

Guidelines and Criteria for the Submission of Short Papers at EGOS Colloquia

Short papers should focus on the main ideas of the later full paper, i.e. they should explain the purpose of the paper, theoretical background, the research gap that is addressed, the approach taken, the methods of analysis (in empirical papers), main findings and contributions. In addition, it is useful to indicate clearly how the paper links with the sub-theme and the overall theme of the Colloquium, although not all papers need to focus on the overall theme. Creativity, innovativeness, theoretical grounding and critical thinking are typical characteristics of EGOS papers.

Your short paper should comprise **around 3,000 words** (inc. references, appendices, and other material).

Submission deadline for short papers for the (main) 42nd EGOS online Colloquium hosted by the University of Bergamo, July 9–11, 2026:

- Tuesday, January 7, 2026, **12:00 CET**

The deadline is unchangeable and therefore **extensions can not be granted!**

Formatting your short paper

Your short paper should comprise **around 3,000 words**, according to the following format:

- Font: 12 pt, Arial or Times New Roman
- Margin left/right: 2.5 cm
- Line spacing: 1.5
- Use APA style for your citations

Do not use capital letters in your paper's title, unless they are proper nouns (e.g. "London", "Thomas"), quoted titles, or if it is the first word after a colon or hyphen. For example: *Mark Twain's "The Adventures of Huckleberry Finn": Summary, analyses, and quotations*. Do not write your title in ALL CAPS.

Please **state your name** (and that of your co-author/s, if applicable) + affiliation + email at the top of your short paper (because no [single/double blind] peer review).

Short papers should be submitted as a **pdf or docx file**. Please do not upload txt files!



Steps prior to uploading your short paper

- To upload a short paper, you must be a **registered user** on the EGOS website.
If you have never been an EGOS member, never uploaded a short paper for one of the previous EGOS Colloquia, or never attended an EGOS Colloquium before, you need to **register on the EGOS website**. Click [here](#) and follow the instructions. Once you have an EGOS member number and password, please **log in to the member area “MyEGOS”** and follow the instructions for uploading your short paper listed below.
- If you are an active (or former) EGOS member, **log in to “MyEGOS”** using your email [or your EGOS member number] and your password.

Uploading your short paper

You can **only upload one short paper** with your EGOS member number! If your short paper is co-authored and you have already submitted a (single-authored) short paper to another sub-theme, then your co-author (one of your co-authors, respectively) has to upload this co-authored short paper by using their EGOS member number. Please note: You may only appear as **co-author in a maximum of TWO further short papers!**

- In the MyEGOS section of the website, click on **Submit your short paper**.
- Fill in the form.

Do not use ALL CAPS for your paper title.

As the uploader, you are the main author. Add all co-authors (can also be added when submitting your full paper).

Upload your paper as pdf or docx.

- If you want to re-upload your short paper because you submitted it to the wrong sub-theme or have an updated version, you can do so until the deadline:

In MyEGOS, you will see Status: Edit your short paper

Click delete your short paper application.

Submit your short paper again.

If you have any further questions, please contact the [EGOS Executive Secretariat](#).



Sub-theme 24: Collective Strategy and Coopetition in the More-than-Human Society



42nd EGOS
Colloquium
University of Bergamo
July 9–11, 2026
EGOS

Convenors:

Tatbeeq Raza-Ullah

Nottingham Business School
tatbeeq.razaullah@ntu.ac.uk

Saouré Kouamé

University of Ottawa
saoure.kouame@telfer.uottawa.ca

Saeed Khanagha

Vrije Universiteit Amsterdam
s.khanagha@vu.nl

Call for Papers

The contemporary organizational environment is undergoing rapid transformations, driven by technological advancements, increasing interdependencies, and the urgency to address societal challenges. In this evolving context, organizations increasingly operate in interdependent ecosystems that demand new approaches to collaboration and competition. Simultaneously, the rising prominence of non-human agents – such as artificial intelligence, robotics, and ecological systems – is reshaping how organizations strategize, interact, and create value. This “more-than-human” society challenges conventional frameworks of strategy and interorganizational relationships, expanding their scope to include non-human actors as integral stakeholders.

Collective strategy refers to the joint formulation and implementation of goals and policies by interorganizational collectives (Astley, 1984). It plays a significantly critical role in the rapidly transforming organizational environment through open and collaborative innovation (Appleyard & Chesbrough, 2017; Deken et al., 2018), ecosystems and digital platforms (Garud



et al., 2022), industry-wide standard-settings (Cloutier & Couture, 2024; Leiponen, 2008), and collective movements to address grand societal challenges (Kouamé et al., 2022; Stadler & Van Wassenhove, 2016), among others. Alongside this, coopetition (Bengtsson & Kock, 2000; Dowling et al., 1996), which captures the paradoxical interplay of cooperation and competition (Raza-Ullah et al., 2014), highlights the tensions organizations face in these contexts as they seek to balance value creation with value appropriation (Ritala & Hurmelinna-Laukkanen, 2009), knowledge sharing with protection (Rouyre & Fernandez, 2019), and individual gains with collective benefits (Khanna et al., 1998). Together, these concepts provide a powerful framework for understanding organizational dynamics in the evolving socio-technological landscape.

