



CONSTRUCTING YOUR STORY



RESEARCH AS STORYTELLING

Setting

Theory

Characters

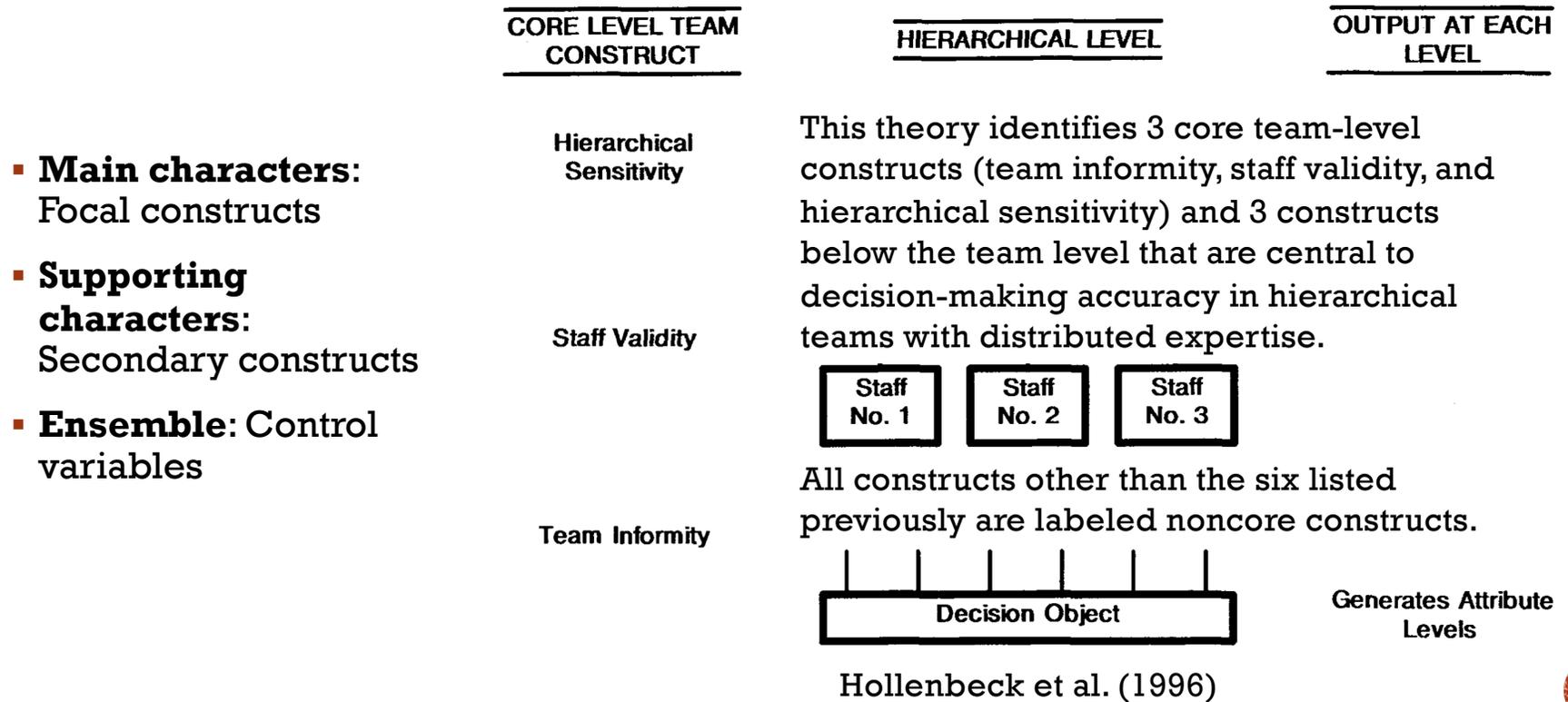
Constructs

Plot

Changes to theory



IDENTIFYING YOUR CHARACTERS



Hollenbeck et al. (1996)



THOUGHT EXERCISE

Consider the paper you are working on.

- What are the main and supporting characters in your paper as you wrote it?
- Could you reframe the paper such that a supporting character becomes a main character (or vice versa)? How would the story change with this reframing?



