sustainability efforts. This paper demonstrates, through an analysis of the sustainability efforts of the S&P 500, that despite the sophistication of corporate environmental reporting, the actual impacts of sustainability programmes on measures taken seriously by climate scientists are quite limited. We use this evidence to theorise how more varied and complex forms of corporate greenwashing have become institutionalised, and highlight the implications of our findings for theories of corporate responses to activism.

### CO-AUTHOR:

Matthew S. Urdan, PhD Student, Organisations and Social Change, College of Management, University of Massachusetts, Boston

## Guilty by Association: The Effects of Terrorism on Country Reputation and Corporate Activity



Alper Darendeli, Assistant Professor, Nanyang Technological University, Nanyang Business School

By exploiting variations in nationalities of foreign victims in local terror attacks, we identify distortionary effects of terrorism on country reputations and corporate sales to foreign countries. The effects of terrorism are economically and statistically significant, persistent and more pronounced after attacks with casualties and high levels of foreign media coverage. "Guilty-by-association" firms, i.e., local country firms whose names resemble names from their countries of origin, are noticeably affected through greater deterioration in foreign segment sales. Distortions driven by terrorist activities are associated with reductions in overall firm value, asset growth and profitability.

### CO-AUTHOR:

Mehmet Ihsan Canayaz, Assistant Professor, Smeal College of Business, Pennsylvania State University

## Under the Influence: Corporate Reputation Management in a Social Media World



Margaret Duffy, Professor at the Missouri School of Journalism, University of Missouri

Corporations, brands and marketing communication agencies are increasingly attentive to online "influencers", individuals who develop social media followings and thus are able to have impacts on perceptions audiences may have. Using a range of tools and platforms, these influencers successfully compete for time and attention with professional marketing messaging. Moreover, they have been shown to have impact on brand preferences and corporate reputation. Many firms have adopted influencer strategies as part of their overall approaches to measuring and strengthening their corporate reputations. However, less attention has been paid to social media message content and effectiveness or to the relative effectiveness of TV advertising versus influencer messaging. To that end, the present study is one of a series of experiments using simulated YouTube or other social media sites. The study tests corporate or influencer messages examining how disclosures and narrative conditions affect credibility, trust, persuasion knowledge, message engagement and corporate reputation.

### CO-AUTHORS:

Eunjin (Anna) Kim, Assistant Professor, Annenberg School for Communication and Journalism, University of Southern California

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## User Comments and Individuals' Reactions to Corporate Crisis Responses: The Amplification Effect on Reputational Outcomes



Michael Etter, Senior Lecturer, King's Business School, King's College London

Other people's opinions have substantial influence on individual judgment formation. Social influence theory argues that a perceived consensus or majority opinion about an issue affects individuals' judgments. Accordingly, we study the effects of user comments on individuals' reactions to a firm's crisis response in social media. With an in-between experiment, we test how Facebook comments about a firm's crisis response influence reputational outcomes. We find an amplification effect, whereby supportive user comments decrease reputation loss, when a firm disseminates an apology or information response in an intentional crisis scenario. Negative comments, on the other hand, increase reputation loss, when a firm denies its responsibility and uses a scapegoating response. However, we find that user comments were not able to offset the effect of inappropriate crisis responses. We explain these results with social judgment theory and discuss our findings in front of recent crisis communication literature.

### CO-AUTHORS:

Matthes Fleck, Professor, University of Applied Sciences, Lucerne, Switzerland

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## Simply the Best: How Positive Social Evaluations Can Lead to Organisational Hubris



Daniel Gamache, Assistant Professor, Terry College of Business, University of Georgia

Social evaluations research has suggested a wide range of benefits and costs associated with widespread social approval: e.g., reputation and celebrity. We develop theory to show that these forms of positive external evaluations of a firm can change the very nature of the firm itself. To do so, we introduce the construct "organisational hubris", which we define as a collective attitude marked by an inflated sense of pride and confidence in the organisation that becomes a pervasive characteristic of the organisation and its members. Drawing on research on organisational-level attitudes, we propose that organisational hubris develops following intense or persistent positive social evaluations from external sources and is collectivised as a result of shared cognition and emotional contagion. Organisational hubris is more durable than executive hubris and thus can have influences that last beyond the tenure of a specific executive. Once developed, organisational hubris leads to decisions and actions with two defining characteristics: latitude and insularity. Ultimately, organisational hubris becomes a powerful force that leads to reduced executive discretion and, as such, limits the ability of the CEO and other top executives to shape the firm.

### CO-AUTHOR:

Kevin Curran, Research Fellow, Oxford University Centre for Corporate Reputation

## Down and Out? A Case Study of White Collar Prisoners in the United States Attempting to Recover from Reputation Loss



William Harvey, Director of Research and Professor of Management, Exeter University Business School

Despite extensive research on reputation and identity, our understanding of how both constructs intersect is narrow and limited. This paper draws on an ethnographic study of 70 inmates at a federal prison camp in the United States to understand how professionals can recover after a devastating loss of reputation. The paper provides three theoretical insights in relation to reputation. First, we explain the socio-cognitive processes of how professionals cope with attempts to rebuild their reputation. Second, we argue that identity and construed image play an important role in rebuilding reputation when reputation signals are absent. Third, we show the relative importance of capability and character as well as a more important concept, contribution, for rebuilding reputation.

### CO-AUTHORS:

Navdeep Arora, University of Exeter Business School

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## Real-Time Longitudinal Analysis of Brand Reputation



Ming-Hui Huang, Distinguished Professor of Electronic Commerce in the Department of Information Management, College of Management, National Taiwan University

Many brand reputation measures currently exist, mostly at the aggregate level, such as the Interbrand "Best Global Brands" list, that ranks leading companies in terms of their overall reputation. Other brand measures, such as the Y&R Brand Asset Valuator, rely on customer brand perception surveys. We develop a new social media-based brand reputation tracker by mining Twitter data for comments on three drivers of brand reputation — value, brand and relationship — based on the Rust-Zeithaml-Lemon customer equity driver framework. The customer equity driver framework was designed to map to strategic marketing expenditures and has been applied at many leading companies worldwide. We collected longitudinal data for 100 leading global brands, from July 1 2016 to the end of 2018, on a weekly, monthly, and quarterly basis. We measure volume and sentiment on the three drivers of brand reputation and show that the tracker reflects important brand events, and that the three drivers of brand reputation vary in terms of the degree to which they reflect those events. We explore the stationarity of the drivers and analyse the interdependence pattern between them. We further link the drivers to firm abnormal stock returns to demonstrate the nomological validity of the drivers and their actionability for brand management. The tracker connects social media mining and marketing, making brand reputation measure accessible in an almost real-time manner, and bridges the corporate reputation literature with marketing outcomes by bringing in the customer-focused measure of brand reputation.

### CO-AUTHORS:

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Gillian Brooks, Postdoctoral Career Development Fellow in Marketing, Saïd Business School, University of Oxford

Timur Chabuk, Director of Intelligent Information Systems at Perceptronics Solutions, Inc

## Understanding the Drivers of Word-of-Mouth Volume Across Industries



Timothy Keiningham, J. Donald Kennedy Endowed Chair in E-Commerce and Professor of Marketing, Peter J. Tobin College of Business, St John's University

Managers and researchers are keenly interested in understanding the drivers of word-of-mouth (WOM) volume. This research investigates the different types of WOM behaviours associated with six attitudinal drivers (customer satisfaction, positive emotions, negative emotions, affective commitment, calculative commitment, self-brand connection). We began by building a large-scale multi-national database that includes attitudinal drivers, customer characteristics, and a full range of WOM behaviours, involving both sending and receiving positive and negative WOM. Moreover, we distinguished between WOM between friends and family (i.e., strong ties) and WOM between weak ties such as online connections. The combination results in a typology of eight distinct WOM behaviours. We explore the drivers of those behaviours, and their moderators, using a hierarchical Bayes model in which all WOM behaviours are simultaneously modelled. The data examined is from 15,147 unique respondents spanning 10 countries (Australia, Brazil, Canada, China, France, India, Russia, Spain, UK and US) and 793 different brands, representing eight broad industry categories (utilities, manufacturing, pharmacy, retail, transportation and warehousing, information, accommodation and food services, finance and insurance). Our findings clearly demonstrate that when looking at the impact of each attitudinal driver across WOM behaviours simultaneously, almost all result in WOM behaviours that are both good and bad for the firm. Moreover, the strength of each key driver varies widely across WOM behaviour type. Adding to the complexity, this effect differs greatly by industry type. As a result, this research provides a clear road map for managers to obtain the preferred set of WOM behaviours.

