

**International Conference on  
Strategic Management in Latin America  
(SMLA)**

**"Facing a Volatile Uncertain Complex  
Ambiguous (VUCA) Context"**

**Universidad Torcuato Di Tella**

Buenos Aires, Argentina

Dec 12–13, 2022

**Chairs:**

**Erica Salvaj**

Universidad del Desarrollo

Chile

**Jaqueline Pels**

Universidad Torcuato Di Tella

Argentina

**Carlos Rodriguez**

INCAE Business School

Costa Rica







## THEME

### *“Facing a Volatile Uncertain Complex Ambiguous (VUCA) Context”*

The Strategic Management Conference (SMLA) brings together academics and practitioners interested in Latin America.

The world is facing unprecedented challenges in multiple arenas, what has been termed a VUCA context. This invites companies to question and revisit their strategic outlook. Particularly, this turmoil requires academics and managers to broaden their scope of analysis and incorporate the changes taking place in technology, the environment, geopolitics, economic, social, and legal dimensions. These radical transformations require revisiting not only current theories/perspectives in the field of strategy but also the relationship of firms with the government, unions, NGOs as well as take notice of new players such as entrepreneurs and changes in consumer preferences.

The conference attendees will have the opportunity to discuss their research with colleagues, from different countries, sharing an interest in LATAM as well as validate their concepts with entrepreneurs, managers and public policy decision makers.

## KEY DATES AND DEADLINES

September 12 <sup>th</sup> , 2022	<b>Submissions Deadline</b>
October 10 <sup>th</sup> , 2022	<b>Decision Notifications</b>
From October 10 <sup>th</sup> – November 14 <sup>th</sup> , 2022	<b>Early Bird Registration</b>
From November 15 <sup>th</sup> – December 12 <sup>th</sup> , 2022	<b>Regular Registration</b>
December 12 <sup>th</sup> 13 <sup>th</sup> , 2022	<b>Conference Dates</b>

## KEYNOTE SPEAKERS

**Alvaro Cuervo Cazorra**, Northeastern University, USA

**Gustavo Grobocopatel**, Founder Grupo Los Grobos, Argentina

**Bernardo Kosacoff**, UTDT, Argentina

**Sergio Lazzarini**, Insper, Brazil

**Ana María Mustapic**, UTDT, Argentina

## SMLA CONFERENCE TOPICS & TRACK CHAIRS

SMLA invites **theoretical papers, applied or empirical research** and **cases studies** as well as **panels** and **special session proposals**. Presentation Paper sessions will be scheduled in a 120-minute block of time during the 3-day conference. Papers will be grouped into paper sessions of 3-5 papers per session.

We encourage original contributions that explore the following topics: Competitive and Corporate Strategy, Internationalization, Sustainability, Entrepreneurship, Public Private Collaborations (state capitalism) and Strategy Processes, Practice, Strategic Leadership and Governance. **Papers will be double-blind reviewed.**

### 1. Competitive and Corporate strategy formulation

#### Track chair: Maria José Murcia (IAE, Argentina)

Contemporary managers face unprecedented challenges when making portfolio and business-level strategic decisions. When considering of corporate-level decisions pertaining to, for instance, market diversification, macroeconomic volatility and political uncertainty are no longer confined to developing or emerging markets, but the globe is becoming increasingly volatile and uncertain as whole. When considering vertical integration decisions, societal values are shifting towards sustainability and enhanced responsibility, such that new criteria may now impinge upon sourcing strategies. In addition, competitive strategy gets increasingly complex in the current exponential era, where technological change may speedily render entire business models obsolete. This track takes up the fundamental question *‘which are those corporate and competitive strategies that may better fare in a VUCA context?’*. Among many potential research questions, we would like to encourage novel work considering:

- how firms may successfully navigate recession-prone markets
- strategic sourcing in face of uncertainty, resource scarcity, and shifting societal values
- technology and innovation management in the exponential era
- international diversification patterns in a VUCA world

### 2. Internationalization

#### Track chair: Santiago Mingo (Universidad Adolfo Ibáñez, Chile)

The internationalization of companies continues to be a critical issue for many firms around the world. This is especially relevant in a volatile, uncertain, complex, and ambiguous (VUCA) context where the level of globalization has been showing ups and downs during the last 15 years. Moreover, national borders and distances of different kinds still present significant challenges to the internationalization strategies of firms. This track welcomes scholarly research on internationalization and global strategy dealing with questions that can have both general or specific implications for the Latin American region. Studies that use an empirical context that is linked to Latin America are particularly welcomed. This includes studies that offer insights related to:

