



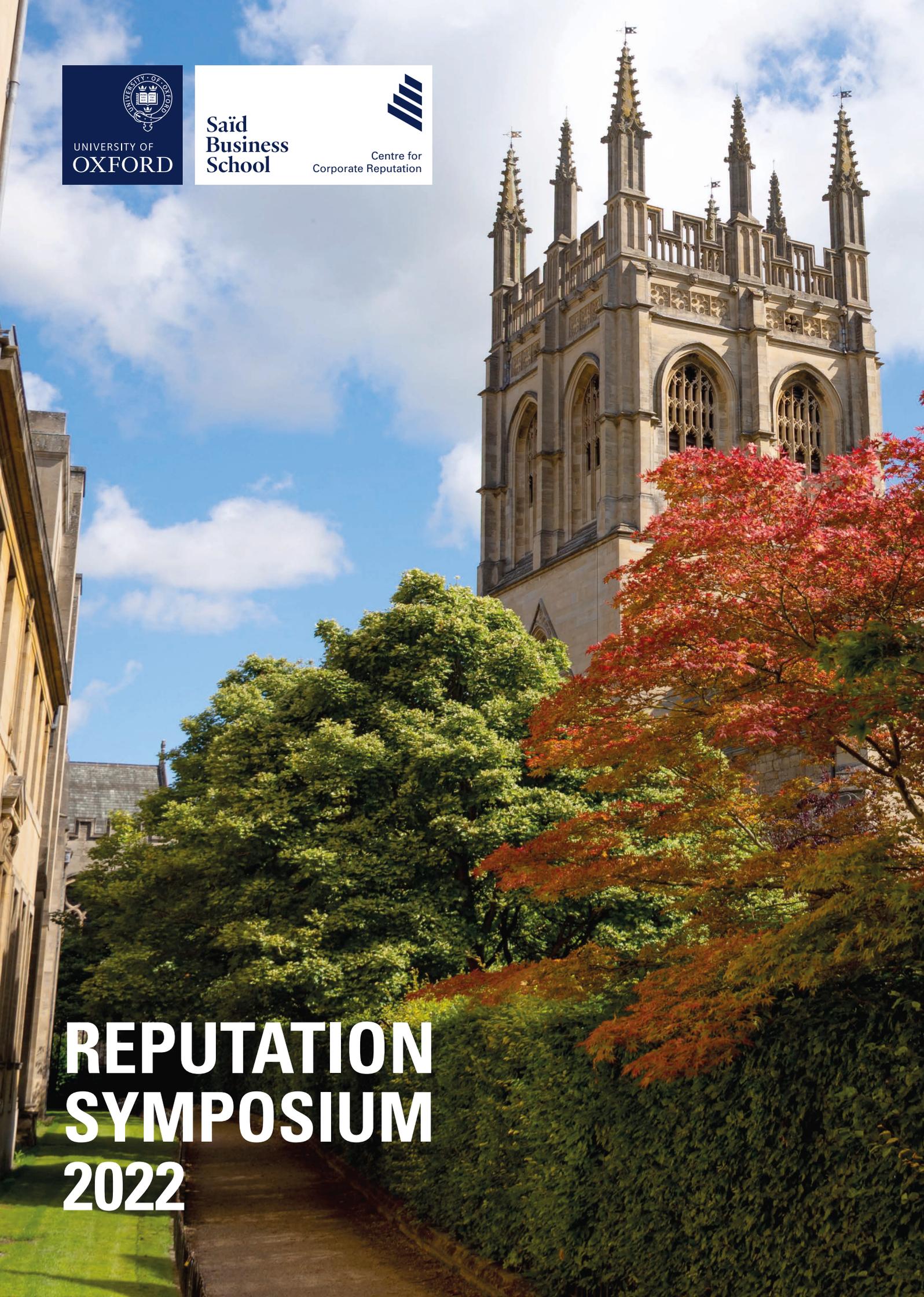
UNIVERSITY OF
OXFORD

Saïd
Business
School



Centre for
Corporate Reputation

REPUTATION SYMPOSIUM 2022



REPUTATION SYMPOSIUM

30 AUGUST – 1 SEPTEMBER 2022

SAÏD BUSINESS SCHOOL, UNIVERSITY OF OXFORD

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Wi-Fi

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

WELCOME

Rupert Younger

Director, Oxford University Centre for Corporate Reputation



We are absolutely thrilled to be able to host an in-person Reputation Symposium for our friends and colleagues from around the world for the first time in three years. Once again we will be able to share the unique interdisciplinary insights that have been our centre's mission since its inception, and also to provide a forum for the young scholars who are making this area of study such a vibrant and dynamic one. Our deep gratitude goes to Alan Morrison, Professor of Law and Finance here at Oxford Saïd, and Michael Jensen, Professor of Strategy at the University of Michigan Ross School of Business, for putting together such an exciting programme. Our heartfelt thanks, too, to Brayden King, Professor of Management at Kellogg School of Management, Northwestern University, for organising the PDW (professional development workshop) for young scholars that has become such an important component of the symposium, and for those of our International Research Fellows who participated.

We are delighted, too, to be once again making our awards for Best Published Paper and Best Dissertation, which, given the turmoil of recent times, have been extended to encompass work from 2019-2021. This year's winner for Best Dissertation is Anna Jasinenko, Senior Researcher, HEC Lausanne, for "Public Value: Opportunities and Challenges to Capture the Organizational Contribution to the Common Good"; the Best Published Paper award goes to Patrick Haack, Dirk Martignoni and Dennis Schoeneborn for "A Bait-and-Switch Model of Corporate Social Responsibility" (more details on p38). We are delighted, too, that two of our Research Fellows will be taking up new appointments imminently: Eva Schlindwein will be dividing her time between Oxford and Switzerland, as a Senior

Researcher with the Bern University of Applied Sciences, investigating sustainable finance in the Swiss banking industry, for the Swiss National Science Foundation; Rita Mota has been appointed an Assistant Professor at ESADE Business School in Barcelona. Her curation with Alan Morrison of the R:ETRO seminars has brought us many new friends around the world, and started a host of brilliant conversations (many of the seminars are on YouTube, and can be found through our website, below). Both Eva and Rita have contributed significantly to our centre's notable recent output of journal articles (see the News page of the latest *Reputation* magazine for details), and we hope to maintain our connection with them and their work for years to come.

Throughout these extraordinary and challenging recent times, the work of our centre-based scholars, our International Research Fellows and our wider network has been as intense and groundbreaking as ever. This year's programme certainly reflects that, and I cannot wait to engage with the presenters and organisers, whether in the lecture theatres, our formal dinners, or some of the less formal nooks of Oxford where we continue some of the most memorable conversations and conceive often surprising future projects.

To all those who contribute to this year's event, many thanks indeed for making it so unique. To one or two of our stalwarts who have made such a terrific contribution in previous years but have been unable to make it this year, please come back soon. Welcome one and all.

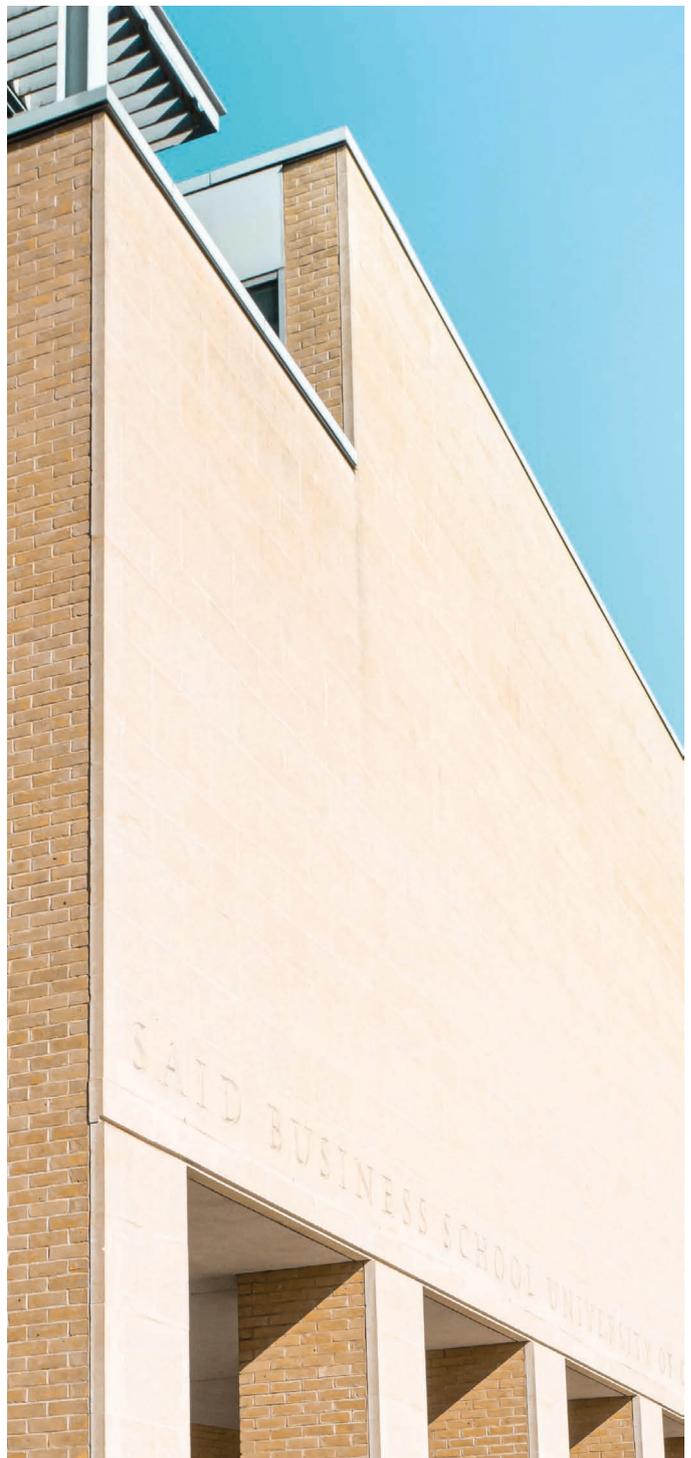
Rupert

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 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.