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Luke Williams, Head of CX Strategy and Thought Leadership, Qualtrics

## Brokers Behaving Badly: How Burnout Leads to Abusive Behaviour



Martin Kilduff, Professor and Director of Research, UCL School of Management

The returns to social network brokerage are well established, but the downsides are less examined. Brokerage involves effortful work, such as transferring information and facilitating coordination. These work demands deplete energy, with implications for abusive behaviour toward co-workers. Not all brokerage is likely to exhibit this pattern. Whereas catalyst brokerage involves bringing people together for mutual benefit (i.e., *tertius iungens*), divide-between brokerage involves creating or maintaining disunion in pursuit of personal or organisational goals (i.e., *tertius gaudens*). It is divide-between brokerage that, we argue, leads to abusive behaviour mediated by broker burnout. The physical and mental demands involved in maintaining separation between different groups or people are likely to use up valuable resources of time, attention and energy. By contrast, coordinating across separated parties in pursuit of mutual gains is likely to provide catalyst brokers with positive emotion that helps ameliorate the emotional exhaustion and related symptoms of burnout. Across four studies, we found support for the prediction that, relative to catalyst brokers, divide-between brokers whose resources are depleted because of burnout are likely to engage in abusive, aggressive and counter-productive work behaviour. Engaging in divide-between brokerage puts the broker at risk of not just tiredness but abusiveness toward others.

### CO-AUTHORS:

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Eric Quintane, Associate Professor, School of Management, Universidad de los Andes, Colombia

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Camilla Umana, Doctoral student, School of Management, Universidad de los Andes, Colombia

## Good Fun or Laughing Stock? How CEO Trait Humour Affects Corporate Reputation, Legitimacy and Social Approval



Andreas König, Professor of Management, University of Passau

We develop theory on how the CEO's level of trait humour – i.e., his or her tendency to engage in playful social behaviour that establishes an incongruent relationship or meaning and, thereby, amuses followers – affects external constituents' views of the focal organisation. Combining the social psychology of humour with research on social evaluations of firms, we argue that CEO humour has differential effects, depending on the type of humour employed – i.e., positive versus negative, and self-directed versus others-directed – and the category of social evaluations – i.e., social approval, legitimacy, and reputation. For instance, we argue that a higher tendency of the CEO to employ positive types of humour increases the social approval of the focal firm among constituents. In contrast, as humour oftentimes includes norm violations, a higher tendency of the CEO to employ humour – even positive humour – negatively affects constituents' assessments of the firm's legitimacy. We extend our ideas by theorising on the degree to which these effects might differ depending on the respective CEO's celebrity and the type of external constituents – “main street” versus “Wall street” constituents. Our theorising contributes to the literature on corporate reputation, the unfolding conversation on social implications of executive personality, and leader humour research.

### CO-AUTHORS:

Dominik Bong, PhD Candidate, University of Passau

Benno Stöcklein, PhD Candidate, University of Passau

Lorenz Graf-Vlachy, Assistant Professor, Chair of Strategic Management, Innovation, and Entrepreneurship, University of Passau

## Country Reputation and Investor Reactions to Cross-border Acquisitions



Chengguang Li, Assistant Professor, Ivey Business School, Western University

Our paper examines the role of country reputation as a category signal for investors evaluating cross-border acquisitions. We argue that a country's reputation imprints on its firms so that those hailing from nations with better reputations are viewed as having superior skills/capabilities. Investors frequently use heuristics in their decision-making, as they often lack sufficient time and cognitive resources to thoroughly analyse all available information. Thus, we expect investors to react more positively toward cross-border acquisitions when the reputation of the acquirer's nation is greater than that of the target's, since the difference signals that the acquirer is able to identify/exploit undervalued targets and leverage synergies. This relationship should be weaker when substitute signals, such as news media reporting on the merging firms, analyst coverage of the firms, and the acquirer's prior acquisition track record, are present, as investors will be less reliant on country reputation as a signal. Furthermore, we propose that news media reporting weakens the relationship between country reputation differentials and investor reactions to a greater extent than analyst coverage. Data on 4,792 cross-border acquisitions in 48 countries between 2009 and 2017 support our hypotheses.

### CO-AUTHORS:

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William E. Newburry, Chair, Department of International Business; Ryder Eminent Scholar of Global Business, Florida International, University College of Business

## The Push and Pull of Attaining CEO Celebrity



Jeffrey Lovelace, Assistant Professor of Commerce, McIntire School of Commerce, University of Virginia

Why do some CEOs become celebrities, while others with seemingly equal accomplishments do not? While two decades of research on CEO social acclaim have furthered our understanding of CEO celebrity, far more is known about its consequences than its determinants. Studies have shown that while CEOs derive considerable personal benefits from social acclaim in the forms of increased pay, external board seats, and protection from dismissal their firms tend to suffer as a result. Celebrity, it seems, yields valuable validation for CEOs, but it can also go to their heads, causing various combinations of complacency, risk-taking, and hubris that negatively affect performance. While firm success and the attribution of that success to the CEO has been established as a minor predictor of CEO celebrity, other factors influencing this process have not been systematically examined. This study aims to enhance our understanding of the process through which CEOs attain celebrity by introducing a theory that outlines key antecedents of CEO celebrity, developing a novel measure of CEO celebrity based on a comprehensive set of traditional and online media sources that better reflects celebrity's categorical nature, and providing insights into the trajectory of CEO celebrity over the course of a CEO's tenure.

### CO-AUTHORS:

Jonathan Bundy, Assistant Professor, W. P. Carey School of Business, Arizona State University

Timothy G. Pollock, Haslam Chair in Business, Distinguished Professor of Entrepreneurship, Haslam College of Business, University of Tennessee-Knoxville

Donald C. Hambrick, Evan Pugh University Professor & Smeal Chaired Professor of Management, Penn State Smeal College of Business

## Cloaking amidst Contestation: Firms' Use of Obfuscating Branding Strategies to Avoid Product-level Disruption from Social Activism



Mary-Hunter McDonnell, Assistant Professor of Management, The Wharton School, University of Pennsylvania

Contentious social movements seek to compel corporate social reform through tactics like protests and boycotts that villainise a firm in order to threaten its reputation and drive consumers away from its products or services. In this paper, we introduce a defensive marketing strategy — what we call “cloaking” — that chronically targeted companies use to limit the disruptive reach of activism. The strategy involves introducing products under sub-brands or through independently branded subsidiaries that obfuscate the parent firm's ownership. We explore the relationship between activism and cloaking in a longitudinal panel that tracks the branding strategies employed in the launch of over 64,000 products owned by public US firms. We suggest that a cloaking strategy is most prevalent when contested firms seek to offer products in market niches aligned with a movement (such as products branded as “green” or “organic”), especially when the parent has a poor reputation in the niche's domain.

