

APPENDIX

To examine how experiments have been used in the field of strategy, we searched the Social Science Citation Index of the ISI Web of Science database for all manuscripts published after 1980 and whose titles, abstracts, or keywords contain the text “*experim**.” We restricted our search to nine leading empirical journals: Academy of Management Journal (AMJ), Administrative Science Quarterly (ASQ), Advances in Strategic Management (AiSM), Journal of Management (JOM), Journal of Management Studies (JMS), Management Science (MS), Organization Science (OS), Strategic Management Journal (SMJ), and Strategic Organization (SO!). In the case of Management Science, we kept only papers accepted by departments likely to publish strategic management papers, namely: business strategy; entrepreneurship and innovation; and organizations. This resulted in a total of 440 papers published across the nine journals included.

We examined each of these papers individually to determine whether they included an experiment, which we later classified as laboratory, field, quasi, or natural. We kept only randomized experiments, both laboratory and field, which led to a total of 239 papers. Using the new domain statement of the Academy of Management Strategic Management Division, the two authors coded each paper separately in the list as belonging to strategy or not. The initial inter-rater agreement was 92% and the two authors discussed each case of disagreement until consensus was reached. The final list of strategy papers that used experiments consisted of 80 contributions published in seven journals.

We next ran a co-citation analysis on these papers. This method has grown popular (e.g., Acedo et al., 2006; Di Stefano et al., 2010) as it enables researchers to determine how research fields are structured (White and Griffith, 1981) and evolve over time (Nerur et al., 2008). Once we computed co-citations for the 80 papers, we ran a factor analysis (McCain, 1990), which enabled us to reveal the different research fronts that employed experimental methods in strategy.

TABLE A1. Experimental strategy papers, 1980-2016

Abramson, Currim & Sarin (MS, 2005)	Kane (OS, 2010)
Agarwal, Anand, Bercovitz & Croson (SMJ, 2012)	Kilduff, Galinsky, Gallo & Reade (AMJ, 2016)
Agarwal, Croson & Mahoney (SMJ, 2010)	Kim & Campagna (AMJ, 1981)
Amaldoss & Staelin (MS, 2010)	Kistruck, Lount, Smith, Bergman & Moss (AMJ, 2016)
Arend (SMJ, 2009)	Kistruck, Sutter, Lount & Smith (AMJ, 2013)
Artinger & Powell (SMJ, 2016)	Krause, Whitler & Semadeni (AMJ, 2014)
Bapuji, Hora & Saeed (JMS, 2012)	Kunc & Morecroft (SMJ, 2010)
Bardolet, Fox & Lovallo (SMJ, 2011)	Lazzarini, Miller & Zenger (OS, 2008)
Bateman & Zeithaml (SMJ, 1989)	Lee, Locke & Phan (JoM, 1997)
Berg (ASQ, 2016)	Loch, Sengupta & Ahmad (OS, 2013)
Bernstein (ASQ, 2012)	Mann, Samson & Dow (JoM, 1998)
Billinger, Stieglitz & Schumacher (OS, 2014)	Melone (OS, 1994)
Bottom, Holloway, Miller, Mislin & Whitford (ASQ, 2006)	Mitchell, Shepherd & Sharfman (SMJ, 2011)
Burbano (OS, 2016)	Montmarquette, Rulliere, Villeval & Zeiliger (MS, 2004)
Cadsby, Song & Tapon (AMJ, 2007)	Moore, Oesch & Zietsma (OS, 2007)
Cain, Moore & Haran (SMJ, 2015)	Parks & Conlon (AMJ, 1995)
Chen, Yao & Kotha (AMJ, 2009)	Patzelt & Shepherd (JMS, 2008)
Chng, Rodgers, Shih & Song (SMJ, 2012)	Phadnis, Caplice, Sheffi & Singh (SMJ, 2015)
Christensen, Siemsen & Balasubramanian (SMJ, 2015)	Raaijmakers, Vermeulen, Meeus & Zietsma (AMJ, 2015)
Cohen & Bacdayan (OS, 1994)	Raveendran, Puranam & Warglien (MS, 2016)
Conlon & Garland (AMJ, 1993)	Reitzig & Maciejovsky (SMJ, 2015)
Conlon & Parks (AMJ, 1990)	Reuer, Tong, Tyler & Arino (SMJ, 2013)
Cooper, Dyck & Frohlich (ASQ, 1992)	Sauer, Thomas-Hunt & Morris (OS, 2010)
Crilly, Ni & Jiang (SMJ, 2016)	Schilling, Vidal, Ployhart & Marangoni (MS, 2003)
Day & Lord (JMS, 1992)	Schoemaker (SMJ, 1993)
Devers, Wiseman & Holmes (AMJ, 2007)	Schotter & Weigelt (MS, 1992)
Di Stefano, King & Verona (AMJ, 2015)	Schweiger & Denisi (AMJ, 1991)
Di Stefano, King & Verona (SMJ, 2014)	Shapira & Shaver (SMJ, 2014)
Dillon, Tinsley, Madsen & Rogers (JoM, 2016)	Shore, Bernstein & Lazer (OS, 2015)
Dollinger, Golden & Saxton (SMJ, 1997)	Singh, Hansen & Podolny (MS, 2010)
Fang (OS, 2012)	Song, Calantone & Di Benedetto (SMJ, 2002)
Flynn & Staw (SMJ, 2004)	Stajkovic & Luthans (AMJ, 2001)
Franke, Keinz & Klausberger (OS, 2013)	Sutcliffe & Zaheer (SMJ, 1998)
Franke, Poetz & Schreier (MS, 2014)	Tong, Reuer, Tyler & Zhang (SMJ, 2015)
Gary, Wood & Pillinger (SMJ, 2012)	Umanath, Ray & Campbell (MS, 1993)
Harmon, Kim & Mayer (SMJ, 2015)	Umanath, Ray & Campbell (MS, 1996)
Harrison & Harrell (AMJ, 1993)	Wang & Wong (JMS, 2012)
Hodgkinson, Bown, Maule, Glaister & Pearman (SMJ, 1999)	Weber & Camerer (MS, 2003)
Huang & Pearce (ASQ, 2015)	Welsh, Luthans & Sommer (AMJ, 1993)
Jordan (AMJ, 1986)	Wollersheim & Heimeriks (OS, 2016)