KEY CENTRE CONTACTS

Hannah Cooper, centre manager

Rachel Best, centre assistant

Chris Page, events producer

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PROGRAMME OF EVENTS

DAY 1 – TUESDAY 30 AUGUST

Thatcher Business Education Centre, Saïd Business School

Please arrive via our Thatcher Business Education Centre Reception, which is in the station forecourt, rather than via the main entrance on Park End Street

12:00 Professional development workshop (PDW) lunch

13:00 PDW, Clore Lecture Room

The Oxford Union, Frewin Court, OX1 3JB

15:00 Arrival, refreshments

15:30 Keynote address: Professor Brian Hare, scientist and author of *Survival of the Friendliest*

16:30 Break

16:45 Keynote address: Bill Browder, founder and CEO of Hermitage Capital Management, author of *Red Notice* and *Freezing Order*

17:45 Break

18:00 Union debate: "This house believes that arms manufacturers should be seen as ESG-friendly investments"

Chair: Rupert Younger

For the motion:

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

Laura Fritsch (DPhil candidate, Oxford Saïd)

Rupert Soames (CEO of Serco)

Against the motion:

Ashley Grice (CEO of BrightHouse Consulting)

Alan Morrison (Professor of Law and Finance, Oxford Saïd)

Caroline Stokell (CEO of Veritas Investment Partners)

18:45 Debate concludes. Walk to Wadham College

Wadham College, Parks Road, OX1 3PN

19:00 Drinks reception in the Ante-chapel and Fellows' Garden

19:30 Gala dinner in the Dining Hall

Speakers:

Rupert Younger and Soumitra Dutta, Dean of Oxford Saïd

Dress code:

Business casual (for gentlemen, a jacket is preferred)

21:45 Dinner concludes

DAY 2 – WEDNESDAY 31 AUGUST

Thatcher Business Education Centre, Saïd Business School

	eni Lecture Theatre	Lecture Theatre VI
08:30	Coffee/tea on arrival in Club Room	
09:00	<p><i>Attention Directedness: Logics, Interactions and Categories</i></p> <p>Alan Morrison (Chair) William Ocasio Andreas König Jean-Philippe Vergne</p>	<p><i>Current Challenges in Reputation Management: the Active Role of the Audience</i></p> <p>Anastasiya Zavyalova (Chair) Bryan Stroube Abbie Griffith Oliver Jonathan Bundy</p>
10:15	Session break, coffee/tea in Club Room	
10:45	<p><i>Corporate Reputation Management in an Era of Fake News</i></p> <p>Rhonda Reger (Chair) Naomi Gardberg & Elanor Colleoni Simone Mariconda Peter Winkler</p>	<p><i>Digging into the Trust on which Reputation Rests</i></p> <p>Emmanuel Lazega Oliver Schilke Ronald S. Burt (Chair)</p>
12:00	Lunch, Pyramid Room	
13:15	<p><i>A Look Inside International Reputational Laundering Networks</i></p> <p>Joseph Porac (Chair) John Heathershaw Ricardo Soares de Oliveira Elisabeth Schimpfoss Tena Prelec</p>	
15:00	Session break, coffee/tea in Club Room	
15:30	<p><i>Crime and Punishment: Unethical Workplace Conduct and its Punishment</i></p> <p>Mary-Hunter McDonnell (Chair) Aharon Cohen Mohliver Amandine Ody-Brasier</p>	<p><i>Legitimacy and Value Judgments</i></p> <p>Patrick Haack (Chair) Roy Suddaby Anna Jasinenko Moritz Gruban</p>
16:45	Close, coffee/tea in Club Room	

DAY 3 – THURSDAY 1 SEPTEMBER

Thatcher Business Education Centre, Saïd Business School

	eni Lecture Theatre	Lecture Theatre VI
08:30	Coffee/tea on arrival in Club Room	
09:00	<i>Emerging Scholars</i> Brayden King (Chair) Tae-Ung Choi Samantha Darnell Anna Jasinenko Maxine Yu	
10:15	Session break, coffee/tea in Club Room	
10:45	<i>Relational Contracts and Reputation in the Real World and the World of the Model</i> Lisa Bernstein (Chair) Daniel Barron Ameet Morjaria Giorgio Zanarone (Moderator)	<i>Organisations and Grand Challenges</i> Jeffrey Lovelace (Chair) Abbie Griffith Oliver Scott D. Graffin Farhan Iqbal
12:00	Lunch, Pyramid Room	
13:15	<i>AI-Based Approaches to Assessing Cultural Alignment and Differentiation</i> Sameer B. Srivastava (Chair) Jillian Grennan Paul Gouvard Lara Yang	
14:30	Session break, coffee/tea in Club Room	
15:00	<i>AI and Trust</i> Alan Morrison (Chair) Jen Rhymer Florian Krause Mark Kennedy	<i>Social Evaluations and Negative Firm Actions</i> Timothy G. Pollock (Chair) Jung-Hoon Han Nick Mmbaga Lorenz Graf-Vlachy
16:15	Session break, coffee/tea in Club Room	
16:30	<i>Leveraging the Ivory Tower: Having Impact Beyond Academic Journal Publication</i> Harrie Vredenburg (Chair) Jessica Vredenburg Natalia Szablewska Maura Scott	

17:45 Travel to Cherwell Boathouse via coach (pick-up outside Thatcher Business Education Centre Reception)

Cherwell Boathouse, Bardwell Road, OX2 6ST

18:00 Punting

19:15 Drinks and BBQ supper

21:30 Dinner concludes. Conference ends (coach pick-up from Cherwell Boathouse, drop-off in central Oxford)

PROFESSIONAL DEVELOPMENT WORKSHOP

A professional development workshop (PDW) was held on the afternoon of Tuesday 30 August for a number of early career researchers (below). Our thanks to our International Research Fellows for facilitating: Brayden King for organising, with participation from Yuri Mishina, Tim Pollock, Rhonda Reger, Scott Graffin, Kisha Lashley, Annie Zavalyova, Nicole Gillespie, Don Lange and Jeff Lovelace.

Samantha Darnell, <i>Wharton School of Business, University of Pennsylvania</i>	Jusang Lee, <i>Stephen M. Ross School of Business, University of Michigan</i>
John Kim, <i>Paul Merage School of Business, University of California, Irvine</i>	Estelle Archibold, <i>Centre for Restorative Justice, Suffolk University</i>
Maxine Yu, <i>Imperial College Business School, London</i>	Tae-Ung Choi, <i>Kellogg School of Management, Northwestern University</i>
Bettina De Ruyck, <i>Vlerick Business School</i>	Paula Kincard, <i>University of North Texas</i>
Hongqin Li, <i>Nottingham University Business School</i>	Anna Jasinenko, <i>HEC, University of Lausanne</i>
Farhan Iqbal, <i>Terry College of Business, University of Georgia</i>	Laura Fritsch, <i>Oxford Saïd</i>

SPEAKERS AND ABSTRACTS



KEYNOTE ADDRESSES

Survival of the Friendliest

Brian Hare

Professor in Evolutionary Anthropology, and Psychology and Neuroscience, Duke University, and a member of the Center for Cognitive Neuroscience

"I will present the self-domestication hypothesis for cognitive evolution by examining convergence between dog, bonobo and human psychology, morphology, development and more. Studies of domesticated animals – and in particular dogs – have shown that selection against aggression leads to evolution in social problem-solving skills. Comparisons of bonobos to chimpanzees show that bonobos evolved as a result of self-domestication that similarly shaped bonobo social cognition through selection against aggression. These non-human comparisons point to the possibility that humans are also self-domesticated. I present the first tests of this hypothesis that reveal the centrality of evolution in our cognitive development. I conclude we are apes that became human by evolving dog-like social psychology."

Day 1 – Tuesday 30 August, 15:30
the Oxford Union

About the Speaker

Brian Hare received his PhD from Harvard University in 2004, and in 2005, following his work at the Max Planck Institute in Leipzig, was awarded the Sofia Kovalevskaja Award, Germany's most prestigious award for a scientist under 40. In 2007, *Smithsonian Magazine* named Hare one of the top 35 scientists under 36. He has published over 100 scientific papers and his research has received consistent national and international attention. In 2019, Hare and his research were featured in Steven Spielberg's documentary series *Why We Hate*.



■ Hare's first book, *The Genius of Dogs*, with co-author Vanessa Woods – award-winning writer, and Director of the Duke Puppy Kindergarten – is a *New York Times* Best Seller.

Freezing Order: A True Story of Russian Money Laundering, State-Sponsored Murder, and Surviving Vladimir Putin's Wrath

Bill Browder

Founder and CEO of Hermitage Capital Management, head of the Global Magnitsky Justice campaign and author of Red Notice and Freezing Order.

Bill Browder, author of the international bestseller *Red Notice: A True Story of High Finance, Murder, and One Man's Fight for Justice*, will discuss his new book, *Freezing Order*, a chronicle of his work exposing the vast Russian money-laundering scheme that made him Putin's number one enemy and prompted Russia's intervention in the 2016 US presidential election.

About the Speaker

William Browder was the largest foreign investor in Russia until 2005, when he was denied entry to the country and declared "a threat to national security" for exposing corruption in Russian state-owned companies. In 2008, Mr. Browder's lawyer, Sergei Magnitsky, uncovered a massive fraud committed by Russian government officials that involved the theft of US \$230 million of state taxes. Sergei testified against state officials involved in this fraud

Day 1 – Tuesday 30 August, 16:45
the Oxford Union

and was subsequently arrested, imprisoned without trial and systematically tortured. He spent a year in prison under horrific detention conditions, was repeatedly denied medical treatment, and died in prison on November 16, 2009.



Since then, Mr. Browder has sought justice outside Russia and started a global campaign for governments around the world to impose targeted visa bans and asset freezes on human rights abusers and highly corrupt officials. The United States was the first to impose these targeted sanctions with the passage of the Sergei Magnitsky Accountability Act in 2012, followed by the Global Magnitsky Human Rights Accountability Act in 2016.

Since then, Canada, the United Kingdom, the Baltic states, the European Union and most recently Australia have passed their own versions of the Magnitsky Act. Browder is currently working to have similar legislation passed in other countries worldwide including New Zealand and Japan.

ATTENTION DIRECTEDNESS: LOGICS, INTERACTIONS AND CATEGORIES

What shapes our attention? This session examines how logics, interactions and categories structure and direct attention. In developing new ideas on attention directedness, the authors discuss the relationship between corporate purpose and corporate reputation, corporate executive and external stakeholders, and category straddling in blockchain ventures.

CHAIR

ALAN MORRISON

Professor of Law and Finance at Saïd Business School; Fellow of Merton College, University of Oxford



A former banker, Alan's 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.