### CO-AUTHOR:

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## The Scorpion & The Frog: Making Sense of the Roman Catholic Church's Response to the Clergy Sex Abuse Crisis



Patrick Nash, Research Fellow at the Woolf Institute, University of Cambridge

This paper will address three main issues. First, it examines the scale of and unique aggravating features present in the sex abuse crisis within the Church. Second, it provides an overview and assessment of the Church's canonical response to clergy abuse. Third, it looks at the Church's own understanding of the crisis in contrast to the way in which secular authorities and commentators often perceive it. The paper argues that the Church's actions and continuing failure to resolve the crisis — at great cost to its reputation — are best understood through the associational theory of Michael Oakeshott. In short, the Roman Catholic Church is by nature an enterprise association *par excellence* and the considerations it takes into account when handling abuse cases reflect this. The paper concludes with a final prognosis of the prospects of fundamental legal and cultural change within the Church, as well as suggesting pragmatic measures to promote improvement.

## Underwriter Competition and Bargaining Power in the Corporate Bond Market



Katya Neretina, Assistant Professor of Finance and Business Economics, University of South Carolina

We study the impact of underwriter competition on corporate bond contracts. We develop a new measure of underwriter power and a novel empirical approach, based on the underwriter's comparative ability to place bonds. When an issuer has few "outside options" to take his bond to the market, the underwriter enjoys a stronger bargaining power over the issuer. The key feature of our approach is that underwriter power varies within a given underwriter at a given point in time across different issuers, allowing us to separate the effects of power from those of reputation and certification with a fixed effects strategy. Using our measure, we document that powerful underwriters are able to extract rents at the expense of bond issuers, in the form of higher fees, issuance yield spreads, and underpricing. Issuers facing underwriters with the highest bargaining power have a \$1.5 million higher issuance cost, or about 16% relative to the average issue. A number of checks rule out alternative explanations based on certification, loyalty, and omitted issuer and/or issue characteristics. Our findings suggest that lack of underwriter competition results in material costs for corporate bond issuers.

### CO-AUTHORS:

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## The Grass is Always Greener: The Impact of Home and Host Country CSR Reputation on Firm Internationalisation



William Newbury, Chair, Department of International Business; Ryder Eminent Scholar of Global Business, Florida International University College of Business

The purpose of this study is to introduce the novel concept of CSR reputation and understand its impact on cross-country investments. We combine Diffuse Reciprocity from international relations literature and Institutional Theory to argue that having a home country with a high CSR reputation is an advantage that firms can exploit as it makes these firms more attractive to potential host markets as policymakers contemplate inward foreign direct investment strategies. Moreover, we propose that there are increased cross-country investments between countries with dissimilar CSR reputations so that firms can benefit from the normative institutional gap, and that this relationship is positively moderated by the economic distance between the countries. Analyses of 45,344 country-pair observations across 7,206 country pairs from 153 countries and eight years provide robust support. Overall, our analyses suggest that high country-level CSR reputations imprint on their firm as they invest abroad, helping to promote CSR on a global basis, thus supporting policymakers as they pursue sustainable development and the 2030 Agenda.

### CO-AUTHORS:

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## Surviving Bad Behaviour: What Explains the Reputation Penalty?



Sonja Opper, Gad Rausing Professor of International Economics, Lund School of Economics and Management, Lund University

Bad behaviour in social exchange comes with a reputation penalty. Offenders are less likely to be trusted and are less likely to be approached for cooperative action in the future. Yet, not all offenders experience the same penalty. Some recover quickly, others are avoided for a long time to come, or get cut-off from the network. Using data on 384 people cited as problematic connections within the networks around Chinese entrepreneurs, this study explores the extent to which personal attributes of the offender, the substance of the "incident" and network structure help to explain variation in individual reputation penalties. Personal attributes and the substance of the incident have a negligible effect on the reputation penalty. What matters is the network around the offended entrepreneur and the offender. Entrepreneurs surrounded by closed networks tend to impose larger reputation penalties at the same time that offenders embedded in closed networks tend to "survive" the incident with a smaller reputation penalty. This leads to a counter-intuitive conclusion: while closed networks are most effective in monitoring and detecting malfeasance within the network, closure around the offender guards against related penalties.

## Unwelcome Voices: The Gender Bias-Mitigating Potential of Unconventionality



Owen Parker, Assistant Professor, Spears School of Business, Oklahoma State University

Rachel Mui, Assistant Professor, ESC Rennes School of Business

Substantial evidence indicates that leaders are perceived through a lens of gender bias, but what mitigates such bias remains underexplored. Examining men and women in creative, project-based leadership roles, we integrate insights from role congruity and gender-bias literatures to predict how project unconventionality and leader gender affect external perceptions of project quality. We argue that prejudice against female leaders is strongest for conventional projects due to the established presence of male-centric prototypical projects which induce bias, but that project unconventionality weakens this bias by distancing the project from these male-centric prototypes. We find support for this using a sample of 1,414 films by 32 major film studios (1990-2014) across three measures of perceived quality: moviegoer ratings, critic ratings, and film awards.

### CO-AUTHOR:

Varkey Titus, Assistant Professor, University of Nebraska-Lincoln College of Business

## When Stigma Doesn't Stick: Occupational Stratification in the Sharing Economy



Kam Phung, PhD Candidate and Government of Canada Vanier Scholar, Schulich School of Business, York University, Canada

Existing research suggests that when an occupation is stigmatised, new entrants will quickly become stigmatised because stigma is transferable. While such work has advanced our understanding of stigma, we argue that existing theorising on the transferability or stickiness of stigma does not account for large-scale shifts in the modern workforce that are changing the face and nature of many traditionally stigmatised occupations. In particular, the emergence of the "sharing" or "gig" economy has radically re-defined many occupations through the use of modern technologies that alter the ways in which new members enter an occupation and are perceived. So, when new entrants are numerous and associated with sharing economy innovation, will stigma transfer as readily and impact reputation? We explore this through an inductive study of Uber's entry to taxi driving in Canada. We find that new entrants can avoid stigma transfer and build reputation by creating categorical distinctiveness and showcasing identity discrepancies that enable them to deflect the taint associated with incumbents. These efforts result in media portrayals that entrench the stigma of incumbents, leading to occupational stratification. In revealing this, we outline contributions to literature on stigma, stigmatised occupations and the sharing economy.

### CO-AUTHORS:

Madeline Toubiana, Assistant Professor of Strategic Management and Organisation, Alberta School of Business, University of Alberta

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Trish Ruebottom, Associate Professor of Management, DeGroote School of Business, McMaster University

Luciana Turchick Hakak, Assistant Professor of Management, School of Business, University of the Fraser Valley

## The Joke's on Us: The Power of Social Media to Influence Evaluations of Corporations and their Leaders



Rhonda Reger, M. Watkins Distinguished Professor of Management, Robert J. Trulaske, Sr. College of Business, University of Missouri

This presentation develops new theory about the ability of social media content to affect social evaluations of firms and their leaders. It further presents results testing that theory using a unique form of figurative content, internet memes. Most research in management on the power of media to influence evaluations of corporations and their leaders has content analysed traditional information intermediary content (traditional media and industry analysts), which tends to be literal, factual and temperate. In contrast, the content we are interested in on social media relies on more figurative communication including metaphors, hyperbole and parody, which are more powerful rhetorical devices. We will share the results of a series of laboratory studies that test a theoretical framework using memes about firms and CEOs. We find that memes are more than just funny cat pictures with silly captions; some of them significantly impact evaluations of corporations and their leaders, both positively and negatively. Ramifications for the management of social approval in the social media era will be offered.