PLOT: RESEARCH PAPER TEMPLATES

Rhetorical template (Silvia, 2014)	Framing (Zuckerman, 2017)
Here's how this works	Known puzzle
	Clarifying confusion
	False debate
Which one is right?	"No warrant" puzzle
	Alternative hypothesis
	Horse race
Things that seem similar are different (or vice versa)	Obscured puzzle
Here's something new	Found puzzle
	Extending theoretical scope





RESEARCH PAPER TEMPLATES

Here's how this works

- Illuminates inner workings of established findings
- Highlights mediators, mechanisms, or processes

Frameworks

- ***Known puzzle***: Resolves an empirical pattern that is not fully understood
- ***Clarifying confusion***: Illuminates problems with a theory and resolves them
- ***False debate***: Shows that two theoretical ideas can coexist



Community-Based Resource Mobilization: How Entrepreneurs Acquire Resources from Distributed Non-Professionals via Crowdfunding

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Abstract. We examine how entrepreneurs acquire financial resources for their early-stage ventures from distributed non-professionals via crowdfunding. Through an inductive analysis of entrepreneurs' successful and unsuccessful non-equity crowdfunding campaigns, we derive a holistic framework of *community-based* resource mobilization. Our framework consists of three distinct processes entrepreneurs use to attain financial capital from non-professional resource providers over time: *community building* to establish psychological bonds with individuals possessing domain-relevant knowledge, *community engaging* to foster social identification with existing resource providers, and *community spanning* to leverage proofpoints with intermediaries who can help orchestrate resource mobilization with broader audiences. Entrepreneurs' enactment and temporal sequencing of these three processes distinguish successful versus unsuccessful resource mobilization efforts in a crowdfunding setting. Community building is used by successful entrepreneurs primarily prior to a campaign's launch, community engaging is used throughout a campaign, and community spanning is most effectively used after achieving a campaign's initially-stated funding goal. This study empirically illustrates and theoretically conceptualizes the dynamics of resource mobilization in a crowdfunding setting.

Value of Online–Off-line Return Partnership to Off-line Retailers

Elina H. Hwang,^a Leela Nageswaran,^a Soo-Haeng Cho^b

Abstract. *Problem definition:* This paper examines whether and, if so, how much an online–off-line return partnership between online and third-party retailers with physical stores (or “location partners”) generates additional value to location partners. *Academic/practical relevance:* Online shoppers often prefer to return products to stores rather than mailing them back. Many online retailers have recently started to collaborate with location partners to offer the store return option to their customers, and we quantify its economic benefit to a location partner. *Methodology:* We analyze proprietary data sets from Happy Returns (which provides return services for more than 30 online retailers) and one of its location partners, using a panel difference-in-differences model. In our study, a treatment is the initiation of the return service at each of the location partner’s stores, and an outcome is the store and online channel performance of the location partner. We then explore the mechanisms of underlying customer behavior that drive these outcomes. *Results:* We find that the partnership increases the number of unique customers, items sold, and net revenue in both store and online channels. We identify two drivers for this improved performance: (1) the location partner acquires new customers in both store and online channels, and (2) existing customers change their shopping patterns only in the store channel after using the return service; in particular, they visit stores more often, purchase more items, and generate higher revenue after their first return service. *Managerial implications:* To our knowledge, we provide the first direct empirical evidence of value to location partners from a return partnership, and as these partnerships become more prevalent, our findings have important managerial implications for location partners and online retailers alike.

RESEARCH PAPER TEMPLATES

Which one is right?

- Pits two or more theoretical perspectives against each other
- Tests which mediators, moderators, mechanisms, or interpretations receive the most (or incremental) support

Frameworks

- ***Alternative hypothesis***: Shows that a finding can be better explained by a different theory
- ***Horse race***: Tests and adjudicates one theory as right and another as wrong





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Size management by European private firms to minimize proprietary costs of disclosure[☆]

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Proprietary costs of disclosure are rarely observable, so it is seldom possible to directly estimate them. Inferring their scope and magnitude based on the cost incurred to avoid disclosure is also challenging. In most settings, the cost of avoidance is either very low or hard to estimate. Moreover, the relations studied typically capture proprietary costs pertaining only to a specific disclosure (such as segment information) and a specific firm characteristic (such as profitability) and do not address costs associated with more general financial statement information. Given these limitations, it is unclear whether proprietary costs matter only in the context of highly specific disclosures (and then are only of marginal importance) or are a key friction for general financial disclosure decisions.

What drives merger waves? ☆

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Abstract

Aggregate merger waves could be due to market timing or to clustering of industry shocks for which mergers facilitate change to the new environment. This study finds that economic, regulatory and technological shocks drive industry merger waves. Whether the shock leads to a wave of mergers, however, depends on whether there is sufficient overall capital liquidity. This macro-level liquidity component causes industry merger waves to cluster in time even if industry shocks do not. Market-timing variables have little explanatory power relative to an economic model including this liquidity component. The contemporaneous peak in divisional acquisitions for cash also suggests an economic motivation for the merger activity.