The Effects of Institutional Logics on Public Attention and Sensemaking of Events and their Impacts on Corporate Reputation



William Ocasio

*James F. Towsy Professor of Business and Leadership
Director of the Illinois Strategic Organizations Initiative,
Gies College of Business, University of Illinois at
Urbana-Champaign*

Corporate reputations are social constructions shaped by public attention to and sensemaking of corporate events. Prior research has established how various adverse and positive events affect corporate reputations and those of their rivals. This work has shown that the institutional environment shapes social evaluations of corporate reputations. However, less work has focused on how the entire and multiple constellations of institutional logics prevalent in corporate environments combine to do so. In this paper, I develop a theory on how the constellation of institutional logics prevalent in corporate environments shapes public attention to events, the attributions of accountability to those events, and the subsequent impact on corporate reputations. I further examine the effects of logic constellations on corporate reputation management. I apply the theory to the current shift in the constellation of logic with the challenges to the legitimacy of the shareholder value logic and the rise of stakeholder capitalism as an alternative. Corporate purpose has emerged as a unifying concept to guide stakeholder priorities. The effects of corporate adherence to their stated corporate purpose on the determinants of corporate reputations are explored.

Mind the Stage-Dynamics! – Executive-Constituent Interactions and Audiences' Attention and Evaluations

Andreas König

Professor of Strategic Management, Innovation and Entrepreneurship, University of Passau



We develop a conceptual framework of how audiences' perceptions of the dynamic social interactions between executives and external constituents (for instance, between a CEO and analysts during a conference call) affect their strategic attention and, ultimately, their social evaluations of firms. Integrating the dynamic attention-based view of the firm with a dramaturgical social psychology perspective, we argue that audiences, such as investors, notice and interpret the unfolding social dynamics between executives and constituents. In turn, these construals subconsciously direct audiences' attention to a specific set of strategic issues and answers and function as information for a variety of inferences and attributions regarding the executive(s) and the firm. Our perspective differs from prior research, which has taken a rather unidirectional perspective on executive communication and offers a framework for an encompassing research programme on this uncharted facet of social interactions and attentional mechanisms at the firm-environment interface.

Attention to Which Categories? The Effect of Internal and External Categorical Focus on Audience Appeal

Jean-Philippe Vergne

*Associate Professor,
UCL School of Management*



In prior studies, organisations that straddle multiple market categories are at times sanctioned by audiences for lacking categorical focus, yet at other times derive benefits from it. To reconcile mixed findings, this abductive study distinguishes between categorical associations made about organisations by external third parties vs. internally by insiders. Our hunch that “external straddling” and “internal straddling” might represent distinct constructs is confirmed in preliminary analyses of prior empirical findings. We then develop the formal hypothesis that external straddling decreases audience appeal whereas internal straddling increases it, and find supporting evidence in analyses of the funding of 2,615 new blockchain ventures. This study, which contributes to abductive methodology in management, advances both categorisation theory and our understanding of new venture positioning and funding.

CO-AUTHOR

Jungsoo Ahn

CURRENT CHALLENGES IN REPUTATION MANAGEMENT: THE ACTIVE ROLE OF THE AUDIENCE

An increasing polarisation of stakeholder perceptions and extreme nature of their reactions present a challenge for reputation managers and scholars. In this session, the authors will discuss the causes and consequences of variance in stakeholder evaluations.

CHAIR

ANASTASIYA ZAVYALOVA

Associate Professor of Strategic Management at the Jesse H. Jones Graduate School of Business, Rice University



Annie received her PhD in strategic management from the Robert H. Smith School of Business, University of Maryland. Her research focuses on socially responsible and irresponsible organisational actions that build, damage and restore social approval assets, such as reputation and celebrity.

Status and Consensus: Heterogeneity in Audience Evaluations of Female – Versus Male – Lead Firms



Bryan Stroube

Assistant Professor of Strategy and Entrepreneurship, London Business School

Research finds that status characteristics such as gender are frequently related to average quality evaluations by external audiences. Yet little is known about whether such characteristics are also related to consensus in quality evaluations. We examine 380 million film ratings by consumers to assess (1) whether female-lead movies elicit more or less consensus in quality evaluations than male-lead movies, and (2) the potential performance consequences for producers. We find that female-lead movies elicit ratings distributions with higher standard deviations and more positive skew. This effect stems in part from how subsets of men and women differentially rate female-lead movies compared with male-lead movies. We also find evidence that producing female-lead movies is a profitable and increasingly prevalent strategy for independent studios that target narrower audiences.

CO-AUTHOR

David M. Waguespack

Grand Challenges and Female Leaders: An Exploration of Relational Leadership

Abbie Griffith Oliver

*Assistant Professor of Commerce, UVA
McIntire School of Commerce*



Managing grand challenges demands relational leaders who can communicate and collaborate with various stakeholders. However, the uncertainty and complexity of tackling a grand challenge can also trigger stereotypical impressions of leaders, including how their gender influences perceptions of their effectiveness. This presents important consequences for leaders' career outcomes and their ability to mobilize stakeholders to address a grand challenge. Given the alignment of relational leadership attributes (e.g., collaborative, open, and trustworthy) and female gender stereotypes, we theorize that female leaders have an advantage in how stakeholders perceive their effectiveness at addressing grand challenges. Specifically, we find that gender biases positively shape external reactions to female leadership as they are perceived as more relational and hence more effective than their male counterparts. Our findings advance scholars' and practitioners' understanding of strategic leadership, stakeholder management, and grand challenges.

CO-AUTHORS

Michael Pfarrer, Francois Neville

Toward an Organisational Theory of Cancellation

Jonathan Bundy

*Associate Professor & Dean's
Council Distinguished Scholar, Arizona
State University*



There has been an increase in public attention toward so-called "cancel culture" over the past few years. However, there is a lack of consensus as to what exactly cancellation is and by what processes it occurs. Moreover, as recent examples illustrate, cancellation has a number of implications for organisations and their members, regardless of whether they are the direct targets of cancellation. We propose a formal definition of cancellation and draw from research on stigma and social movements to develop an organisational process model of cancellation, thereby clarifying the concept of cancellation as it relates to the management literature. Additionally, we differentiate cancellation from related constructs and describe how organisations may respond to cancellation as it occurs in and around them.

CO-AUTHORS

Lindsey Yonish, Kristen Raney, Cynthia E. Devers

CORPORATE REPUTATION MANAGEMENT IN AN ERA OF FAKE NEWS

Fake news is fabricated information intended to tell a false story about an object or event. Rumours or false information about companies are not new phenomena; however, social media, technology, and changes in the management philosophies and production of some cable news outlets facilitate both the creation of fake news and its proliferation. Fake news is increasingly influencing the public discourse and social evaluations about companies. We investigate the impact that fake news has on how corporate reputation forms, how stakeholders process fake information, and its overall consequences for both business and society.

CHAIR

RHONDA K. REGER

Professor of Strategic Management and Entrepreneurship in the Management Department, G. Brint Ryan College of Business, University of North Texas



Rhonda's research interests include strategic cognition about competitors, social evaluations of organisations, organisational and personal identity, and academic entrepreneurship. She has served on the faculties at the University of Missouri, Columbia; the University of Tennessee, Knoxville; the University of Maryland, College Park; Arizona State University; and the University of Illinois-Chicago.

Reputation is Dead; Long Live Reputation! Exploring Signalling Theory, Fake News, and Corporate Reputations



Naomi Gardberg

Associate Professor, Baruch College, Zicklin School of Business

Elanor Colleoni

Assistant Professor of Corporate Reputation, University of Milan IULM

Corporate reputation signals a firm's expected future behaviour, based on its past behaviours. It helps stakeholders distinguish helpful from harmful firms. As the market has globalized and become more complex, corporate reputation has become more important because corporate capabilities and characters are increasingly difficult to observe firsthand. At the same time, fake news has spread, garbling the true nature of firm behaviours and destroying trust in these signals. In this era of fake news, is corporate reputation still able to distinguish good from bad firms? In this paper, using experimental design, we empirically assess whether core conditions of signalling theory hold true in the face of fake news, and draw implications for corporate reputation theory and management.

CO-AUTHOR

Michael L. Barnett

Gone Viral: The Influence of Fake News on Reputation Judgments about Organisations

Simone Mariconda

SRI Management Consulting



The purpose of this paper is to take a first step towards a better understanding of how and when fake news influences social evaluations about organisations. More specifically we investigate how specific cues related to exposure and influence determine the effects of fake news on different types of reputation judgments regarding the involved organisation. We test our hypotheses through an experiment conducted online. The paper contributes to the literature on organisational reputation and social evaluations in the specific context of social media by providing interesting directions on how people might be influenced by contextual information when exposed to fake news.

CO-AUTHORS

Michael Etter, Patrick Haack, Marta Pizzetti

The Organisationality of Disinformation

Peter Winkler

*Professor of Organisational Communication,
University of Salzburg*



As disinformation (e.g., fake news) in public discourse leads to polarisation and disintegration of democratic societies, it also affects the reputation formation of organisations embedded in these societies. Yet, disinformation does not only have an impact on established organisations. It also relies on efforts of mobilising and organising for a common (anti-)cause in itself. This aspect, however, finds surprisingly little consideration in current organisational and reputation management scholarship, thus far. Accordingly, in this panel contribution, we aim to illuminate the organisationality of disinformation and its implications for reputation management. To do so, we draw on recent theoretical developments in the field of organisation studies that highlight the constitutive role of communication for phenomena of organisation, organising, and organisationality. Based on this scholarship, we reconstruct: (a) which particular communicative evaluations foster social affiliation around disinformation, (b) how these forms algorithmically scale up in digital communication environments, (c) and how disinformation manages to institutionalize as a recurrent voice in contemporary public discourse. To conclude, we discuss the implications of our conceptualisations for reputation management on the level of monitoring, governance, and response strategies.

CO-AUTHOR

Dennis Schoeneborn

DIGGING INTO THE TRUST ON WHICH REPUTATION RESTS

The session involves three presentations of new developments using network and behavioural data to understand the way social context predisposes some to trust and others to be suspicious.

CHAIR

RONALD S. BURT

Charles M. Harper Leadership Professor of Sociology and Strategy at the Booth School of Business, University of Chicago, and Distinguished Professor at the University of Bocconi



Ron'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, his 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). He is an elected Fellow of the Academy of Management, the American Academy of Arts and Sciences, and the Sociological Research Association.