## Governance under the Shadow of the Law: Trading High-value Fine Art



Anja Shortland, Professor in Political Economy, King's College London

The market for paintings by well-known artists is booming despite widespread concern about art crime and difficulties in establishing authorship. Public law enforcement is limited, and court cases are often deemed problematic. So how is this thriving market governed in practice? We analyse the protocols used by the top auction houses to identify and resolve problems of illicit supplies – fakes, forgeries, and items with defective legal titles – through the lens of institutional analysis. We uncover a polycentric private governance system in which different actors govern distinct but overlapping issue areas; motivated by profit, prestige or the search for truth. When the financial stakes rise, opportunistic behaviour undermines the credibility of private governance. We argue that as litigious, super-rich investors entered the art market, the interaction between public law and the traditional private governance system restricted the supply of "blue chip" art, driving the escalation of prices.

### CO-AUTHOR:

Andrew Shortland, Professor in Forensic Archaeology, Cranfield University

## Is 'Not Guilty' the Same as 'Innocent'? Evidence from SEC Financial Fraud Investigations



Eugene Soltes, Jakurski Family Associate Professor of Business Administration, Harvard Business School

The Securities and Exchange Commission (SEC) routinely investigates firms for financial fraud, but investors only learn about regulators' concerns if managers voluntarily disclose news of the investigation, or regulators sanction the firm. We investigate the effects of disclosing investigations using confidential records on all opened investigations, regardless of outcome. Markets exhibit some ability to identify which investigations will eventually lead to sanctions. Nonetheless, even when no charges are ultimately brought, firms that voluntarily disclose an investigation have significant negative returns, underperforming non-sanctioned firms that stayed silent by 12.7 per cent for a year after the investigation begins. Consistent with limited investor attention, disclosing in a more prominent manner is associated with worse returns. CEOs who disclose an investigation are also 14 per cent more likely to experience turnover. Our results are consistent with transparency about bad news being punished, rather than rewarded, by financial and labour markets.

### CO-AUTHOR:

David Solomon, Assistant Professor, Carroll School of Management, Boston College

## Consumer Reputation: An Overlooked Topic in Reputation?



Kalinda Ukanwa, Assistant Professor, Marshall School of Business, University of Southern California

There has been much research into the antecedents and consequences of corporate reputation. However, there has been very little research on the reputations of consumers and their impact on firm decision-making. In this presentation, I present two studies in which I investigate the potential implications of consumer reputations on firm decision-making. The first is a study of the impact of firm interventions on competitive reputation building among consumers on an online platform. The study centres on a model of an actor's decision to upload pirated content in order to build his reputation, despite facing threats from copyright lawsuits (firm interventions seeking to deter uploading activity) and intense competition on the platform. Supported by empirical evidence, I present a novel theory that proposes the following: because competition for reputation is active on the site, the lawsuits may deter uploading in the short run but may actually lead to more piracy in the long run. The second study is an examination of the impact that a consumer group's reputation can have on firm decision-making. Specifically, it investigates 1) conditions under which a non-prejudiced firm may discriminate in service against its consumers based on group reputation, and 2) how subsequent consumer word-of-mouth can impact demand and profits over time. This study shows that discrimination in service based on the reputation of consumer groups can be profitable in the short run but can backfire in the long run. This is due to the effects of consumer word-of-mouth and firm competition. This research emphasises the long-term benefits of switching to a service policy that does not use group reputation information in service decisions. Both studies contribute to the marketing literature by providing new insights into how the reputation of the consumer, an overlooked researched area, can have direct impact on firm decision-making.

### CO-AUTHORS:

Roland T. Rust, Distinguished University Professor, Robert H. Smith School of Business, University of Maryland

## Using Narratives to Construct Reputation: A New Organisational Form Serving a Stigmatised Population



Romain Vacquier, PhD Candidate, Dauphine University

Organisations are stigmatised for many reasons, including for serving and representing stigmatised populations. In this case, those stigmatised organisations must navigate between being perceived as "small worlds" or "total institutions". In other words, they either seek to reduce their own and their members' stigmatisation through building alliances and advocating for the stigmatised, or by isolating and limiting interactions with stigmatising audiences, risking isolating themselves even more. When new organisational forms emerge that seek to serve the stigmatised, how they manage their reputation both with targeted constituencies and with potential outside alliance partners, while simultaneously managing stigmatising audiences, is crucial for building these organisations. In this study, we use a narrative approach to understand the management of stigma through reputation building in the context of organisational emergence. Empirically, we are conducting a longitudinal study of a project to create the first retirement home dedicated to serving LGBT seniors in France. Our results suggest that the members elaborate a multi-vocal organisational narrative to build reputation(s) of the stigmatised organisation towards its multiple audiences. This elaboration is seen as a key activity in the management of organisational stigma.

### CO-AUTHORS:

Bryant A. Hudson, IESEG School of Management

Thomas Roulet, University of Cambridge Judge Business School

## The Movement for Corporate Political Accountability



Edward Walker, Professor of Sociology, UCLA

In the absence of required disclosure of expenditures of many forms of corporate political activity in the US, shareholder activists have stepped up their campaigns to get firms to disclose these expenditures voluntarily. These campaigns have become widespread, with over 60 per cent of S&P firms facing shareholder resolutions in recent years (and many of those firms making concessions). This research examines the targeting strategies, coalition building and reputational aspects of what has come to be known as the broader movement for corporate political accountability.

## Cross-Border Social Disapproval: The Impact of Social Media, National Animosity, and Nationalism



Xinran (Joyce) Wang, Assistant Professor, Trulaske College of Business, University of Missouri

Multinational enterprises (MNEs) increasingly operate in an interconnected, social media-fueled world, which delivers negative information on a global scale and mobilises constituents to accumulate social disapproval across national boundaries. Yet, existing theory does not account for the way that negative events lead to social disapproval across borders. Therefore, we develop theory to better understand cross-border social disapproval, which refers to an MNE's negative events in its home country that result in social disapproval in its host countries. Our model shows that three key factors — social media volume, national animosity, and nationalism — interactively influence the accumulation of cross-border social disapproval. We test this model by constructing 1,807 event-MNE-national dyad observations from 1,333 negative events, 363 US-based MNEs, 58 host countries, 474,965 Twitter posts, and 96,422 blog posts from 2007 to 2014. The results demonstrate that the volume of social media in the MNE's home country about an MNE increases the velocity of social disapproval in its host countries following negative events. When home and host countries experience animosity, and especially when host-country nationalism is also high, the effect of home-country social media volume on negative emotions of host-country constituents is intensified. However, we find a countervailing effect of nationalism that attenuated the velocity of host country social disapproval.

### CO-AUTHORS:

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Michael Pfarrer, Professor, Terry College of Business, University of Georgia

Wenjun Zhou, Associate Professor, Haslam College of Business, University of Tennessee

David Williams, Associate Professor, Haslam College of Business, University of Tennessee

## Elevating the CEO: Cost and Benefits of Efforts to Promote the CEO through Firm Communications



Elle Hyunjung Yoon, Doctoral Student, Terry School of Business, University of Georgia

Firms pay close attention to the perceptions of external audiences and attempt to positively shape these opinions. In spite of the prevalence of public relations and impression management techniques used, firms vary substantially in how much of an emphasis they place on promoting their CEO. In this paper, we explore the benefits and costs associated with these efforts. On the one hand, elevating the prominence of CEOs may be very beneficial for their organisations by shaping the opinions of stakeholders such as financial analysts. On the other hand, elevating the prominence of CEOs may also have long-term unexpected costs for their organisations, such as excessive CEO compensation and increased likelihood of CEO turnover.