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RESEARCH PAPER TEMPLATES

Things that seem similar are different (and vice versa)

- Integrates or differentiates theories, constructs, or relationships
- Challenges existing phenomenological presumptions

Framework

- ***Obscured puzzle***: Demonstrates an empirical pattern that is inconsistent with existing theory



The Life Cycle Effects of Corporate Takeover Defenses

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Foster School of Business, University of Washington

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Forthcoming, *The Review of Financial Studies*

We document that the relation between firm value and the use of takeover defenses is positive for young firms but becomes negative as firms age. This value reversal pattern reflects specific changes in the costs and benefits of takeover defenses as firms age and arises because defenses are sticky and rarely removed. Firms can attenuate the value reversal by removing defenses, but do so only when the defenses become very costly and adjustment costs are low. The value reversal explains previous mixed evidence about takeover defenses and implies that firm age proxies for takeover defenses' heterogeneous impacts on firm value. (*JEL* G34, K22, L14)

Fear of Detection and Efficacy of Prevention: Using Construal Level to Encourage Health Behaviors

Chethana Achar, Nidhi Agrawal, and Meng-Hua Hsieh

Abstract

This research examines the psychological processes and factors that shape illness-detection versus illness-prevention health actions. Four experiments using contexts of mental health, skin cancer, and breast cancer show that illness detection evokes fear, which undermines engagement in detection behaviors. Considering detection at low (vs. high) levels of thought reduced fear and increased health persuasion. Illness prevention is driven by self-efficacy perceptions and considering prevention at high (vs. low) levels of thought increases persuasion. In further evidence of process, trait fear moderated the detection effects, and dispositional self-efficacy moderated the prevention effects. As an intervention, framing a detection action as serving illness-prevention goals increased people's likelihood of engaging with an online breast cancer detection tool. These findings illuminate the psychology of detection as being distinct from the psychology of prevention, identify the role of fear in the consideration of health behaviors, and show contexts in which construal levels have divergent effects on health persuasion.

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RESEARCH PAPER TEMPLATES

Here's something new

- Shows novel effects that are interesting, surprising, or useful
- Demonstrates that the new idea is both *reasonable* and *relevant*

Frameworks

- ***Extending theoretical scope***: Pushes existing theory into new areas and shows that it explains empirical patterns in those areas



Uncovering Synergy and Dysergy in Consumer Reviews: A Machine Learning Approach

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Abstract. Massive online text reviews can be a powerful market research tool for understanding consumer experiences and helping firms improve and innovate. This research exploits the rich semantic properties of text reviews and proposes a novel machine learning modeling framework that can reliably and efficiently extract consumer opinions and uncover potential interaction effects across these opinions, thereby identifying hidden and nuanced areas for product and service improvement beyond existing modeling approaches in this domain. In particular, we develop an opinion extraction and effect estimation framework that allows for uncovering customer opinions' average effects and their interaction effects. Interactions among opinions can be synergistic when the co-occurrence of two opinions yields an effect greater than the sum of two parts, or as what we call dysergistic, when the co-occurrence of two opinions results in dampened effect. We apply the model in the context of large-scale customer ratings and text reviews for hotels and demonstrate our framework's ability to screen synergy and dysergy effects among opinions. Our model also flexibly and efficiently accommodates a large number of opinions, which provides insights into rare yet potentially important opinions. The model can guide managers to prioritize joint areas of product and service improvement and innovation by uncovering the most prominent synergistic pairs. Model comparison with extant machine learning approaches demonstrates our improved predictive ability and managerial insights.

Visual Listening In: Extracting Brand Image Portrayed on Social Media

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Abstract. Images are close to surpassing text as the medium of choice for online conversations. They convey rich information about the consumption experience, attitudes, and feelings of the user. In this paper, we propose a “visual listening in” approach (i.e., mining visual content posted by users) to measure how brands are portrayed on social media. We develop BrandImageNet, a multi-label deep convolutional neural network model, to predict the presence of perceptual brand attributes in the images consumers post online. We validate BrandImageNet model performance using human judges and find a high degree of agreement between our model and human evaluations of images. We apply the BrandImageNet model to brand-related images posted on social media to extract brand portrayal based on model predictions for 56 national brands in the apparel and beverages categories. We find a strong link between brand portrayal in consumer-created images and consumer brand perceptions collected through traditional survey tools. Firms can use the BrandImageNet model to automatically monitor their brand portrayal in real time and better understand consumer brand perceptions and attitudes toward their and competitors’ brands.

Upper echelons and intra-organizational learning: How executive narcissism affects knowledge transfer among business units

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Xiaoming Zheng⁴ | Changqi Wu⁵

Research Summary: What affects organizational units' propensity to learn from each other? Extending the insights of upper echelons theory to the business unit level, we examine the relationship between executive narcissism and inter-unit knowledge transfer. We predict that the narcissism of executives heading business units is negatively related to a unit's receptivity to knowledge emanating from other units. We further theorize that the effect of narcissism is reduced when there is high environmental complexity or dynamism as these challenging situations provide narcissists an excuse for external learning. Conversely, the effect is amplified when high perceived inter-unit competition enhances narcissists' distinctiveness-seeking tendencies. Using a two-wave, multisource survey design and collecting primary data from 118 business units of a headhunting company in China, we find strong support for hypotheses.