Seeking Advice From Direct Competitors? The Role of Members With 'High Local Status' in Building Reputations for (Un)trustworthiness Among Rival Peers

Emmanuel Lazega

Professor, Centre for the Sociology of Organisations, Sciences Po – Paris



Research on third-party effects on trust emphasises how one's reputation is built by others, i.e., various friends, foes and acquaintances. This presentation highlights the role of specific others in this process, i.e., actors with "high local status" at both the intra- and inter-organisational levels. Analyses of data measuring networks of cancer researchers shows that highly successful scientists are able to seek advice from their direct competitors and achieve high performance within their specialty when a structural condition is satisfied: that members with "high local status" in these networks are available to police the competition and prevent attempts by direct competitors to undermine each others' work. Part of this social discipline is based on the way in which this "high local status" helps shape reputations for (un)trustworthiness among peers and subordinates as an exercise of social control. This points to reputation as not just produced by others, but as a tool in the collective's management of cooperation dilemmas, and thus as part of managers' responsibilities.

The Role of Trust in the Obfuscation of Disreputable Exchange

Oliver Schilke

Associate Professor of Management and Organizations, Center for Trust Studies; Director, University of Arizona Eller College of Management



When people want to make a transaction but doing so would be morally disreputable, they sometimes obfuscate the fact that they are engaging in an exchange while still arranging for a set of transfers that are effectively equivalent to an exchange. Obfuscation through structures such as gift giving and brokerage is pervasive across a wide range of disreputable exchanges, but the study of this topic in the social sciences is still in its infancy.

We report a series of experiments that tackle the contexts under which obfuscation is most likely to occur. In particular, our investigation sheds light on the role of trust between exchange partners; it is our expectation that obfuscation will occur most often in high-trust relationships, as this is where obfuscation jointly increases the chance of accomplishing the set of transfers while alleviating actors' moral discomfort. However, this pattern is highly contingent on the type of trust; trust facilitates obfuscation when trust is loyalty-based but its effect flips when trust is ethics-based. Overall, our research directs attention to the important role of the relational context in shaping decision making about disreputable exchange.

CO-AUTHOR

Gabriel Rossman

Trust and Cooperation Beyond the Network

Ronald S. Burt

(See left)

One person's level of trust in another is the fundamental building block of the other's reputation. The one person can have any of various relations with the other person (colleague, competitor, customer, investor, etc.) and their trust in the other can be for any variety of reasons (competence, integrity, *joie de vivre*, etc.).

With so many variables in the mix, a lot of effort can be spent obtaining empirical findings about this kind of person having that kind of trust in that other kind of person. Given the importance of trust and reputation for the movement of knowledge across groups (patterning creativity, innovation, and success), one aspires to more than scattered empirical findings. Where can we sink solid pilings on which to build theoretical generalisations about trust and reputation?

Network theory provides general prediction of where trust should be strong within a network. However, much of network theory is only loosely relevant to reputation because network theory is clearest about trust within a network and reputation is largely about trust in people beyond the network. We here use network theory about trust within the network to make general predictions about trust and cooperation beyond the network. The predictions are well supported by network and behavioural data on probability samples of Chinese entrepreneurs.

CO-AUTHOR

Sonja Opper

A LOOK INSIDE INTERNATIONAL REPUTATIONAL LAUNDERING NETWORKS

Recent events have called attention to international networks of organisational and individual actors who together “cleanse” illicit money and reputations, transforming illegitimacy into legitimacy. London, in particular, has been singled out by some as the world’s dirty money “laundromat”. The three panellists involved in this session have been deeply involved in studying these networks, and the tactics used within them. They will provide an overview of their work, along with ample time for audience discussion.

CHAIR

JOSEPH PORAC

George Daly Professor of Business Leadership at the Leonard N. Stern School of Business, New York University



Joe Porac arrived at Stern in 2003 after serving on the faculty of Emory University and the University of Illinois at Urbana-Champaign. He studies how social and cognitive processes shape organisational and interorganisational action. Some of his research has addressed the question of how markets stabilize around particular definitions of products such as minivans, motorcycles, and knitwear. Other research has addressed the sociopolitical aspects of corporate governance such as how corporate boards justify CEO compensation to shareholders, whether “star” CEOs are paid differently than their less reputable peers, and what sorts of firms are most likely to incite activist shareholders to file governance resolutions against them. His most recent work concerns how knowledge is distributed and used across organisations, and has addressed this question with a number of colleagues in an NSF sponsored study on scientific alliances (www.dkrc.org) and in a study on the collective diagnosis of emerging viruses.

Authoritarian Reputation Laundering in Paris and Lisbon

Ricardo Soares de Oliveira

Professor of the International Politics of Africa, Department of Politics and International Relations, University of Oxford



Research on the financial and reputational dimensions of international kleptocracy largely focuses on the United States and United Kingdom, which draws attention away from other European, and increasingly Asian, financial centres that enable authoritarian reputation laundering. Paris and Lisbon are particularly informative case studies, where reputation service provision is considered mainstream and ties to former colonial networks have facilitated reputation laundering in different ways for authoritarian leaders and their families. Greater transparency is critical to addressing this challenge about which much remains unknown. Recommendations include creating a mandatory lobbying registry; requiring media, universities, and think tanks to report external funding; and scrutinizing political party financing.

Professional Indulgences: How the UK Enables Kleptocracy

John Heathershaw

Professor of International Relations, University of Exeter



London is the global safehouse for suspicious wealth from Russian and Eurasian elites. Recent best-selling books have narrated parts of this story and proclaimed a moral outrage and national embarrassment for the UK. However, there is no book-length academic study about why this happened and the political consequences of the entertaining of kleptocrats by the British government and its professional services. We outline a supply-side answer to this question:

that of professional indulgences. Enriched with examples from case studies and descriptive statistics of the servicing of Russian and Eurasian kleptocrats by British enablers, we explain the origins of the problem in offshoring and financial deregulation and what is at stake politically in the globalization of authoritarian regimes. We identify nine services (professional indulgences) offered from gating the market to explaining suspicious wealth, from managing reputations to brokering influence, each offered by Britain's services sectors to Russia and Eurasian kleptocrats. The book demonstrates how the supply of services makes the difference in each of the nine chapters – and at what consequence locally and globally. We conclude with some suggestions on how to break the system of indulgences and stymie the globalization of authoritarian regimes.

CO-AUTHORS

Tom Mayne, Tena Prelec

London-based Russian Oligarchs and Their Arts Philanthropy

Elisabeth Schimpfoss

Senior Lecturer, Aston University



London-based Russian oligarchs had long seen arts philanthropy as one of the most effective means of gaining acceptance among the UK establishment. Their art collections and sponsoring of prestigious events boosted their social standing and opened new doors. In early March 2022, about a couple of weeks into the war, everything changed. Previously highly successful ladder-climbing strategies were now backfiring. Overnight, many oligarchs became outcasts. They were forced to voluntarily relinquish the trustee positions at prestigious art institutions they had been so woefully offered and saw the precious artwork they had loaned to world-renowned museums be removed from display. Meanwhile, some of their richer and more powerful fellow oligarchs, who control vast swathes of key global industries, were left unscathed.

What at first glance appears to be a victory of financial clout over symbolic power might be more complex. It was art institutions who acted swiftly to avoid reputational damage. The UK government as such had no interest in seeing anyone close to them, including the City's wealth management industry, being cut off from lucrative money flows. Johnson and Co only changed their tune when hoping that rigorous action against Russian oligarchs might distract the public from domestic scandals. With party-gate and other issues being off the agenda, there is little reason not to rehabilitate useful oligarchs in order to return to business as normal.

Reputation Laundering as a Mechanism for International Kleptocracy



Tena Prelec

Research Associate, University of Oxford

Buying status through philanthropy to charities and universities is an effective way to burnish reputations. In dynamics exacerbated by an increasingly privatised business model, universities and charities in the UK have 'lowered the bar of what is considered acceptable', lapping up donations from obscure foundations linked to elites of authoritarian states. Oligarchs looking to launder their reputations have also resorted to donations to think tanks and universities to improve their standing and become part and parcel of the western elite, while overshadowing the way in which their capital was accumulated. Risks to the UK include the possibility of shifting narratives and influencing public opinion.

CO-AUTHORS

John Heathershaw, Tom Mayne

CRIME AND PUNISHMENT: UNETHICAL WORKPLACE CONDUCT AND ITS PUNISHMENT

This session offers a collection of papers that explore the conditions that drive misconduct and responses to misconduct from multiple levels of analysis. Papers explore the organisational and societal conditions within which the hazard of misconduct and the severity of punishment is augmented or diminished, including the role of class, professional legitimacy, and social movements.

CHAIR

MARY-HUNTER MCDONNELL

Associate Professor of Management, University of Pennsylvania, Wharton



Mary-Hunter (“Mae”) McDonnell received her PhD in Management and Organisations from Northwestern University’s Kellogg School of Management, a J.D. from Harvard Law School, and a BA in Philosophy from the UNC Chapel Hill. She is an Associate Professor of Management in the Organisational Behavior subgroup. Previously, she served as an Assistant Professor of Strategy at Georgetown University’s McDonough School of Business and as a Visiting Professor of Business Law at Northwestern University Law School. Professor McDonnell studies organisational behaviour within challenging institutional contexts, such as contentious social environments and uncertain regulatory environments. Her research draws on organisational theory and political sociology to explore political interactions between corporations and their myriad stakeholders. In particular, she is interested in how a company’s interactions with its stakeholders shape corporate social activity and non-market strategy.

How did #MeToo Affect the Case Outcomes and Damages Awards in Jury Trials for Firms Accused of Workplace Sexual Harassment?

Mary-Hunter McDonnell

(See left)

The law represents a critical mechanism through which social movements influence organisational fields. In this paper, we explore how social movements affect the punitive function of the law. We conduct an empirical analysis of a database of jury verdicts and damages awards allotted in employment discrimination suits decided in the six years surrounding the #MeToo movement’s mainstream emergence. Employing a difference-in-differences design, we find that #MeToo significantly increased the amount of punitive damages awarded for sexual harassment cases, as compared to other categories of discrimination cases (ie, age, race, disability, etc.) However, we find that this effect is limited to cases in more liberal-leaning jurisdictions, suggesting that the effect of #MeToo on trial outcomes depends on the overarching political orientation of the local communities from which juries are drawn.