We used principal component analysis as the extraction method, varimax rotation of the extracted factors to interpret the results, and Kaiser's criterion, along with a scree plot, to identify seven factors explaining 73.1% of variance.

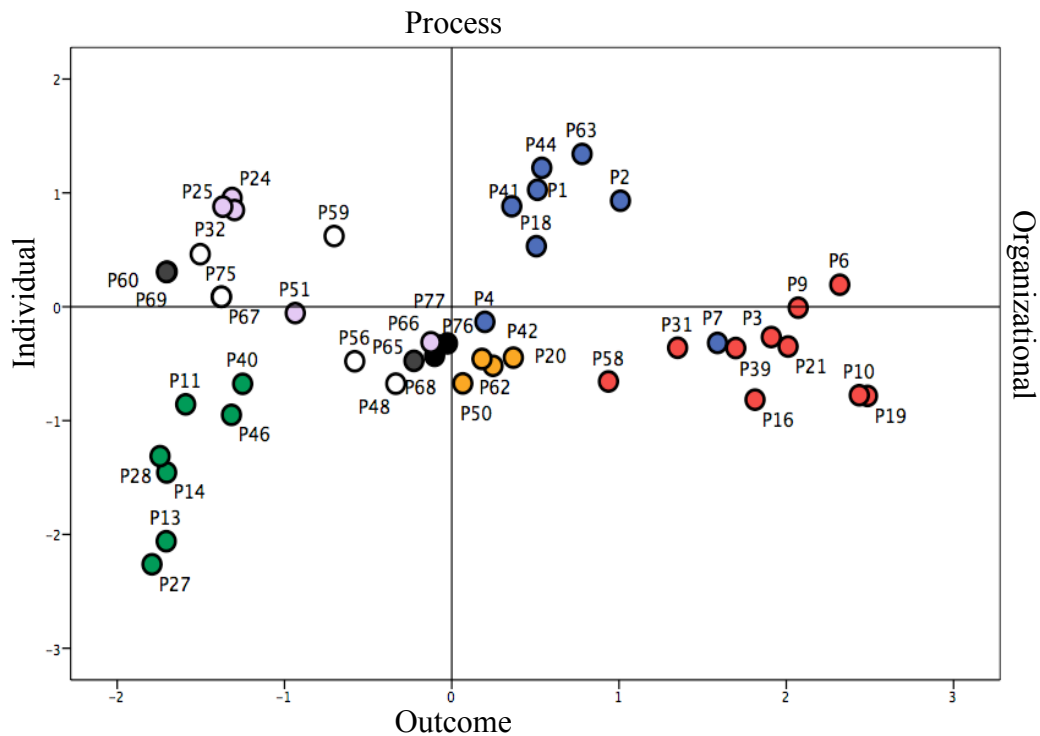
TABLE A2. Factor Analysis, 1980–2016

F1. Managerial decision making			F4. Incorporating social aspects		
P10	Hodgkinson et al. (1999)	0.929	P69	Di Stefano et al. (2015)	0.745
P19	Kunc & Morecroft (2010)	0.926	P60	Di Stefano et al. (2014)	0.745
P21	Melone (1994)	0.907	P68	Christensen et al. (2015)	0.730
P3	Schoemaker (1993)	0.902	P77	Kistruck et al. (2016)	0.730
P9	Bateman & Zeithaml (1989)	0.864	P65	Burbano (2016)	0.730
P16	Flynn & Staw (2004)	0.857	P76	Berg (2016)	0.730
P31	Mitchell et al. (2011)	0.840	F5. The role of information		
P6	Sutcliffe & Zaheer (1998)	0.822	P56	Abramson et al. (2005)	0.900
P39	Gary et al. (2012)	0.807	P75	Raveendran et al. (2016)	0.896
P58	Bardolet et al. (2011)	0.794	P67	Reitzig & Maciejovsky (2015)	0.896
F2. Integrating knowledge and people			P59	Fang (2012)	0.791
P18	Kane (2010)	0.941	P48	Billinger et al. (2014)	0.768
P7	Schilling et al. (2003)	0.940	F6. Incentives: Negotiation of		
P63	Loch et al. (2013)	0.893	P24	Bottom et al. (2006)	0.956
P2	Cohen & Bacdayan (1994)	0.874	P32	Parks & Conlon (1995)	0.947
P44	Agarwal et al. (2012)	0.826	P25	Conlon & Parks (1990)	0.942
P41	Montmarquette et al. (2004)	0.782	P51	Umanath et al. (1993)	0.942
P1	Schweiger & Denisi (1991)	0.742	P66	Umanath et al. (1996)	0.714
P4	Weber & Camerer (2003)	0.738	F7. Entrepreneurial decision making		
F3. Incentives: Effects of			P50	Franke et al. (2014)	0.895
P27	Lee et al. (1997)	0.921	P42	Kistruck et al. (2013)	0.894
P13	Stajkovic & Luthans (2001)	0.892	P62	Huang & Pearce (2015)	0.886
P14	Welsh et al. (1993)	0.876	P20	Moore et al. (2007)	0.837
P11	Cadsby et al. (2007)	0.828			
P28	Cooper et al. (1992)	0.820			
P46	Chng et al. (2012)	0.804			
P40	Jordan (1986)	0.779			