The emergence of a more-than-human society introduces both opportunities and challenges for collective strategy and coopetition. In workplaces and broader ecosystems, human and non-human agents increasingly interact, requiring new ways of structuring relationships and achieving goals. For instance, human-machine collaborations, enabled by AI and robotics, are redefining operational processes and strategic decision-making. Similarly, blockchain technologies are fostering decentralized governance structures that facilitate trust and transparency in multi-stakeholder collaborations (Lumineau et al., 2021). These developments expand the boundaries of collective strategizing and raise critical questions about how organizations navigate the interplay between cooperation and competition.

In this context, the psychological and behavioural dimensions of strategizing take on added complexity (Czakon et al., 2020). Decision-making processes must account for emotional, cognitive, and identity-based factors that arise in interactions with non-human agents. Moreover, governance structures must adapt to address power asymmetries and reconcile competing stakeholder interests in ecosystems that increasingly incorporate digital technologies and ecological considerations. These dynamics underscore the importance of developing new capabilities to manage the tensions and paradoxes inherent in collective strategy and coopetition.

This subtheme invites submissions that advance inter-organizational research on coopetition, collective strategizing, and/or an intersection of both, in a more-than-human society by focusing on (but by no means limited to) the following illustrative questions:

- How are collective strategies formulated and implemented in contexts involving human and non-human agents? What processes and practices define collective strategizing in a more-than-human society?



- How does coopetition unfold in interactions between human and non-human agents (e.g., AI, robots) in workplace and inter-organizational contexts, and what are the implications for value creation?
- How does coopetition manifest in collective strategizing? How does it vary across contexts and levels of collective strategy? How do new forms of collective strategy such as ecosystem strategy and interorganizational collaboration for collective impact, inform about the manifestation and impact of coopetition?
- What drives organizations to embrace coopetition in their collective strategizing efforts, and how they can measure success within the broader framework of collective strategy?
- How do psychological and behavioural dynamics – such as emotional responses, cognitive processes, and identity negotiation – affect collective strategizing and/or coopetition in these contexts?
- What capabilities and leadership approaches are necessary for successful collective strategizing and balancing cooperation and competition in the more-than-human society?
- How do emerging technologies like AI and blockchain reshape governance structures, stakeholder interactions, and value creation dynamics?
- How do organizations leverage collective strategies to address grand societal challenges, such as climate change, sustainability, and social innovation?

References

- Appleyard, M.M., & Chesbrough, H.W. (2017): "The Dynamics of Open Strategy: From Adoption to Reversion." *Long Range Planning*, 50 (3), 310–321.
- Astley, W.G. (1984): "Toward an Appreciation of Collective Strategy." *Academy of Management Review*, 9 (3), 526–535.
- Bengtsson, M., & Kock, S. (2000): "Coopetition in Business Networks – To Cooperate and Compete Simultaneously." *Industrial Marketing Management*, 29 (5), 411–426.
- Cloutier, C., & Couture, F. (2024): "Comfortably Uncomfortable: Unpacking the Microdynamics of Field Stability and Change." *Academy of Management Journal*, 67 (3), 862–892.
- Czakon, W., Srivastava, M.K., Le Roy, F., & Gnyawali, D. (2020): "Coopetition Strategies: Critical Issues and Research Directions." *Long Range Planning*, 53 (1), <https://doi.org/10.1016/j.lrp.2019.101948>.
- Deken, F., Berends, H., Gemser, G., & Lauche, K. (2018): "Strategizing and the Initiation of Interorganizational Collaboration through Prospective Resourcing." *Long Range Planning*, 61 (5), 1920–1950.
- Dowling, M.J., Roering, W.D., Carlin, B.A., & Wisnieski, J. (1996): "Multifaceted Relationships Under Coopetition." *Journal of Management Inquiry*, 5 (2), 155–167.
- Garud, R., Kumaraswamy, A., Roberts, A., & Xu, L. (2022): "Liminal Movement by Digital Platform-Based Sharing Economy Ventures: The Case of Uber Technologies." *Strategic Management Journal*, 43 (3), 447–475.



- Khanna, T., Gulati, R., & Nohria, N. (1998): "The Dynamics of Learning Alliances: Competition, Cooperation, and Relative Scope." *Strategic Management Journal*, 19 (3), 193–210.
- Kouamé, S., Hafsi, T., Oliver, D., & Langley, A. (2022): "Creating and Sustaining Stakeholder Emotional Resonance with Organizational Identity in Social Mission-Driven Organizations." *Academy of Management Journal*, 65 (6), 1864–1893.
- Leiponen, A.E. (2008): "Competing Through Cooperation: The Organization of Standard Setting in Wireless Telecommunications." *Management Science*, 54 (11), 1904–1919.
- Lumineau, F., Wang, W., & Schilke, O. (2021): "Blockchain Governance – A New Way of Organizing Collaborations?" *Organization Science*, 32 (2), 500–521.
- Raza-Ullah, T., Bengtsson, M., & Kock, S. (2014): "The Coopetition Paradox and Tension in Coopetition at Multiple Levels." *Industrial Marketing Management*, 43 (2), 189–198.
- Ritala, P., & Hurmelinna-Laukkanen, P. (2009): "What's in It for Me? Creating and Appropriating Value in Innovation-Related Coopetition." *Technovation*, 29 (12), 819–828.
- Rouyre, A., & Fernandez, A.-S. (2019): "Managing Knowledge Sharing-Protecting Tensions in Coupled Innovation Projects among Several Competitors." *California Management Review*, 62 (1), 95–120.
- Stadtler, L., & Van Wassenhove, L.N. (2016): "Coopetition as a Paradox: Integrative Approaches in a Multi-Company, Cross-Sector Partnership." *Organization Studies*, 37 (5), 655–685.