CO-AUTHORS

Tim Werner, Brayden King

The Contaminating Effect of Social Capital: Upper-Class Networks Increase Unethical Behaviour



Aharon Cohen Mohliver

Assistant Professor of Strategy and Entrepreneurship, London Business School

Having friends in high places is often considered necessary to achieve success. Indeed, having connections with upper-class individuals offers instrumental benefits, from better jobs to higher salaries. Despite the tangible benefits that upper-class network contacts offer, we find that these networks have a dark side: the increased potential for unethical behaviour. We propose that because upper-class individuals are less constrained in their behaviour, individuals with many upper-class contacts will perceive their network contacts as having looser social norms. As a result, individuals with upper-class network ties will view morality as more relative and will be more likely to engage in unethical behaviour. To test our core hypothesis that having upper-class contacts increases unethical behaviour, we conducted six multi-method studies (archival, field, quasi-experimental, and experimental) involving a range of samples (CEOs, nationally representative adults, student roommates) from multiple cultures. Importantly, we demonstrate that the effects of upper-class networks on a focal person's unethical behaviour occur over and above their own social class (thereby ruling out a class homophily effect) and the level of unethicality of their network contacts (thereby ruling out direct imitation). Overall, this research takes a property of networks (its class composition), links it to perceptions of that network (the perceived norm looseness of one's network contacts) and connects it to a psychological mindset (moral relativism) that ultimately affects unethical behaviour. These findings demonstrate the benefits of social capital can carry a moral cost.

CO-AUTHORS

Siyu Yu, Jiyin Cao, Adam Galinsky

Deviance as a Means to Build a Legitimate Career: Evidence from the Electronic Dance Music Community



Amandine Ody-Brasier

Associate Professor of Organizational Behavior, Yale

In many occupations, informal norm enforcement emerges to fill the gaps of loose intellectual property (IP) laws. However, when laws are stricter than community norms, an act may be illegal even if it is not locally considered inappropriate. We propose that community members may informally reward lawbreakers as a means of reaffirming their jurisdiction in defining what appropriate behaviour is (or is not). Thus, when an illegal act is construed as a sincere commitment to occupation-specific values, lawbreakers may enjoy greater opportunities to advance their careers than their law-abiding peers. We study responses to illegal remixing in electronic dance music – a community where there is no norm about this practice. In combination with interview data, we use a unique hand-collected dataset on the employment outcomes of nearly 40,000 disc jockeys (DJs) across the globe over ten years. We find that community members dispute the unwelcome intrusion of legal authorities in their work by giving lawbreakers more opportunities to “play gigs” than DJs who release original music or even official remixes. Support for lawbreakers is greater when they take a credible legal risk in the name of community-specific values and when their motives are viewed as sincere.

CO-AUTHOR

Xu Li

LEGITIMACY AND VALUE JUDGMENTS: PUSHING THEORETICAL AND METHODOLOGICAL BOUNDARIES

This session will showcase innovative research projects exploring moral legitimacy judgments and processes of legitimation, drawing on the context of cellular agriculture, commodification, and business regulation.

CHAIR

PATRICK HAACK

Full Professor, HEC Lausanne

Patrick teaches the management of risk, reputation and legitimacy. He holds a PhD from the University of Zurich in Organisation Studies, as well as an MA degree in International Relations from the University of Constance. He has been a visiting scholar at Schulich Business School, the University of Granada, Stanford University and Copenhagen Business School. He has also gained industry experience in the banking and crisis communication sector.

His research seeks to integrate psychological and social-constructionist viewpoints to open the “black box” of institutional processes. His specific interests include the analysis of legitimacy and other social evaluations, as well as questions of research design and methodology, especially the application of experiments and formal modeling approaches in the study of institutionalization and legitimation.



Rhetorical Strategies of Authenticity: Social Value Judgements in the Emerging Contest Over Cellular Meat

Roy Suddaby

Professor; Francis G. Winspear Chair; Director, Research; Associate Dean, Research, University of Victoria

This paper analyses the role of authenticity in processes of technological innovation and new market creation. In 2005 Professor Mark Post of Maastricht University, supported by funding from Google’s Sergey Brin, created the world’s first cultured beef burger, a technological innovation by which embryonic stem cells of animals are



engineered to induce the growth of muscle cells in a cell culture media, a process now known as cellular agriculture. This new technology combines computing science and bio-engineering to produce muscle cells and animal tissue in large scale bio-reactors. The resulting proteins and cell tissues are identical to that produced by traditional animal husbandry. Cellular agriculture can produce meat, poultry, fish and dairy products – with the same sensory, functional and aesthetic properties as the meat from animals raised on farms, but without the ethical issues, the environmental cost, and the challenges to human health. The capacity to culture meat in a lab is an innovation that threatens to disrupt traditional animal husbandry in agriculture but holds the promise to solve many of the problems created by modern industrial meat production. The prospect of such a disruptive innovation has initiated a growing competition between incumbent agribusiness actors and upstart cellular producers. It has also initiated a less predictable, but equally important disruption in the value and identity claims of social groups whose mission is to contest traditional methods of animal husbandry because of the ethical, environmental and health issues created by traditional methods of animal food production. The emerging debate encompasses questions of food safety, sustainability, and the ethics and economics of animal-based food. The crux of this competition focuses on a regulatory struggle over labelling cellular meat that emerged in the US Food and Drug Administration (FDA) and the US Food and Inspection Services Agency (FISA). Traditional agribusiness actors question the authenticity of cellular meat by arguing that it is not “natural”. In response, cellular meat producers observe that cellular meat is scientifically identical to meat produced through traditional methods of animal husbandry, but without the deleterious effects on the animals or the environment. Our analysis focuses on the contestation of authenticity in the regulatory hearings over the labelling of cellular meat. Based on a review of over one thousand regulatory filings, our study demonstrates how rhetorical claims of authenticity differ from rhetorical claims of legitimacy, while at the same time mutually reinforce each other. We extend existing categories of types of authenticity claims (Carrol & Wheaton, 2009) by identifying the foundational role played by concepts of nature or naturalness in any claim of authenticity. Our core contribution is to demonstrate how rhetorical strategies of authenticity are premised the naturalistic fallacy – i.e. injecting cultural norms and values into the category of “natural” and then using claims of nature to assert that

a product or practice is value-free – i.e. independent of cultural norms and values.

CO-AUTHOR

Joel Baum

The Role of Consensus in Legitimation Through Deliberation: An Experimental Approach

Anna Jasinenko

Senior Researcher,
HEC, University of Lausanne



Previous research has provided considerable insights into how legitimacy is formed at the individual level but has rarely taken into account that individuals develop their legitimacy beliefs through communication with others. Our study seeks to address this shortcoming by studying how legitimacy beliefs are formed through communication. For this purpose, we designed a deliberative experiment where we asked the participants to discuss a controversial topic—the Swiss Responsible Business Initiative—in small groups. We measured the participants' legitimacy beliefs and behavioural intentions both before and after these discussions to assess to what extent these variables changed due to deliberation. Additionally, we manipulated the level of consensus within the groups to understand how it affects the impact of deliberation on legitimacy formation. Our overall results indicate that when the group consensus is low, deliberation changes legitimacy beliefs and behavioural intentions more drastically than it does when the group consensus is high. Our study contributes to legitimacy theory by empirically studying legitimacy formation as a dialogical process. Moreover, the deliberative experiment we conducted constitutes a promising novel method for testing cause-and-effect relationships in the context of this process.

CO-AUTHORS

Patrick Haack, André Bächtiger

What Pays Becomes Accepted: Why Organisations Can Advance Commodification Despite Enduring Losses in Moral Legitimacy



Moritz Gruban

Postdoctoral Researcher, University of Cambridge,
Judge Business School

Commodification, i.e., the expansion of market values in social life, often violates established moral norms and values. However, little is known about how commodification can progress despite provoking moral disapproval. Drawing on the organisational legitimacy literature, we develop a theoretical explanation of how commodification can proceed even though organisations that introduce norm-violating market practices (henceforth “commodifiers”) may endure losses in moral legitimacy. Using the example of professional soccer as an illustrative case, we argue that four effects can positively influence stakeholders' evaluations of a commodifier and thereby facilitate its pursuance of the contested market practice: compensation, buffering, dependence, and adjustment. High levels of instrumental and/or relational legitimacy may compensate and buffer losses in moral legitimacy. Furthermore, it is more likely that a commodifier withstands these losses if disapproving stakeholders' dependence on the commodifier is high because this dependence decreases the likelihood of stakeholder defections. As the market practice becomes adopted by other organisations, commodifiers may regain moral legitimacy because stakeholders adjust their evaluations to the increased importance of the practice for organisational performance. Our theoretical model elucidates the interplay of legitimacy dimensions and improves the understanding of how organisations can promote market practices that infringe prevailing moral norms.

CO-AUTHOR

Aurélien Feix

EMERGING SCHOLARS

CHAIR

BRAYDEN KING

*Kellogg School of Management,
Northwestern University*



Brayden King is the Max McGraw Chair of Management and the Environment and Professor of Management and Organisations at the Kellogg School of Management. 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 organisations emerge and change. Professor King is an international research fellow at the Oxford University Centre for Corporate Reputation.

We conducted four empirical studies to test the effects of the COVID-19 pandemic on citizens' legitimacy perceptions of stricter business regulation. Based on multilevel legitimacy theory, we differentiate between propriety and validity beliefs to understand the full spectrum of the legitimacy perception. Consistent with the system justification theory, we find that the propriety beliefs declined during the pandemic. However, the threat of the pandemic had a positive effect on validity beliefs. Theory and our qualitative study implies that the bias blind spot effect could explain this divergence of the validity beliefs from propriety beliefs. Accordingly, individuals think that they are relatively immune to the threat of the pandemic but assume that the general public is more threatened by it and therefore has more biased beliefs about stricter business regulation. Overall, our findings contribute to the theory on citizens' support of a more sustainable future, legitimacy as perception, and system justification.

COVID-19's Effect on Citizens' Legitimacy Perceptions of Business Regulation

Anna Jasinenko

Senior Researcher, HEC Lausanne



Stricter national business regulation regarding human rights and environmental misbehaviour globally is a promising approach for a transition to a more just and sustainable economy. Yet, citizens' support for stricter business regulations is relatively small. The COVID-19 pandemic presents a major life event that could affect citizens' legitimacy perception in that matter. However, the current literature proposes two opposing effects of the pandemic on the legitimacy perception of business regulation. The system justification theory suggests that the pandemic will lead to a decline in the legitimacy perceptions because individuals become highly risk averse and status quo supporting, when they feel threatened. Conversely, the moral identification theory proposes a positive effect of COVID-19 on regulatory legitimacy perceptions because such a global challenge increases the identification with the global humanity and thereby the motivation to help people in distant countries for which stricter business regulation would matter most.