Multi-dimensional scaling helped us to visualize how these factors relate to each other by providing a bi-dimensional map of the conceptual proximity among factors. The first quadrant (top right) is occupied by F2 (blue), while F1 (red) and F7 (orange) are positioned in the second. F3 (green) is located in the third quadrant and F6 (lilac) in the fourth. The center of the map is home to F4 (black) and F5 (white). Examining these positions allows us to interpret the meaning of the axes on the graph. We build on Chatterji et al. (2016) to define the y-axis as juxtaposing *outcome* and *process* papers: Outcome papers focus on the effect that a choice X has on an outcome Y, while process papers focus on the mechanism M that explains the relationship between X and Y (note that outcome papers are originally defined as strategy papers in the article, but we opted for “outcome” to avoid any confusion about the fact that all the analyzed

papers are strategy). The x-axis represents a continuum going from an *individual* to an *organizational* perspective that depends on whether processes and associated outcomes impact the firm as a coherent whole, vis-à-vis its individual members.

FIGURE A1. Multi-dimensional Scaling, 1980-2016



Papers on the extreme left of the map focus on *individual-level processes and outcomes*, and in particular on how a principal and an agent negotiate incentive schemes (F6) and on their effect on the motivation, productivity, and performance of employees (F3). Papers on the extreme right of the map deal with the organizational outcomes of strategic choices, and in particular with the *effect of managerial* (F1) and *entrepreneurial* (F7) *decision making on firm-level outcomes*. Papers dealing with the organizational processes through which capabilities and routines are developed, organizations merged, and knowledge incorporated (F2) are positioned on the top of the map. This is in line with their focus on *processes by which individuals, and the knowledge they possess, are integrated at the organizational level*. Finally, the center of our map is occupied by a rather heterogeneous bundle, constituted by papers cutting across different dimensions and dealing with social aspects of strategy (F4) and the role of information (F5).

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