### CO-AUTHORS:

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## Rebuilding Reputation after Categorical Stigma Spillover



Rongrong Zhang, PhD Candidate, Alberta School of Business, University of Alberta

Recently, studies of stigmatisation have turned to reputational contamination that can arise from being in the same category (e.g., industry) of a wrongdoing firm. Prior studies have detailed that the risk of contamination might arise from firms' direct association or proximity with the wrongdoers. Within the same industry, some firms suffer less from this contamination effect than others. As yet, little is known about why some firms manage to contain the contamination whereas others fail to do so. Nor has attention been given to any long-term effects of the strategies adopted by the firms. Thus, we ask two research questions: (1) What strategies are used by firms to contain stigmatisation from category membership? (2) What are long-term implications of those strategies for the firms? We choose the case of the Chinese infant formula industry after the 2008 melamine crisis. We identify stigma management strategies used by the infant-formula companies as they sought to manage the risk of contamination, and to rebuild, or sustain their reputations after the industry had been seriously contaminated by a number of wrongdoing firms. Some strategies, which helped firms to destigmatise in the short term, contributed to their further stigmatisation in the long run. Even so, a small number of firms successfully reconstructed their identity, rebuilt their reputation, and became financially competitive over time. In presenting these results, we contribute to the reputation and stigma management literatures in two ways: first, by identifying previously neglected strategies in managing categorical stigma spillover; and second, by showing how the strategies affect the firms in the long run.

### CO-AUTHORS:

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Royston Greenwood, TELUS Professor of Strategic Management, Alberta School of Business, University of Alberta

# Panellists, Chairs and Discussants



## Ronald S. Burt

Ron Burt is the Hobart W. Williams Professor of Sociology and Strategy at the Booth School of Business, University of Chicago. Professor Burt's work describes social networks creating advantage. Applications focus on personal networks and the network structure of markets. In addition to computer software and articles in research journals, Professor Burt's last three books are the one that proposed the concept of structural holes, *Structural Holes: The Social Structure of Competition* (1992, Harvard University Press), a broad review of links between network structure and performance, *Brokerage and Closure: An Introduction to Social Capital* (2005, Oxford University Press), and argument and evidence on advantage spillover from affiliation with advantaged others, *Neighbor Networks: Competitive Advantage Local and Personal* (2010, Oxford University Press, which received the 2011 Academy of Management George R. Terry Book Award for the work that most advanced management knowledge in the last two years). Research and teaching materials can be downloaded from his university website at <http://faculty.chicagobooth.edu/ronald.burt>. Professor Burt's college work at Johns Hopkins University included pre-medical training, physiological psychology and behavioural science. He graduated from the University of Chicago with a PhD in sociology, then was on the faculty at the University of California Berkeley, SUNY Albany, and Columbia University before returning to join the University of Chicago faculty in 1993. In 1999, he began a leave of absence as the Shell Professor of Human Resources at INSEAD. In 2000, he began a leave of absence to learn more about practical implementation as the Vice President of Strategic Learning in Raytheon Company. He continues today at the University of Chicago.



## Rachel Coldicutt

Rachel Coldicutt is CEO of Doteveryone, a think tank that champions responsible technology for a fairer future. She has spent the last 20 years turning emerging technology into products and services, and helped many organisations adapt to the digital world. She has created and delivered large-scale content-driven services for Microsoft, BBC and Channel 4, was a pioneer in the UK digital arts sector, and has consulted for many FTSE companies across a range of sectors including finance, energy and healthcare.



## David Deephouse

David Deephouse is Foote Chair of International Business Law, and Professor of Strategic Management and Organisation at the Alberta School of Business. He is an International Research Fellow at the Oxford University's Centre for Corporate Reputation. David received an MS in Management from the Georgia Institute of Technology, Atlanta, and a PhD in Business Administration from the Department of Strategic Management and Organisation at the University of Minnesota. His research focuses on social evaluations of organisations, especially legitimacy and reputation, and the causes and consequences of each. His theoretical interests include agenda-setting, institutional (in both organisational sociology and international business), media effects, stakeholder, strategic balance and strategic choice theories.



## Cynthia M. Devers

Cynthia Devers is the Lawrence E. Fouraker Professor in Business and an Associate Department Head in the Mays Business School at Texas A&M University. She is also an International Research Fellow at the Oxford University Centre for Corporate Reputation and the Chair, Strategic Leadership and Governance IG, at the Strategic Management Society. In her research, she draws on behavioural decision and social psychological perspectives to examine the roles formal and informal governance mechanisms and social evaluations play in individual, group and organizational behaviour and outcomes. Her work has been published in strategy and management journals, including *Academy of Management Review*, *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*, *Organizational Behaviour and Human Decision Processes*, *Journal of Management*. She received her PhD in Business Administration from the Broad College of Business at Michigan State University.



# Panellists, Chairs and Discussants *continued*

## Natalia Efremova

Natalia Efremova is a Research Fellow at the Oxford University Centre for Corporate Reputation. Natalia has a background in both academia and industry research. Over the past 10 years, she has been working in the field of deep learning for image and video processing in the domains of biometrics and emotion recognition. Her work has been commended for successfully meeting challenges set for the global research community in these areas, and her research has been published in the top machine learning conferences (IEEE/FG, IJCNN, HRI, IEEE/ICME).

Previously, Natalia was an Associate Professor in the Department of Economical Mathematics and Statistics in Plekhanov's Russian University of Economics, where she taught courses on neural networks, intelligent systems and decision-making to undergraduate and postgraduate students.

Natalia has an MBA from the University of Oxford and a PhD in Computer Science from the University of Kyoto, where she was a recipient of a Japanese Government (MEXT) Postgraduate Scholarship.



## Nicole Gillespie

Nicole Gillespie is the KPMG Chair in Organisational Trust and Professor of Management at the University of Queensland Business School, and an International Research Fellow at the Centre for Corporate Reputation, Oxford University. Trained as an organisational psychologist, Nicole's research focuses on the development and repair of organisational and stakeholder trust, particularly in challenging contexts such as after trust failures, during organisational change and technological disruption. Her work spans the finance, resources, education, health and not-for-profit industries. Nicole has written commissioned reports on building and repairing trust for the Institute of Business Ethics (sponsored by PwC) and a policy note on restoring trust in the financial sector for the UK Parliament, and has consulted to and/or conducted research in a range of private and public sector organisations including Barclays Bank, UBS Bank, Santos, Origin Energy, KPMG, CSIRO and the Australian Army. Her research appears in leading journals such as the *Academy of Management Review*, *Journal of Management*, *Journal of Applied Psychology*, *Business Ethics Quarterly*, *Accounting Organisations and Society*,



*Human Resource Management*, *Sloan Management Review* and *Organisation Studies*. She is the recipient of two best paper awards from the Academy of Management and five teaching excellence awards.

## William Harvey

Will Harvey is Professor and Associate Dean at the University of Exeter. He was educated at Haileybury College and was Head of School. Will received a first class BA degree from the University of Durham, an MPhil with distinction and a PhD from the University of Cambridge. During his studies, he spent an exchange year at the University of California, Berkeley, and was a visiting scholar at the Kennedy School of Government at Harvard University. Will has worked at the University of Oxford, the University of British Columbia, the University of Sydney and the University of Exeter. He has held visiting academic positions at universities in Australia, France, Germany, India, Norway and the US.



Will teaches and researches on reputation. He has worked with leaders across the world in a variety of sectors, including consulting, defence, education, energy, finance, government, healthcare, insurance, manufacturing and retail. Will was a member of Council and a governor at Haileybury College for seven years until 2018. He is currently the Chair of Trustees of Libraries Unlimited, which runs 50 public libraries across Devon.

## Brayden King

Brayden King is the Max McGraw Chair of Management and the Environment and a Professor of Management and Organizations. He is also affiliated with the Department of Sociology. Professor King's research focuses on how social movement activists influence corporate social responsibility, organisational change, and legislative policymaking. He also studies the ways in which the reputations and identities of businesses and social movement organizations emerge and change. Professor King is an international research fellow at the Oxford University Centre for Corporate Reputation. Professor King has published research in the *American Journal of Sociology*, *Administrative Science Quarterly*, *American Sociological Review*, *Organization Science*, and numerous other scholarly journals. He is currently



a senior editor at *Organization Science* and a consulting editor at *Sociological Science*. He has been a guest editor at *Organization Studies* and *Research in the Sociology of Organizations*. Professor King received his PhD in Sociology in 2005 from the University of Arizona.