Reputational Rifts: Exploring the Effects of Political Polarization on Firm Media Reputation

Samantha Darnell

*PhD Candidate,
Wharton School of Business, University of Pennsylvania*



The effects of a firm's media reputation on firm performance have been well documented in management research. However, in a fragmented, politically polarized media ecosystem, some firms may have developed polarized media reputations. This new reality challenges the concept of a firm having a singular media reputation and potentially complicates the relationship between firm media reputation and performance. Although political polarization has captured the attention of researchers in many fields, including political science and media studies, management and strategy research has largely overlooked the effects of increasing political polarization on firm reputation, strategy, and performance. To further our understanding of the effects of political polarization on firms, I analyse firms' reputations among major media outlets in the United States segmented along partisan lines. This paper theoretically motivates the importance of studying the impacts of polarization on firm reputation, introduces new measures of partisan media reputation and firm media reputation polarization, and reports findings from a descriptive analysis of major trends in the polarization of S&P 500 firm media reputations over the past 15 years.

Does Police Transparency 'Work'? Evidence from the Seattle Police Department

Tae-Ung Choi

*PhD Candidate, Kellogg School of
Management, Northwestern University*



Transparency on the police's use of force has been touted as a means to keep police accountable, yet evidence on its effectiveness has been elusive. This lack of evidence is concerning since police often wield significant professional autonomy, thereby plausibly remaining impervious to attempts by institutional outsiders (e.g., the public) to hold them accountable. Furthermore, police may even respond to transparency by privileging already-advantaged populations, insofar as they infer the public also favours such populations. Using the difference-in-differences approach by exploiting the Police Data Initiative, which was introduced by the US federal government in May 2015 and subsequently adopted by the Seattle Police Department, we find that Seattle police made fewer traffic stops after the adoption of the transparency initiative, but this effect was concentrated in neighbourhoods with fewer Black residents. Further analyses suggest that the effect is partly driven by relatively fewer unique officers being dispatched to neighbourhoods with fewer Black residents after the adoption of the transparency measure. Ultimately, the inequality in police use of force based on the racial makeup of neighbourhoods became greater after the Seattle Police Department adopted the transparency policy, contrary to the likely intent behind the policy.

CO-AUTHOR

Minjae Kim

Damaged Goods in the Labor Market? How Performance Feedback Influences Employment of Wrongoers

Maxine Yu

PhD Candidate, Imperial College Business School



As a widely studied phenomenon, the “settling up” effect indicates that professionals with tainted records face discounts in the labour market. However, the empirical evidence for this effect is inconclusive. This study investigates under what conditions organisations employ individuals with misconduct records and suggests that performance feedback plays an important role. While most previous studies assumed that social aspirations and historical aspirations have similar effects in the misconduct context, this study challenges this assumption and shows that these two types of aspirations have asymmetric effects. Specifically, organisations with performance above social aspirations are less likely to employ high performers with misconduct records. In contrast, organisations with performance below historical aspirations are more likely to employ high performers with misconduct records as a cheap and quick solution to their performance strains. Evidence from transfers of professional cyclists after their suspension due to doping accusations supports these arguments. The arguments and findings suggest that some organisations are more likely to hire high performers who have committed misconduct before and also focus more on improving outcomes, which makes them vulnerable to future organised misconduct without proper governing.

RELATIONAL CONTRACTS AND REPUTATION: IN THE REAL WORLD AND THE WORLD OF THE MODEL

This panel will present recent research at the intersection of reputation and relational contracts. The papers or the extensions to the papers are early stage and the authors have chosen this forum to get feedback on study design from the many different disciplines represented at the centre.

CHAIR

LISA BERNSTEIN

*Wilson-Dickinson Professor of Law
at the University of Chicago Law
School*



Lisa Bernstein's research interests are in the area of contracts and commercial law with a special emphasis on modern supply chain relationships (with an emphasis on the manufacturing sector), social network analysis, and the intersection of strategy and relational contracting. She is also interested in the design of commercial courts in emerging and transitioning economies, industry specific dispute resolution, and the relationship between social structures and economic development.

Managerial Contracts: A Preliminary Study and Next Steps

Lisa Bernstein

(See left)

In the modern outsourced economy, important types of contractual relationships—among them those related to industrial procurement—are neither fully transactional nor fully relational. Rather, the agreements that govern these relationships incorporate highly detailed written terms that focus not only on what is promised but also on the details of how it is to be achieved and how the suppliers' actions will be monitored over the life of the agreement. These provisions are not, for the most part, effectively backed by the threat of legal sanctions. Nevertheless, they have the potential to add significant value to contracting relationships. Many of these provisions – termed here “managerial provisions” – employ techniques used to organise relationships and increase productivity within firms. Known in the literature as elements of hierarchy, the techniques introduced by managerial provisions are used to provide a roadmap for carrying out the transactors' work-a-day actions and interactions in ways that are likely to facilitate successful contracting relationships. Among the many intra-firm practices that managerial provisions commonly import into contracting relationships, are analogues of each of the eighteen management practices that the World Management Survey reveals are closely associated with persistent performance differences across similarly situated enterprises. This raises the possibility that more fully integrating some or all of these (and other) managerial practices into supply agreements may add as yet unrealized value to these (and other types of) contracting relationships, particularly when attempts to do so are implemented with an understanding of the intrafirm organisational hierarchy within each of the contracting parties.

Taken together the WM-based practices together with other managerial practices commonly found in procurement contracts have two other important effects. First, they make it possible for firms to capture almost all of the benefits of vertical integration without vertically integration. And, second, when implanted together they create a contract governance regime that supports the creation and maintenance of cooperative relationships, strengthens the

MODERATOR

GIORGIO ZANARONE

*Associate Professor,
HEC Lausanne*



Giorgio Zanarone's research focuses on organisational economics, institutional economics and strategy, with an emphasis on the interaction between formal and relational governance mechanisms. He is secretary of the Society for Institutional and Organisational Economics. His research has been published in leading journals in management, economics and law, including *the Strategic Management Journal*, *Journal of Law and Economics*, *Journal of Law, Economics and Organisation*, and *Journal of Development Economics*.

force of network governance, and scaffolds the creation of the types of competence-based, process-based, and interpersonal trust that the management literature associated with increased productivity.

The talk will extend this paper to raise questions about emergent managerial practices that have yet to be fully analysed – most notably, completing incomplete contracts using post-formation teams.

CO-AUTHOR

Brad Peterson

Intermediaries and Power in Relationships

Daniel Barron

*Associate Professor of Strategy,
Kellogg School of Management*



Consider a series of long-term agents interacting with an infinite sequence of short-lived principals. Each principal needs a series of tasks (or favors) to complete a project. She can either ask the agents directly for these tasks or designate a subset of agents to obtain them on her behalf. Agents, in turn, can demand a private transfer (or bribe) to the party asking for the favour. In the static equilibrium, it is optimal for the principal to interact with all agents directly. However, the most efficient repeated interaction can call for the emergence of a “powerful” agent (or intermediary) that obtains all the favours on the principal’s behalf and can demand the highest bribe of all. The reason for this result is twofold. First, the intermediary can better monitor the behaviour of the agents assigned to them. Second, the intermediary is highly motivated to play this role because it has the highest stake in sustaining long-term cooperation.

Product Conflation and Supply Chain Transparency in Ethiopia’s Coffee Trade

Ameet Morjaria

*Associate Professor of Managerial
Economics & Decision Sciences,
Kellogg School of Management*



In this ongoing project we explore the impact on market participants on changing “product” definition rules on a financial platform in a developing country. Specifically, we examine the equilibrium effects on sellers and buyers when a “products” definition is de-conflated. In this context, a trading platform changed interactions between agricultural producers and buyers in the trading of coffee. The arrival of the trading platform by design made buyer-seller transactions anonymous. While an exchange solves the search and contracting frictions, concurrently it gave rise to a new set of issues for commodities whose precise quality and supplier origin matters to buyers. The commoditization (conflation) meant traceability in the supply chain evaporated. These rules of trading lasted for a decade and recently have been changed, we are interested in understanding the consequences of this dramatic policy experimentation.

ORGANISATIONS AND GRAND CHALLENGES

This session focuses on harnessing the benefits of meeting grand challenges and societal issues. Each of the papers examines the positive outcomes of meeting positive organisational challenges, including encouraging the development of firm-level mental health, facilitating positive perceptions of employees as a key stakeholder group, and encouraging workplace inclusiveness through volunteerism. Each of the papers highlights the positive implications of adopting a more holistic perspective on organisational success.

CHAIR

JEFFREY LOVELACE

Assistant Professor of Commerce at the UVA McIntire School of Commerce, University of Chicago



Jeffrey researches the social and cognitive influences that shape leader behaviour, leader-follower relationships, and performance at the individual and firm level.

In his general leadership research, he explores the factors that influence how leaders make sense of their environment and subsequently provide direction to people and organisations. As a specific extension of this broader research stream, he utilizes an Upper Echelons Theory Perspective to examine the sensemaking processes of senior leaders, focusing on the influence of variables like celebrity, status, and reputation on leader cognition, behaviour, and performance in dynamic environments. Professor Lovelace has published journal articles, books, and book chapters in a variety of outlets, including *Academy of Management Review*; *Academy of Management Journal*; *Journal of Management*; and *The Leadership Quarterly*. Previously, he was an Assistant Professor at the United States Military Academy at West Point.

He teaches classes on leadership, power and influence, and organisational change at the undergraduate and graduate levels. He also has experience running corporate education workshops for a variety of organisations in the public and private sectors. Prior to his academic career, he served as an officer in the United States Army from 2002 until 2014.

Firm-Level Mental Health: An Intangible Socio-psychological Asset for Firms



Abbie Griffith Oliver

Assistant Professor of Commerce, UVA McIntire School of Commerce

Recently, the mental health of individuals in organisations has received significant public and academic attention. However, scholars have yet to advance our understanding of mental health at the firm level. To address this gap, we define firm-level mental health as an organisation's ability to acquire, develop, and deploy the resources necessary to recognize and attend to members' positive mental health (i.e., feeling good, functioning well, and doing good). Utilizing a macro-positivity psychology lens, we integrate a design science approach with social control theory to explain the development of firm mental health. We distinguish firm-level mental health from individual-level mental health and other related organisational-level constructs. Finally, we explain how firm-level mental health fosters an intangible socio-psychological asset that influences positive internal and external firm outcomes.

