

Academy of Management Annual Meeting *Proceedings* includes abstracts of all papers and symposia presented at the annual conference, plus 6-page abridged versions of the “Best Papers” accepted for inclusion in the program (approximately 10%). Papers published in the *Proceedings* are abridged because presenting papers at their full length could preclude subsequent journal publication. Please contact the author(s) directly for the full papers.

Category Spanning and the Paradox of Strategic Conventinality in the Italian Opera

Giulia Cancellieri and Giulia Cappellaro

Published Online: 9 Jul 2018 | <https://doi.org/10.5465/AMBPP.2018.14825abstract>

Abstract

While literature on categories has recently turned attention to how organizations can mitigate the “illegitimacy discount” (Zuckerman, 1999) of category spanning, most empirical studies have tested this effect in the context of a market-maker audience. This paper contributes to the scholarly debate by further unpacking the conditions in which a market-taker conservative audience can reward category spanning and the resulting hybrid products. By problematizing the relationship between degrees of categorical contrast and categorical features, we hypothesize that a conservative audience can positively reward organizations that blend the features of two high-contrast categories when the combined entity preserves the core features of the category that reflects conservative audience expectations while hybridizing peripheral attributes. Furthermore, we introduce the paradox of “strategic conventionality”: while producers strategically increase the conventionality (Durand & Kremp, 2016) of hybrid products to attract attention, external audiences penalize highly conventional hybrids based on assessments of perceived inauthenticity (Carroll & Wheaton, 2009). We develop our context-specific hypotheses in the Italian opera sector based on an original panel data of opera houses’ programming decisions.



ACADEMY OF Management

Academy of Management
555 Pleasantville Road, Suite N200
Briarcliff Manor, NY 10510-8020, USA
Phone: +1 (914) 326-1800
Fax: +1 (914) 326-1900

[Privacy Policy](#) [Logo Use](#)

© 2023 Academy of Management
Powered by Atypon® Literatum