



## Call for Papers

“Exploring Entrepreneurial Ventures, Family Firms, and Hidden Champions”  
6th International Research Forum on Mittelstand, biennial conference 2020

### **Track 04: Strategy / M&A / JV&SA in Family Firms, Entrepreneurial Ventures and Hidden Champions**

Mannheim, Germany, May 24<sup>th</sup>-26<sup>th</sup>, 2020.

Submissions accepted until January 25<sup>th</sup>, 2020.

#### **Track Chairs:**

Matthias Brauer (University of Mannheim, Germany)  
Jörn Block (University of Trier, Germany)  
Suleika Bort (Technical University of Chemnitz, Germany)  
Mark Kowalzik (University of Mannheim, Germany)  
Brigitte Wecker (University of Mannheim, Germany)  
Jana Knirim (University of Mannheim, Germany)

#### **Description of the track**

Little is known about how entrepreneurial ventures, family firms, and hidden champions organize themselves for future growth by reaching out to strategic initiatives such as Merger & Acquisitions (M&As), joint ventures and strategic alliances. There is no doubt that firms can benefit dramatically from these strategic initiatives. In the current business environment, where long-term growth rates in many economies trend downwards, firms are turning to M&As, joint ventures and strategic alliances to fuel growth, enter into new markets, gain legitimacy, obtain access to new, complement own resources, and cut costs. In fact, firm performance increasingly centers around the effective management of acquisition programs and alliance portfolios (Haleblian et al., 2009; Kale & Singh, 2009). Nevertheless, a growing number of scholars question the underlying idea of getting a competitive advantage via M&As, joint ventures and alliances considering their low track record and high failure rate (King, Dalton, Daily, & Covin, 2004; Lavie & Miller, 2008).

In this track, we aim to investigate how entrepreneurial ventures, family firms, and hidden champions address strategic initiatives such as M&As, joint ventures and strategic alliances as they organize themselves for the future. Current research lacks an understanding of the strategic initiatives those firms develop and implement in order to deal with an uncertain global environment and recent (often disruptive) technological developments which provides sources of important research questions on M&As, divestitures, and alliances (e.g. Shi, Sun and Prescott, 2012). We seek to bring together scholars from different disciplines to investigate how firms develop, implement and change strategic initiatives such as M&As, joint ventures and strategic alliances. Questions that may be addressed include, but are not limited to, the following:

- What are the unique strategic initiatives entrepreneurial ventures, family firms, or hidden champions develop and implement? How do they change over time?
- How should and do entrepreneurial ventures, family firms, or hidden champions effectively manage the temporal and dynamic nature and sequences patterns of M&As, divestitures and alliances?
- How does digitalization affect transaction and the boundaries of entrepreneurial ventures, family firms, or hidden champions?
- How does the institutional context impact how, why and when entrepreneurial ventures, family firms, or hidden champions collaborate?
- How do entrepreneurial ventures, family firms, or hidden champions select their M&A and alliance partners? Is this process unique for those firms?
- How do entrepreneurial ventures, family firms, or hidden champions develop, deploy, and renew firm capabilities, knowledge, and resources to address current global challenges such a climate change, migration and social inequality?

#### **Literature:**

- (1) Haleblian, J., Cynthia D. E., McNamara, G., Carpenter M. A., Davison, R. B. (2009). Taking Stock of What We Know About Mergers and Acquisitions: A Review and Research Agenda. **Journal of Management**, 35, 469-502.
- (2) Kale, P. & Singh, H. (2009). Managing strategic alliances: What do we know now, and where do we go from here? **Academy of Management Perspectives**, 23, 45-62.
- (3) King, D. R., Dalton, D. R., Daily, C. M., & Covin, J. G. (2004). Meta-analyses of post-acquisition performance: Indications of unidentified moderators. **Strategic Management Journal**, 25(2), 187-200.
- (4) Lavie, D., & Miller, S. R. (2008). Alliance portfolio internationalization and firm performance. **Organization Science**, 19(4), 623-646.
- (5) Shi, W., Sun, J., & Prescott, J. E. (2012). A temporal perspective of merger and acquisition and strategic alliance initiatives: Review and future direction. **Journal of Management**, 38(1), 164-209.

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**The deadline for submissions is 25<sup>th</sup> January 2020.**  
**Submit your paper [here](#)**