CO-AUTHOR

Jeffrey B. Lovelace

Do Boards Reward And Punish CEOs Based on Employee Satisfaction? An Examination of the Role of Stakeholder Management in CEO Evaluation



Scott D. Graffin

*Professor and Synovus Chair in Servant Leadership,
University of Georgia*

We investigate whether boards of directors reward and punish CEOs based on how well CEOs manage the perceptions of a key stakeholder group: employees. Using data from Glassdoor on employee perceptions of how well the firm is meeting their needs, we find that CEOs tend to receive more significant bonuses when employees are more satisfied. This effect is stronger for firms where human capital is more important (i.e., high-tech firms and R&D firms). We also find a higher rate of CEO dismissal when employees are less satisfied. Collectively, these findings suggest that board evaluations of CEO compensation and retention may have evolved and now incorporate the CEO's effectiveness in stakeholder management.

CO-AUTHORS

Khaled Abdulsalam, Dane M. Christensen, John Li

Changing the Narrative: Media Organisations' Reactions to Corporate Sociopolitical Activism



Farhan Iqbal

Doctoral Student, University of Georgia

For decades, social scientists have studied the media's ability to shape public opinion about social, economic, political, and legal issues. Organisational scholars alike have examined the effects of media coverage for firms. A limitation of this line of inquiry, however, is its amalgamated focus on the media in contrast to a more specific exploration of the dyadic and dynamic relationships between multiple media organisations and firms. By glossing over heterogeneities in media organisations and ignoring the dynamics between firms and media organisations, we are restrained by a coarse understanding of the relationships between these actors. I address this concern by developing a relational theory of media organisations. Underpinning this model is the notion that the media organisation-firm relationship strengthens (weakens) as the firm engages in behaviours that enable (prohibit) the media organisation to reinforce its strategic points of differentiation. I develop several arguments related to media reactions to corporate sociopolitical activism (CSA), which refers to a firm's public demonstration of support for or opposition to a partisan social issue. I create a novel dataset comprising news stories from over 50 media outlets, paired with over 75 sociopolitical acts made by firms in the Fortune 500 from 2015-2019. To test my arguments, I combine natural language processing, econometrics, and response surface methodologies.

AI-BASED APPROACHES TO ASSESSING CULTURAL ALIGNMENT AND DIFFERENTIATION

This session includes three papers that demonstrate how AI-based approaches can be used to assess different facets of cultural alignment and differentiation in organisations. The first paper presents results of a field experiment designed to assess how providing algorithmic advice to leaders influences alignment in the form of cultural strength. The second paper applies a deep-learning method to conversational text in corporate earnings calls to measure performative atypicality, or how differentiated an organisation is in its discourse relative to its peers. The third paper shifts attention to the individual level of analysis: it develops a computational linguistics approach to assessing the relationship between network structural position and another facet of alignment – organisational identification – across three organisational settings.

CHAIR

SAMEER B. SRIVASTAVA

Ewald T. Grether Chair in Business Administration and Public Policy at Berkeley Haas; affiliated with UC Berkeley Sociology



Sameer's research unpacks the complex interrelationships among the culture of social groups, the cognition of individuals within these groups, and the connections that people forge within and across groups. Much of his work is set in organisational contexts, where he uses computational methods to examine how culture, cognition and networks independently and jointly relate to career outcomes. His work has been published in scholarly journals such as *American Journal of Sociology*, *American Sociological Review*, *Administrative Science Quarterly*, *Management Science*, and *Organisation Science*. It has been covered in media outlets, including the *New York Times*, *The Economist*, *Fortune*, *The Wall Street Journal*, *Financial Times*, and *Forbes*. He teaches a popular MBA elective course, Power and Politics in Organisations, and co-directs the Berkeley-Stanford Computational Culture Lab.

Sameer has also served as a partner at the global management consultancy Monitor Group (now Monitor Deloitte). He holds AB, AM, MBA and PhD degrees from Harvard University.

AI-Augmented Culture and Leadership

Jillian Grennan

Assistant Professor, Duke University



Leaders want to know what their employees are achieving even when they cannot see them, because leaders have insights that can help employees make the best use of their time. But hybrid and remote work is creating challenges to standard employee-manager relationships. We conducted a field experiment in a large, public firm to test whether receiving autonomous advice based on algorithmic predictions of the advice leaders should be giving to employees affects productivity. Our design allows us to compare autonomous leadership aimed at individual and team-based efficiency gains, or both. We find the largest productivity changes relative to a baseline of no autonomous leadership stem from team-based advice. Treatments intended to change individual productivity are more transitory whereas team-based treatments are persistent. Additional tests suggest team-based treatments strengthen the underlying culture, which reduces coordination costs, as measured by time spent in meetings, and boosts team performance. This research not only highlights the important role that culture plays in enhancing productivity, but also that technology can be an important catalyst for augmenting culture and leadership.

CO-AUTHOR

Christos Makridis, Michal Zator

Categorical Typicality and Target Selection in Corporate Acquisitions

Paul Gouvard

Assistant Professor of Organisation Theory, Università della Svizzera Italiana



The use of shared categories facilitates exchanges in markets by reducing uncertainty. Acquisitions are typical contexts in which uncertainty plays a dominant role because prospective acquirers can only leverage limited information when selecting a target to acquire. Yet prior research has not studied how categories can alter the perceived risk of adverse selection that acquirers face during selection processes and which influence acquisition activities. This paper argues that the extent to which a firm fits a clear category (i.e., how typical it is) affects how easily it can be evaluated as a target for an acquisition, thus influencing its likelihood of being acquired. Conversely, we submit that information about atypical firms is more complex to interpret, making them comparatively less likely to be acquired. We test our hypotheses on a sample of 9,061 US-listed firms between 1995 and 2018, which represents the whole population of listed firms net of missing data. Our measure of typicality is constructed from annual reports (10-K forms) and uses a new methodology to locate a given firm in the semantic space based on the meaning of the words contained in the document. The results indicate that typical firms are more likely to be acquisition targets. The acquirer's experience in acquisitions and with the target's category negatively moderate this effect. Using a sample of 5,758,294 dyads, we also find that the effect is mitigated when the acquiring firm has more acquisition experience or belongs to the same category as the prospective target.

CO-AUTHOR

Emanuele Bettinazzi

Network Structural Positions and Organisational Identification: A Computational Linguistics Approach

Lara Yang

PhD Candidate at Stanford Graduate School of Business



Identification, the cognitive association of the self with a group, is a fundamental human tendency. In contemporary market societies, organisations often serve as important sources of identification. Why is it that some people identify with the organisation that employs them more strongly than others? Whereas existing work often attributes this variation to differences in organisational attributes or individual characteristics, we trace it to changes in the network positions people occupy. To do so, we use person-specific, time-variant word embedding models to develop a method for detecting signals of identification in interpersonal email communication. We validate our measure using established survey-based methods and apply it to members of three different organisations. Drawing on structuralist sociological theories, we demonstrate that when individuals are embedded in denser networks, they tend to exhibit higher levels of identification at work.

CO-AUTHORS

Amir Goldberg, Sameer B. Srivastava

AI AND TRUST

This session asks what it means to trust an AI. Can AIs be stakeholders? What sort of agency can we attribute to them? Can an AI meaningfully be described as making a decision? And why should we care?

CHAIR

ALAN MORRISON

Professor of Law and Finance at Saïd Business School, and a Fellow of Merton College, University of Oxford



A former banker, Alan's 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.

Speaking for the Trees: Stakeholders and Multi-Technology Conjoined Agency

Jen Rhymer

Assistant Professor, University College London



Stakeholder theory suggests an array of different human actors, and their varied perspectives, are considered in organisational decision making. Yet these actors largely focus on near-term, profit-oriented outcomes. As a result, many external costs, such as long-term environmental impact, are unrepresented in organisational decision making. Recently, the development and implementation of agentic technologies, including artificial intelligence (AI), machine learning algorithms (ML), and distributed ledger technologies (DLTs), changes who (or what) is making decisions in organisations. Technologies are agentic when they possess the capacity to intentionally constrain, complement, or substitute for human action; and conjoined agency describes the shared capacity between humans and nonhumans to exercise intentionality (Murray, Rhymer, Sirmon, 2021). In this paper, we extend the idea of human-nonhuman ensembles acting together in organisational settings to theorize how combinations of distinct agentic technologies, specifically arresting technologies (e.g., DLTs) and automating technologies (e.g., AI), impact organisational decision making. In doing so, we consider agentic technologies acting as independent stakeholders, thereby extending organisational decision making beyond the domain of human actors and giving a voice to entities unheard, such as the trees (Suess, 1971).

CO-AUTHORS

Alex Murray, David Sirmon

Ethics, Technology and the Problem of Metaphors: Why Algorithmic ‘Decisions’ Do Not Relieve From Making Decisions



Florian Krause

Lecturer, Senior Research Fellow, Institute for Business Ethics, University of St Gallen

When talking about technology, we regularly use metaphors that draw analogies between established elements of our everyday life and what a technology does. While not worth talking about in many cases, there are different occasions, where inadequate language can have misleading ethical implications. The term ‘decision’, for example, can be seen as inadequate terminology for what algorithms or artificial intelligence actually do. While the result of an algorithmic calculation can unquestionably be perceived as a decision or be an important basis for a decision, it will be argued that using this terminology in these contexts is not only misleading but also problematic from a normative point of view: It blurs responsibility and distracts from necessary decisions, which remain a very human responsibility – and duty.

CO-AUTHOR

Thomas Beschorner

After the Turing Test: The Participation Game as a New Assessment of Artificial Intelligence Capabilities and Implications for Social Theory



Mark Kennedy

Associate Professor, Imperial College London

Following Turing, we ask, “Can machines think?” Turing’s famous test asked machines was an imitation game that called for general conversation. To raise the bar for assessing artificial intelligence (AI), we pose the participation game, an exercise that asks machines to join humans in a creative, playful, competition that calls for bending and stretching the categories humans use to understand and order the world. After defining the game, we explain the practical and theoretical basis for raising the bar on AI and discuss implications for social theory. Specifically, we argue that having machines join reality-making processes requires re-thinking social theory that deals with influence, legitimacy, and agency—constructs that underlie important theories of teams, organisations, and societies.