- Latin American companies entering other countries
- Companies from other countries—both advanced economies and emerging markets—that are doing business in Latin American nations

### 3. Sustainability

**Track chairs: Andres Barrios Fajardo (Universidad de los Andes, Colombia) and Cliff Schultz (Loyola University, USA)**

Environmental sustainability is vital to the well-being of business, policy, and consumer-citizens, locally and globally. This reality has become increasingly obvious and takes on greater urgency. Sustainable policies and practices are especially important in Latin America, from the responsible use and exploitation of vast natural resources (e.g. the Amazon, coastal fisheries) to dense urban spaces degraded by pollution, congestion and toxic materials. Given that business contributes to environmental degradation, business must devise new products, services, and managerial, accounting, manufacturing, logistics and marketing practices to reverse this degradation and to enhance environmental sustainability.

This session aims to discuss various management approaches for environmental sustainability from various perspectives; some examples include:

- UN Sustainable Development Goals (SDGs) as opportunities for businesses and/or management trends in environmental protection (e.g., B corps)
- Consumption trends that involve sustainable practices (e.g., Circular economy)
- Multilateral, collaborative trends to shape sustainable policy, production and consumption
- Challenges and opportunities of social traps and commons dilemmas, for businesses, policy makers and consumer-citizens
- Macromarketing explorations of complex systems, and policies and business practices to ensure sustainable prosperity and societal well-being.

### 4. Entrepreneurship

**Track chair: Ernesto Amoros (EGADE, México)**

Entrepreneurship like a wide concept is has gradually acquired increasing significance for many types of organizations. The individuals leading entrepreneurial actions and the results of these actions have become a key topic in strategic management literature. Innovation and entrepreneurship are not only relevant for academic research, but also for their several practical implications including policymakers. This track aims to consider the diverse forms of entrepreneurship, from social and institutional to intrapreneurship. This includes the analysis of the multi and transdisciplinary nature of entrepreneurship and its relationship with other social sciences under the lens of the strategy approach. We encourage papers proposals that examine:

- the start-ups phenomena

- how strategic entrepreneurship could shape different types or organizations under VUCA environments.
- contributions that look specifically at entrepreneurial eco-systems putting focus on Latin America and/or Latin-American connections across the world

## **5. Public - Private Collaborations**

### **Track chair: Diego Finchelstein (UdeSA, Argentina)**

The track of public private collaborations of SMLA contemplates several topics involving public private relations within the management field and with a main regional focus in Latin America. We encourage institutionally based studies connecting State agencies, public policies or regulatory frameworks to private companies' strategies and performance. In a similar fashion, research related to State Capitalism also is acceptable for this track. Articles about State owned companies as well as mixed ventures including both private and State ownership are also welcomed. We also encourage studies originated in other social sciences but connected to some of these topics. Some of the studies that could be included in this track are:

- The development of political strategies
- Business-government relations
- SOEs strategies
- Effects of institutions and public policies on a firm's strategy.

## **6. Strategy Processes, Practice, Strategic Leadership and Governance**

### **Track chair: Rodrigo Guesalaga (Universidad Finis Terrae, Chile)**

The strategy process track of SMLA focuses on how strategies are formed, implemented, and changed. It includes processes and practices involving the implementation of business, corporate or geographical strategies, the ability to seize and deploy strategic initiatives (acquisitions, alliances, divestitures, internal ventures, etc.), and the leadership and management of strategic issues associated with such processes. We welcome contributions that:

- examine particularities of the strategic processes in Latin America
- extends current paradigms, theories, and frameworks using Latin American data
- comparative works between Latin American and other regions highlighting similarities and differences

## **SPECIAL ISSUE**

There will be Special Issues in well-known journals, currently under negotiations.

## SUBMISSION GUIDELINES & FORMATTING REQUIREMENTS

Please ensure your proposal meets the guidelines or it may not be sent for review.