## Daniel Korschun

Daniel Korschun is Associate Professor of Marketing at Drexel University and a Fulbright scholar (2018–2019). His latest research examines employee and consumer reactions to companies that take controversial political stands. Scholarly work appears in journals such as the *Journal of Marketing*, *Academy of Management Review*, *MIT–Sloan Management Review*, *Journal of the Academy of Marketing Science*, *Journal of Public Policy & Marketing*, *Journal of Business Research*, and *the Journal of Business Ethics*. In the popular press his work appears in the *Harvard Business Review*, *Washington Post*, *McKinsey Quarterly*, *Knowledge@Wharton*, *Salon*, and other publications. He has offered expert commentary to the *New York Times*, *Boston Globe*, *NPR–Marketplace*, *LA Times*, *USA Today*, *Bloomberg*, *CBC Canada*, and many others. He appears periodically as a guest on Wharton Business Radio (Sirius 111). His second book, *We Are Market Basket* (co-authored with Grant Welker), tells the true story of a grassroots movement to reinstate a beloved CEO and save a \$4.5 billion supermarket chain. The book was named a top 15 business book of 2015 by Forbes and was also recognised as the Best General Business Book of 2015 by influential distributor CEO-READ. On the teaching front, Dr Korschun teaches PhD, executive MBAs, Masters and undergraduates. He is a recipient of the prestigious Rothwarf Award for Teaching Excellence, the highest teaching award given to tenure-track faculty at Drexel University. He can be found on multiple social media platforms (@danielkorschun).



## Brent Mittelstadt

Brent Mittelstadt is a Research Fellow and British Academy Postdoctoral Fellow in data ethics at the Oxford Internet Institute, a Turing Fellow at the Alan Turing Institute, and a



member of the UK National Statistician's Data Ethics Advisory Committee. He is a philosopher specialising in digital ethics, bioethics and ethical governance of algorithmic systems, with a particular focus on fairness, accountability and transparency in algorithmic systems. Currently, he is examining the feasibility of ethical auditing of decision-making algorithms, and the development of standards and methods to ensure fairness, accountability, transparency, interpretability and group privacy in "black box" algorithmic systems. He has also worked in the field of data protection and privacy law, in particular concerning the implications of the EU General Data Protection Regulation on the governance of AI and automated decision-making systems.

## Alan Morrison

Alan Morrison is Professor of Law and Finance at Saïd Business School, University of Oxford, and a Fellow of Merton College. A former banker, his areas of expertise include bank regulation, investment banking, bank supervision and corporate governance. Alan is an Associate Member of the Oxford Man Institute of Quantitative Finance. He is also a Research Fellow at the Centre for Economic Policy Research, London. He has served as specialist advisor to the House of Lords Economic Affairs Committee and as a consultant to the World Bank, and has been a visiting scholar at the Federal Reserve Bank of New York.



## William Newbury

Dr William Newbury (PhD, New York University) is Chair of the Department of International Business and the Ryder Eminent Scholar of Global Business at Florida International University. He is also a Non-Resident Senior Research Fellow at the Nanyang Business School Center for Emerging Markets. Professor Newbury's research interests focus on how multinational corporations manage and relate to subsidiaries and other local stakeholders when they invest in foreign countries, with a particular emphasis on corporate reputation-related issues in emerging markets. He has published over 40 articles in peer-reviewed journals, including the *Journal of International Business Studies* (JIBS), *Strategic Management Journal*, *Organization Science*



# Panellists, Chairs and Discussants *continued*

and *Journal of Management Studies (JMS)*, among others. He recently co-authored *Emerging Market Multinationals: Managing Operational Challenges for Sustained International Growth* (2016), and has co-edited two additional books, along with authoring 20-plus book chapters.

Prof. Newbury was recently elected to a five-year leadership position in the Academy of Management International Management Division, which progresses from 2020 Pre-Conference Chair through a series of roles culminating in Division Chair. He is Series Editor of Research in *Global Strategic Management*, and Associate Editor of *AIB Insights*. He serves on the Senior Advisory Board of *Review of International Business and Strategy*, and on the Editorial Review Board of *JIBS*, *JMS* and *Journal of World Business*, among others. He served as Chapter Chair of the Academy of International Business Latin America Chapter from 2012–2018, and previously as Interest Group Chair of the Global Strategy Interest Group of the Strategic Management Society.

## Rowena Olegario

Rowena Olegario is a Senior Research Fellow and Research Coordinator at the Oxford University Centre for Corporate Reputation. She is also Co-Director and a co-founder of the Global History of Capitalism project within the Faculty of History at Oxford University. Her areas of expertise are corporate reputation and the history of business and capitalism, particularly of credit in the United States.

In the Centre for Corporate Reputation, she co-ordinates the multidisciplinary work of scholars in the field, both within Oxford Saïd and beyond, while bringing a historical perspective to the scholarship. Since 2012, she has been programme chair of the annual Reputation Symposium, the Centre's flagship academic event, which brings together scholars of reputation from around the world.

In the Global History of Capitalism project, she focuses on the way that people and organisations created (or had thrust upon them) the institutions and mechanisms that allowed them to establish businesses, conduct trade, lend, borrow, innovate, grow, fail and start again. She studies the larger contexts in which these activities took place, including the political regimes, social structures and cultural norms that served as the "rules of the game". Her work increasingly crosses borders as her interests



widen to encompass global trade and capitalism.

Rowena received her BA in History from Yale University. After working for Congressional Quarterly, Inc., and the Bureau of National Affairs (now Bloomberg-BNA), in Washington, D.C., and as a senior market analyst at Coopers & Lybrand (now PwC) in New York, she went on to earn a PhD in History from Harvard University. After three years as Visiting Assistant Professor at the University of Michigan's Ross School of Business, she accepted the post of Assistant Professor of History at Vanderbilt University (Nashville, Tennessee). She joined Oxford Saïd in 2009.

## Roger Parry

Roger Parry is Chairman of Oxford Metrics plc (Software) and YouGov plc (data analytics), and a non executive director of Uber UK. He was Executive Chairman and co-founder of: MSQ Partners (marketing communications), CEO of More Group and Clear Channel International. He was Chairman of Future Publishing, Johnston Press and Shakespeare's Globe. He was Deputy Chairman of Clear Media, iTouch and Jazz FM; a founding Director of Internet Indirect plc; and a director of Aegis, New Media Spark and WCRS. He started his career as Assistant to Charles and Maurice Saatchi, was a broadcaster with BBC and ITV, and a consultant at McKinsey & Co. He was an owner of the radio stations LBC and Jazz FM.



Roger was educated at the universities of Oxford (Jesus College) and Bristol and is a Visiting Fellow of Oxford University. He was awarded a CBE for services to media. He is the author of six books including *Ascent of Media and Making Cities Work*.

## Michael Pfarrer

Mike Pfarrer is a Professor of Management in the Terry College of Business at the University of Georgia. Mike's research focuses on social perceptions of the firm and how the firm manages these perceptions to create value. His specific interests include corporate celebrity and reputation; impression and crisis management; corporate communication and media; and the role of business in society. He is a former Associate Editor of the *Academy of Management Review* and an International Research Fellow at the Oxford University



Centre for Corporate Reputation. Mike maintains a website dedicated to content analysis research and methodology, and his Content Analysis Workshop, held annually at the Academy of Management Annual Meeting, is now in its 11th year.