SOCIAL EVALUATIONS AND NEGATIVE FIRM ACTIONS

In this session, we bring together three papers that consider how social evaluations affect firm behaviours and consequences in the face of negative events and actions. These papers adopt multiple levels of analysis, from individual decision making to industry-level dynamics, and employ qualitative and quantitative research methods. Specifically, the papers in this session will consider related but distinct characteristics of CEOs, firms, and industries—namely CEO celebrity, charisma, and personality; firm status; and industry core stigma. We will explore how these social evaluations shape responses to three types of adverse circumstances: firms' data breaches, product recalls, and regulatory threats. Two papers study how social evaluations shape inter-organisational dynamics and stakeholders' reactions, while the third explores how anticipatory concerns about the effects of a negative event on social evaluations shapes subsequent behaviour. Overall, we hope that this session will further the debate and stimulate a discussion on the role of actor characteristics and social evaluations in the context of negative events. One author from each paper will present, and Tim Pollock will serve as session chair and facilitate the Q&A discussion.

CHAIR

TIMOTHY G. POLLOCK

Haslam Chair in Business and Distinguished Professor of Entrepreneurship in the Management Department of the University of Tennessee – Knoxville Haslam College of Business



Broadly defined, Tim's 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, celebrity, social capital, impression management activities, media accounts, and the power of different actors influence IPO firm performance, survival, alliance formation activities, and executive recruitment and compensation. He is also interested in how entrepreneurs' experiences and organisational resource endowments influence their strategic decision making. Prior to joining Haslam, Tim held faculty positions at Penn State University, the University of Maryland and the University of Wisconsin-Madison.

Extremely Loud and/ or Incredibly Close: How Status and Categorical Proximity Shape Misconduct Scandalization



Jung-Hoon Han

Assistant Professor, Robert J. Trulaske, Sr. College of Business, University of Missouri

While transgressors' status has long been considered a key antecedent to scandals, we have a limited understanding of how others' status bounds the relationship. We examine how past transgressors' status inside and outside an industry affects the scandalization of a focal firm's misconduct by the media. We argue that past transgressions by high-status firms within the industry lead journalists to scrutinize the misconduct more, amplifying the effect of the focal firm's status by highlighting its commonalities with past transgressors. In contrast, the status of past transgressors from outside the industry attenuates the effect of firm status on scandalization by directing media attention outside the industry, thereby limiting the depth of information that can be inferred from the firm's status. We focus on the media coverage data breaches receive and find that past transgressors' status and their categorical proximity to current transgressors serve as important boundary conditions for the effect of status in scandals. This study deepens our understanding of how status and categorical proximity influence scandalization.

CO-AUTHORS

Timothy G. Pollock, Scott D. Graffin

Hurts So Good: Stigma Balancing in the Payday Loan Industry

Nick Mmbaga

*Assistant Professor of Entrepreneurship,
Lacy School of Business, Butler University*



We explore how a core stigmatized industry can leverage the enduring benefits of its core stigma while limiting its constraints, and how this process evolves over time in response to environmental changes and the actions of its stigmatizers. We conducted an inductive field study employing grounded theory and participant observation techniques to explore how the stigma balancing process unfolded in the payday loan industry, whose practices, customers, and outcomes are stigmatized. We find that the industry was able to manipulate its power imbalance and mutual dependence with the industry's stigmatizers by altering perceptions of its practices and customers, even as the stigmatized outcomes worsened, and while reinforcing its core customers' stigma to maintain their resource value. Our study has implications for both research on stigma and resource dependence theory.

CO-AUTHORS

Kisha Lashley, Dave Williams, Timothy G. Pollock

Better Safe Than Sorry: How CEO Neuroticism and Social Evaluations Affect the Speed of Product Recalls

Lorenz Graf-Vlachy

*Professor of Strategic Management and Leadership,
TU Dortmund University*



Product recalls represent high-stakes situations for firms. Extant research on product recalls provides insights into the determinants of recall frequency (i.e., how often firms need to recall defective products), but less is known about what determines how quickly firms issue a recall once a defect surfaces, i.e., time-to-recall. Building on upper echelons theory and personality theory, we argue that CEOs' personality impacts time-to-recall. Specifically, we propose that more neurotic CEOs are more vigilant when they face uncertainty, as they do when making recall decisions, and strive to avoid the potential threat of social disapproval from recalling late, leading to lower time-to-recall. We contextualize this argument by taking a configurational approach to personality to hypothesize that another personality trait, CEO agreeableness, increases the salience of the threat of social disapproval and thus positively moderates the main relationship. Further, we invoke trait activation theory to argue that more negative recent CEO media coverage provides a trait-relevant situational cue which reinforces CEOs' neurotic tendencies and thus also positively moderates the main relationship. We find broad support for our theory in analyses on a sample of 1,573 product recalls in the U.S. healthcare industry.

CO-AUTHORS

Daniel Gass, Andreas Fügener, Lorenz Graf-Vlachy

LEVERAGING THE IVORY TOWER: HAVING IMPACT BEYOND ACADEMIC JOURNAL PUBLICATION

Impactful research starts with a novel idea. However, having true impact involves the translation and dissemination of research findings to various stakeholder groups beyond academia. This session will explore a variety of avenues for extending research impact beyond traditional publication pathways. These avenues include writing for a general (non-academic) audience through platforms such as *The Conversation*, using non-traditional formats such as documentary-style short films and media engagement to increase research accessibility, and serving on governmental and non-governmental policy bodies to connect research work to policy makers and corporate decision-makers. Academia is evolving and adapting styles of academic delivery for truly impactful research is an important step forward.

CHAIR

HARRIE VREDENBURG

Suncor Energy Chair at the University of Calgary



Harrie is a leading expert on energy, climate change and economics, and is the brain behind as well as main character in an upcoming documentary film, *Energy Transition: Exploring our Way to the Future*. Drawing on his own personal experience as well as the expertise of leaders across the energy industry, this film will take viewers on a journey to discover the possibilities that lie ahead as we address climate change and transition to a new energy future. Harrie also contributes regularly to *The Conversation* and to the media as an energy expert.

Jessica Vredenburg

Senior Lecturer in Marketing, Auckland University of Technology



Jessica is well-versed in research translation and impact. She writes regularly for *The Conversation*, is an ongoing contributor as a marketing expert for national and international media (TV, radio and print) and won the 2021 New Zealand Research Translation Competition with a submission based on her main area of expertise: brand activism. Jessica is also a member of the Impact Taskforce and Editorial Review Board at the *Journal of Public Policy & Marketing*.

Natalia Szablewska

*Professor in Law and Society,
Open University Law School*



Natalia's research interests centre on themes at the intersection of law, public policy and ethics. She employs gender and human rights-based approaches to examine issues relating to forced migration, modern slavery and gender inequalities in post-conflict societies. She uses qualitative and quantitative approaches including discourse analysis and systematic review. She has done work for the British House of Commons, the Welsh Government (Llywodraeth Cymru), Solicitors Regulation Authority (England & Wales) and for a human rights litigation organisation in Moscow (Russian Justice Initiative). She serves on the Modern Slavery Leadership Advisory Group to the New Zealand Government and as a Chair of Business and Human Rights Committee of Australian Lawyers for Human Rights. She previously served on the Stakeholder Selection Committee and as a Civil Society Observer at the United Nations General Assembly High-level Meeting on the Global Plan of Action to Combat Trafficking in Persons and she acted on the Organisation for Economic Development (OECD) Peer Review Panel for the Australian National Contact Point.

Maura Scott

*Persis E. Rockwood Professor of
Marketing, Florida State University*



Maura's research focuses on consumer behaviour, consumer and societal well-being, public policy and services marketing. Her research examines how to help improve consumers' financial, health and food decisions, particularly among vulnerable populations. She is joint editor-in-chief of the *Journal of Public Policy & Marketing (JPP&M)* where she is instrumental in the implementation of the strategic vision for JPP&M: Marketing and Public Policy Impact Through Rigor, Relevance, and Inclusivity. She also serves as associate editor for the *Journal of Consumer Research* and the *Journal of Marketing Research*, and area editor for the *Journal of the Academy of Marketing Science*.

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 2019–2021

"A Bait-and-Switch Model of Corporate Social Responsibility", *Academy of Management Review* (July 2021)

The authors write: "The notion that transparency forces organizations to eschew decoupling and embrace substantive adoption represents an important assumption in the corporate social responsibility (CSR) literature. Conversely, research on learning and social control has considered opacity – understood as a lack of transparency – to be conducive to substantive CSR adoption. These opposing viewpoints highlight a fundamental tension: Is transparency good or bad for substantive adoption? This paper resolves this tension by asking an alternative question: When is transparency good or bad, and why? We advance a dynamic perspective that conceives transparency and opacity as transitory phenomena, and we specify the boundary conditions for which either enduring or transitory forms of transparency and opacity further the substantive adoption of CSR. Our analyses reveal that, for circumstances under which the motivation of ceremonial adoption is hypocritical (rather than opportunistic) and where both substantive adoption and practice abandonment are difficult, the former can be maximized by first allowing organizations to adopt a CSR practice ceremonially under opacity ("bait"), and then prompting ceremonial adopters to become substantive adopters through a shift to transparency ("switch"). Specifying this bait-and-switch mechanism and its underlying contingencies reveals a hitherto unexplored, and potentially effective, pathway toward the institutionalization of CSR."

WINNER PROFILES

Patrick Haack, Full Professor, HEC Lausanne

Dirk Martignoni, Associate Professor, USI

Dennis Schoeneborn, Professor of Communication, Organization and CSR, Copenhagen Business School

BEST DISSERTATION 2019–2021

"Public Value: Opportunities and Challenges to Capture the Organizational Contribution to the Common Good"

The author writes: "According to Nobel Memorial Prize in Economics laureate Jean Tirole, only society can define what common good is, yet economic research can help organizations to understand how their means differ from ends and to develop tools that contribute to achieving common good (Tirole, 2019, p. 5). Exactly this is, where this dissertation aims to contribute. This cumulative dissertation consists of three independent empirical papers, as well as a conceptual introductory part. The main purpose of this work is to better understand how the organizational contribution to the common good, as conceptualized by the public value approach (Meynhardt, 2009, 2015), could be measured. Building on the public value theory developed by Meynhardt (2009, 2015), the three papers theoretically discuss and empirically test measurement approaches of the organizational contribution to the common good."

WINNER PROFILE

Anna Jasinenko, Senior Researcher, HEC Lausanne

LOCATION MAP

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





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