

From Exploration to Exploitation: Role of Gender and Strategic Choices of Top Management Teams in Start-up growth and Performance

Academy of Management Global Proceedings Vol. Tel Aviv, No. 2018

Mahamadou Biga Diambeidou, Hareesh Mavoori, dt ogilvie, Jay Mitra and Rey Dang

Published Online: 28 Jan 2019

Abstract

We investigated whether female representation in the upper echelons at the early stage of the firm development process affects strategic choice and start-up performance. We conducted a field experiment based on an entrepreneurship business game played in groups of three graduate students who took on the role of top managers. We randomly assigned students to teams conditioned on their gender. We found complex relationships with female representation in the upper echelons and the study variables. Female representation is negatively related to ROA, strongly mediated by leverage and R&D intensity; positively related to growth, strongly mediated by R&D intensity; and whereas CEO position is negatively linked to sales, strongly mediated by R&D intensity, female presence played a moderation mechanism causing the relationship to become positive.

Keywords

Start-up; Scale-up; Challenges; Specialized Conference