Prosocial CEOs, corporate policies, and firm value

Mei Feng¹ · Weili Ge²  · Zhejia Ling³ · Wei Ting Loh⁴

Abstract

This paper examines how chief executive officers' (CEOs') prosocial tendency influences corporate policies and firm value. We use individuals' involvement with charitable organizations as a proxy for prosocial tendency. We find that, compared to firms with non-prosocial CEOs, firms with prosocial CEOs have lower executive subordinate turnover, implement more employee-friendly policies, experience higher customer satisfaction, and engage in more socially responsible activities. We also find that firms with prosocial CEOs have higher value and lower risk, partly due to the corporate policies adopted by prosocial CEOs. These results are corroborated when we compare changes in corporate policies and firm value around different types of CEO turnovers: a prosocial CEO replacing a non-prosocial CEO versus other types. Our results thus suggest that prosocial CEOs are more likely to make corporate decisions that benefit others and increase firm value.

THOUGHT EXERCISE

Rhetorical templates

- Does your paper fit one of the rhetorical templates/framings?
- If so, which one(s)? If not, how would you describe its framing?



STRUCTURING YOUR THEORY SECTION

Here's how this works

1. Review evidence that establishes the effect
2. Propose your potential mediators



STRUCTURING YOUR THEORY SECTION

Which one is right?

1. Describe why people think the first approach is correct
2. Discuss theories and empirical research that the first approach doesn't explain
3. Develop the alternate position



STRUCTURING YOUR THEORY SECTION

Things that seem similar are different (or vice versa)

1. Discuss why people think these things are similar (or different)
2. Describe why they are different (or similar)



STRUCTURING YOUR THEORY SECTION

Here's something new

1. Describe the sub-field that your new idea connects to
2. Establish the reasonableness of your idea



WHEN TO INTRODUCE STORY ELEMENTS

Factor	Positioning
<i>Single theory</i>	Theory review first, then hypotheses
<i>Multiple theories</i>	General overarching framework first, then specifics of theories
<i>Existing constructs</i>	Together or sequentially
<i>New construct</i>	Early
<i>Single main character</i>	Early
<i>Multiple main characters</i>	Most important first Sequentially, as story unfolds

Factor	Positioning
<i>Single supporting character</i>	If DV: early If IV: as story unfolds
<i>Multiple supporting characters</i>	As story unfolds
<i>Context</i>	Early, if integral to introducing characters Late, if not critical to story
<i>Figures –general illustration</i>	Where relevant theory is discussed
<i>Figures—summarizing model</i>	After hypotheses are developed

Pollock (2021)





Good Bones

Given the rhetorical template you chose in the previous exercise, create sub-headings for the theory section of your paper. Keep in mind where each factor should be introduced.

MACROSTRUCTURE SPACING

	Quantitative	Qualitative	Theory
<i>Total length</i>	40-45 pages	45-52 pages	30-35 pages
Introduction	10% (3-4 pages)	6% (3-4 pages)	10% (3-4 pages)
Theory and hypotheses	35% (12-14 pages)		
Theoretical background		12% (5-7 pages)	
Literature review			15% (5-6 pages)
Theory development			55% (16-18 pages)
Context		7% (3-4 pages)	
Methods		20% (8-10 pages)	
Methods and results	35% (12-14 pages)		
Findings		35% (15-18 pages)	
Discussion	20% (6-7 pages)	20% (8-10 pages)	20% (6-7 pages)

Pollock (2021)



THE GRATEFUL WORKPLACE: A MULTILEVEL MODEL OF GRATITUDE IN ORGANIZATIONS

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Gratitude is a valuable emotion with an array of functional outcomes. Nonetheless, research on gratitude in organizations is limited. In this article we develop a multi-level model of gratitude composed of episodic gratitude at the event level, persistent gratitude at the individual level, and collective gratitude at the organizational level. We then consider the types of human resource initiatives that organizations can develop to cultivate employee gratitude and the contingencies of gratitude's emergence at the individual and organizational levels of analysis. Finally, we elucidate the benefits of gratitude for organizations and their employees. The result is a deeper understanding of how gratitude unfolds in organizations and the role that organizations themselves can play in influencing emotions at multiple levels in the workplace.



Macrostructure Spacing

- Examine the amount of space you have given to each section of your paper. Does it differ from the recommendations? If so, what can you add/cut to the various sections?
- Examine the amount of space you have given to each subsection within a section. Are they roughly equal, or do some have much more space than others?