Maximum word Length:	1.500 words including key references and main tables
Document must include:	<b>Title</b> <b>Method:</b> Conceptual / Qualitative / Quantitative / Mixed Methods <b>Research limitations/implications (if applicable)</b> <b>Practical implications (if applicable)</b> <b>Originality/value</b> <b>References</b> <b>Key words</b> (max 5)
Author Name and Affiliation:	<b>DO NOT INCLUDE any Author Information (Names, Affiliations, E-mails, etc.) Papers containing any author information will NOT be sent for review.</b>
Style:	Times New Roman, 12-Point Font, Double-spaced
Paper size:	U.S. Letter or A4, 1-inch (2.5cm) margin all around
Tables, graphs, figures, and references:	all count toward the maximum word count limit and can be single-spaced
Document type:	Adobe PDF

**Send your submission to [smlaconferenceba@utdt.edu](mailto:smlaconferenceba@utdt.edu) clearly stating the corresponding track in your subject:**

1. **Competitive and Corporate strategy formulation**
2. **Internationalization**
3. **Sustainability**
4. **Entrepreneurship**
5. **Public - Private Collaborations**
6. **Strategy Processes, Practice, Strategic Leadership and Governance**

## CONFERENCE FEES

If your proposal is accepted for presentation, the participant(s) attending to present the research or participate on a panel or in a workshop **MUST** be registered to attend the conference.

	Early Bird fee (until Nov 14 <sup>th</sup> , 2022)	Regular fee (15 <sup>th</sup> Nov - 12 <sup>th</sup> Dec 2022)
Full Registration	U\$d 300	U\$d 400
PhD Students	U\$d 200	U\$d 300
Virtual Fee (*)	U\$d 75	U\$d 100

(\*) Virtual fees exclusively for non-presenting attendees.

## VENUE

### Universidad Torcuato Di Tella

**Universidad Torcuato Di Tella** (UTDT) has positioned itself among the top higher education institutions in Argentina and in Latin America. With a strong commitment to academic excellence, equal opportunity and pluralism, the University's mission is to educate new generations of academic, social, political and business leaders, and to advance research and scholarship in the arts and sciences.

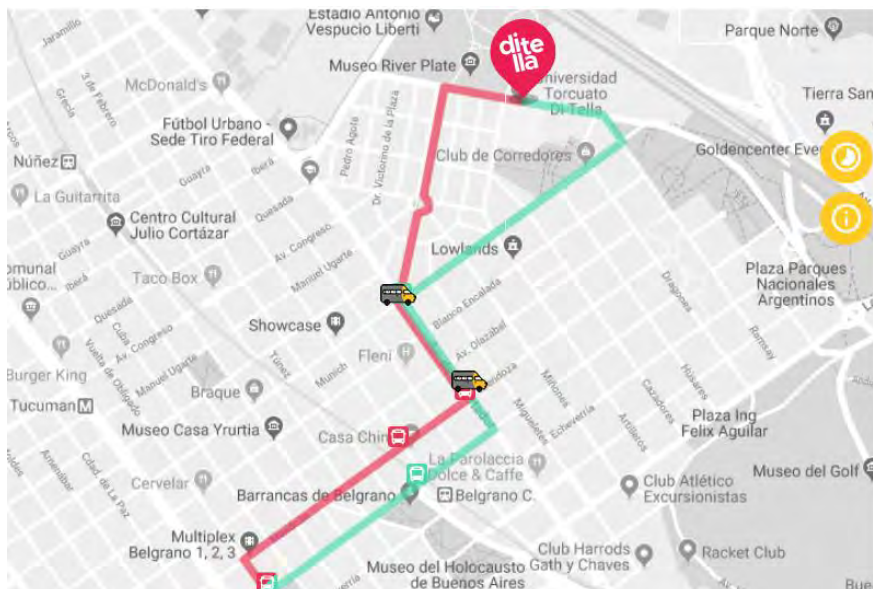
The **Business School** is an important hub of production of new ideas and knowledge for the business community both in Argentina and in Latin America. It is also renowned for its pedagogic excellence, which is applied to its undergraduate, graduate and executive education programs. Our objective is to form the best business leaders in the region and to contribute to knowledge production through state-of-the-art academic research. This is carried out by our professors, who were educated in the top European and North American universities, and who have experience in the most successful companies world-wide. Academic excellence, international perspective and a vigorous community of students and alumni are the Business School's distinctive characteristics.

### How to get here

Av. Figueroa Alcorta 7350 - [C1428BCW] Ciudad Autónoma de Buenos Aires, Argentina

The university has a free shuttle bus that connects with the main bus & subway stops in the Belgrano neighborhood.

[https://www.utdt.edu/ver\\_contenido.php?id\\_contenido=1018&id\\_item\\_menu=161](https://www.utdt.edu/ver_contenido.php?id_contenido=1018&id_item_menu=161)



## CONTACT US

For more information: [smlaconferenceba@utdt.edu](mailto:smlaconferenceba@utdt.edu)