## Timothy Pollock

Tim Pollock holds a PhD from the University of Illinois at Urbana-Champaign, an MBA from the University of Texas-Austin and a BS from Northern Illinois University. His research focuses on the social construction of value in uncertain and ambiguous circumstances, particularly the contexts of corporate governance, executive compensation and entrepreneurial market environments, with a focus on the initial public offerings (IPO) market. He considers how social and political factors such as reputation, status, celebrity, stigma, impression management activities, media accounts and different actors' power influences firm performance, firms' strategic actions, and TMT-related outcomes.



Tim has published research in all of the top management journals. His research has won the 1997 INFORMS/Organization Science Dissertation Proposal Competition, the 2000 Louis PONDY Award from the Organization and Management Theory Division of the Academy of Management, the 2009 IDEA Thought Leader Award from the Entrepreneurship Division of the Academy of Management, the Oxford University Centre for Corporate Reputation Best Published Paper Award for 2010, and the 2013 Bright Idea Award from the New Jersey Policy Research Organization. It has also been selected as a finalist for the 2010 Academy of Management Journal Best Paper Award. Tim was an Associate Editor for the *Academy of Management Journal* from 2010–2013, and is a current or former member of the editorial boards of the *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Business Venturing*, *Organization Science* and *Strategic Organization*, where he has received multiple outstanding reviewer awards. Tim also co-edited *The Oxford Handbook of Corporate Reputation* and *Corporate Reputation: Critical Perspectives on Business and Management*. Tim has served on the Executive Committee of the Organization Science division of INFORMS and as Representative-at-Large on the Executive Committee of the OMT Division of the Academy of Management.

## Rhonda K. Reger

Rhonda Reger (PhD, University of Illinois) is the M. Watkins Distinguished Professor at the Robert J. Trulaske, Sr. College of Business at the University of Missouri, and an International Research Fellow at Oxford University's Centre for Corporate Reputation. Rhonda's current research is focused on two primary research areas: strategies for managing firm-level social evaluations in the social media era and strategies to foster high growth and technology entrepreneurship. Her award-winning research on social approval assets, organisational identity and competitive dynamics has appeared in leading scholarly journals including *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *Organization Science*, *Journal of Management*, *Journal of Management Studies* and *Organizational Research Methods*. Her National Science Foundation-funded research explores how self-concepts support or impede faculty involvement in commercialisation of university inventions.



## Thomas Roulet

Thomas Roulet is a Senior Lecturer in Organisation Theory at the Judge Business School, and Fellow in Sociology and Management at Girton College, both at the University of Cambridge. He has taught in various institutions including HEC Paris, Sciences Po, and Oxford University. In 2011–2012, he was a Chazen Visiting Scholar at Columbia University.

His research looks at negative social evaluations (stigma, scandals), in particular in the context of professional service firms (investment banks, audit firms). He has published in top academic journals in the field of management and sociology and in practitioner outlets such as *Harvard Business Review*. He has been covered in various media outlets including *The Economist*, *Bloomberg*, *Financial Times*, *Le Monde*, *Washington Post*, *Telegraph*, *BBC* and *France 24*.



# Panellists, Chairs and Discussants *continued*

## Roland Rust

Roland T. Rust is Distinguished University Professor and David Bruce Smith Chair in Marketing at the Robert H. Smith School of Business at the University of Maryland, where he is founder and Executive Director of the Center for Excellence in Service. He is also Visiting Chair in Marketing Research at Erasmus University and International Research Fellow of Oxford University's Centre for Corporate Reputation. His lifetime achievement honors include the AMA Irwin/McGraw-Hill Distinguished Marketing Educator Award, the EMAC Distinguished Marketing Scholar Award, Fellow of the INFORMS Society for Marketing Science, the Paul D. Converse Award, Fellow of the American Statistical Association, as well as the top career honours in service marketing, marketing research, marketing strategy and advertising, and honorary doctorates in Economics from the University of Neuchatel (Switzerland) and the Norwegian School of Economics. He was one of the inaugural honorees in the American Marketing Association's Marketing Legends video series, and one of the inaugural AMA Fellows. He has won best article awards from five different journals, including four best article awards from *The Journal of Marketing*, as well as the Berry/AMA Book Award for the best book in marketing. He served as Editor of *The Journal of Marketing*, founded the annual Frontiers in Service conference, was founding Editor of the *Journal of Service Research*, and served as Editor of the *International Journal of Research in Marketing (IJRM)*. He has consulted with many leading companies worldwide, including American Airlines, AT&T, Comcast, Dow Chemical, DuPont, Eli Lilly, FedEx, Hershey, Hewlett-Packard, IBM, Lockheed Martin, Microsoft, NASA, NCR, Nortel, Procter & Gamble, Sears, Sony, Starwood, Tata, Unilever and USAA. A national class distance runner in his collegiate days, he has been inducted into the DePauw University Athletics Hall of Fame. He has coached one age group world champion and several age group national champions in track and triathlon.



## Amanda Spry

Dr Amanda Spry is a Lecturer in Marketing at RMIT University, Australia. Amanda received her PhD in 2013 from the University of Melbourne and went on to complete her postdoctoral fellowship at the same school. Before joining RMIT University, she worked at Cardiff Business School, UK.



Amanda writes on a variety of topics: branding; marketing strategy; the marketing-finance interface; and engagement. Her

expertise is in quantitative methods with a focus on survey and financial data. Her research has been published in leading journals such as the *European Journal of Marketing* and presented globally at conferences for the American Marketing Association and the European Marketing Academy, among others. Amanda is also a member of the European Journal of Marketing editorial review board. She has written pieces for *The Conversation* and provided comment as a branding expert in Australian media outlets such as *AdNews* and *The Age Spectrum*.

Before completing her PhD, Amanda worked as a research consultant at Colmar Brunton, where her clients included major companies such as Mars, Telstra and Virgin. She has experience in teaching marketing courses at undergraduate, postgraduate and MBA levels across Australia, Singapore and the UK. Amanda's current projects are in the areas of brand activism, transformative brands, crowdsourcing and the customer and employee engagement interface.

## Connie Van der Byl

Connie Van der Byl is the Academic Director of Mount Royal University's Institute for Environmental Sustainability and an Associate Professor in the Bissett School of Business, teaching courses in business strategy, corporate social responsibility and environmental management. She is also an adjunct professor at the Haskayne School of Business, University of Calgary, and a member of the Global Affairs Canada Environmental Assessment Advisory Group (EAAG). Connie holds a PhD in Energy Management and Sustainable Development, as well as an MBA from the Haskayne School of Business and a BA (Honours) in Economics from the University of Waterloo. Connie had over 10 years' experience in various business roles with NOVA Corporation and subsequently TransCanada Pipelines before embarking on a PhD.



Connie's research interests focus on energy organisations and their strategic response to sustainability issues. She is currently researching and writing on: stakeholder responses to energy challenges; the role of collaboration in achieving environmental performance; the evolution of entrepreneurial firms in sustainable industries; energy firm best practices in ES&G and hydraulic fracturing; and the challenges, both environmental and economic, of corporate reconfiguration.

## Harrie Vredenburg

Dr Harrie Vredenburg is a leading scholar of strategy, innovation, sustainability and governance in the global energy industry and holds the Suncor Chair in Strategy and Sustainability at the Haskayne School of Business at the University of Calgary. He was one of the visionaries who founded Haskayne's Global Energy Executive MBA and served as its academic director for eight years. He also holds an appointment as a Research Fellow at the School of Public Policy and is an International Research Fellow at Oxford Saïd. In addition, he has taught annually in Denmark and the UK for more than 10 years as a member of the International Teaching Faculty of the European Summer School for Advanced Management (ESSAM). He has authored or co-authored more than 50 articles in international journals including *Strategic Management Journal*, *Organization Science*, *MIT Sloan Management Review*, *Harvard Business Review*, *Energy Policy*, *Energies*, *Technovation* and *International Journal of Economics and Business Research*. He has co-authored government reports on regulation, innovation and nuclear energy. According to Google Scholar, his publications have been cited more than 5,000 times. A popular teacher, he lectures in MBA, Executive MBA, doctoral, executive development and corporate directors programmes. He was honoured with the 2016-2017 Haskayne MBA Society Top MBA Teacher Award, based on a vote by MBA students. He was also voted 2015-2016 Haskayne MBA Society Top MBA Teacher. In 2018 he was Visiting Scholar at the Pacific Centre for Renewable Energy and Energy Efficiency in Tonga. He is a non-executive member of the boards of directors of several publicly traded and private international energy companies. Born in the Netherlands, Harrie holds dual Dutch (EU) and Canadian nationalities.



## Jessica Vredenburg

Dr Jessica Vredenburg completed her PhD in Marketing at the Melbourne Business School, University of Melbourne in 2014. She has a background in sport psychology and kinesiology. She completed her MSc in Sport Psychology at the University of Calgary in 2007 and a BSc in Mind Sciences in Kinesiology, also from the University of Calgary, in 2005. She worked previously as a marketing manager for Lululemon Athletica, the Vancouver,



Canada-based international retailer of yoga-inspired athletic apparel. After completing her PhD, Jessica held an appointment as Lecturer in Marketing at the University of Melbourne before joining AUT.

Based on her diverse background, Jessica's research interests and projects span branding, sport marketing and professional services marketing. Specifically, she is interested in brand activism and brands increasingly taking a stand on social and political issues. Jessica's sport marketing research centres around sponsorship decisions and in particular brands engaging with "bad boy" or controversial athlete endorsers. Jessica also studies the changing nature of the frontline service employee role. She is currently investigating frontline technology integration and the resultant changes to customer experience and the customer-employee relationship. Jessica has published this research in academic Marketing journals including *European Journal of Marketing*, *Australasian Marketing Journal* and *International Journal of Sport Marketing and Sponsorship*. She has also published work in *The Conversation*.

Jessica has presented her research at academic conferences internationally as well as to industry audiences including Spark, a major New Zealand telecom company, The Warehouse Group, New Zealand's leading retail group and at ad:tech New Zealand, the original industry authority for marketing and media technology. She has also commented as a content expert in national media for outlets such as TVNZ's *Breakfast* show and *Fair Go* programme, the *New Zealand Herald*, and Radio New Zealand, as well as CBC Radio in Canada.

## David Wighton

David Wighton is City editor of *The Wall Street Journal* in London, writing about financial services and regulation in the UK. He joined the WSJ in 2014 and was previously business editor and associate editor, business and politics at *The Times*. Before that he spent more than a decade at the *Financial Times* where he served as US news editor, New York bureau chief and chief political correspondent in the UK.



## William J. Wilhelm

Bill Wilhelm is the William G. Shenkir Eminent Scholar, McIntire School of Commerce, University of Virginia. Bill's research focuses on the investment banking industry, and he has written extensively on how economic and (extra-) legal functions of investment banks have evolved through time in response to changes in their operating environment. Much of his earlier work focuses on the securities issuance function, with special emphasis on initial public offerings of equity (IPOs). His work has been published in a variety of finance, economics and law journals including *The American Economic Review*, *Journal of Finance*, *Journal of Financial Economics*, *The Review of Financial Studies* and *The Journal of Legal Analysis*. His first book, *Information Markets* (Harvard Business School Press, 2001), explains how advances in information technology transformed financial markets. His latest book, *Investment Banking: Institutions, Politics, and Law* (Oxford University Press, 2007, 2008) is an economic history of the investment banking industry.



## Rupert Younger

Rupert Younger is the founder and director of the Oxford University Centre for Corporate Reputation. He is also a leading commentator on reputation matters relating to corporations and institutions around the world.



He has published two books – *The Reputation Game* (an international bestseller now published in six languages, co-authored with David Waller) and *The Activist Manifesto* (co-authored with Frank Partnoy, an International Research Fellow with the Centre for Corporate Reputation) – and teaches on the Oxford MBA and a number of Oxford programmes for senior executives. He is also the academic director for Oxford Saïd's Corporate Affairs Academy.

Rupert is a member of the Senior Common Rooms at Worcester College and St Antony's College, Oxford, and is a Trustee and Chair of the Governance & Nominations Committee of the international mine clearance and humanitarian charity The Halo Trust. He chaired Oxford University's Socially Responsible Investment Review Committee of Council (2012–17), and was appointed by HM The Queen as High Sheriff of Hampshire for 2013–14. He is a member of the Royal Company of Archers, the Queen's Bodyguard in Scotland, and he has an MA (Hons) from the University of Aberdeen.

# Annual Awards

Our annual awards, one for Best Published Paper and the other for Best Dissertation, recognise outstanding contributions to research on corporate reputation. Each award carries a prize of £1,000 and includes a funded trip to the centre's annual Reputation Symposium.

## Best Published Paper 2018

"Quantifying reputation and success in art," *Science* 362 (2018)

In areas of human activity where performance is difficult to quantify in an objective fashion, reputation and networks of influence play a key role in determining access to resources and rewards. To understand the role of these factors, we reconstructed the exhibition history of half-a-million artists, mapping out the co-exhibition network that captures the movement of art between institutions. Centrality within this network captured institutional prestige, allowing us to explore the career trajectory of individual artists in terms of access to coveted institutions. Early access to prestigious central institutions offered life-long access to high-prestige venues and reduced dropout rate. By contrast, starting at the network periphery resulted in a high dropout rate, limiting access to central institutions. A Markov model predicts the career trajectory of individual artists and documents the strong path and history dependence of valuation in art.

### WINNER PROFILES

**Samuel P. Fraiburger**, Fellow, Harvard Institute for Quantitative Social Sciences, Cambridge, MA

**Roberta Sinatra**, Assistant Professor, IT University of Copenhagen

**Magnus Resch**, Entrepreneur and Professor for Art Economics, Yale University

**Christoph Riedl**, Associate Professor, Network Science Institute, Northeastern University

**Albert-Laszlo Barabasi**, Robert Gray Dodge Professor of Network Science and University Distinguished Professor, Northeastern University

## Best Dissertation Award 2018

"Think Crisis, Think Female?: Stakeholder Reactions to CEOs Following Corporate Violations"

While much is known about the biases females face in reaching the top, less is known about how stereotypes influence expectations once they become CEOs. I investigate a context that relies heavily on stakeholders' expectations, specifically corporate violations. I theorise how stakeholders' stereotypical gender biases shape their reactions pertaining to the CEO (male vs. female), the violation type (character vs. competence), and the response (apology vs. withholding apology). I unpack if the communal stereotype serves as either a benefit (she will fix things) or a burden (she is incompetent and should be blamed for committing a violation in the first place). In a series of controlled lab experiments, participants found female CEOs uniquely equipped to lead during crisis but also punished female CEOs more if they issued a denial. These findings support the idea that descriptive gender stereotypes do reward firms for signalling a "softer" side through female leadership, but there is a darker side to these communal attributions as female leaders are expected to behave in a gendered manner or risk punishment. The preference for female leadership did not translate in an archival setting where financial analysts punished female leaders more than male leaders when facing lawsuits. The conflicting findings speak to the complex and important role of gender stereotypes in the formation of stakeholder perceptions.

### WINNER PROFILE

**Abbie Griffith Oliver**, Assistant Professor, J. Mack Robinson College of Business, Georgia State University



## Location Map

The walk from Oxford Railway Station to Cohen Quad, Exeter College, takes about 15 minutes. Taxis are available outside the railway station and from beside the coach station at Gloucester Green.



