

# STEFANIE ANN LENWAY



NAME: Stefanie Ann Lenway	
TITLE: Dean and Opus Distinguished Chair, Opus College of Business	
AFFILIATION: University of St. Thomas	
YEAR PhD AWARDED: 1982	YEARS OF SERVICE AS AIB PRESIDENT: 2006-08

## **PRIMARY CONTRIBUTIONS TO THE FIELD OF INTERNATIONAL BUSINESS:**

Trade protection contributes to the profitability of relatively uncompetitive companies more than competitive companies (Lenway, Morck and Young, 1996); states' strategic capabilities affect multinationals' abilities to manage interdependent operations (Lenway and Murtha, 1994); in industries in which knowledge is globally distributed, industrial policy tends not to work because companies focus inward and do not access knowledge critical to the manufacturing process (Murtha, Lenway and Hart, 2001)

## **SELECTED MAJOR PUBLICATIONS:**

Lenway, Stefanie Ann and Thomas P. Murtha. 1994. "The State as Strategist in International Business Research." *Journal of International Business Studies* 25 (3): 513-535.

Lenway, Stefanie, Randall Morck, and Bernard Yeung. 1996. "Rent Seeking, Protectionism and Innovation in the American Steel Industry." *The Economics Journal* 106 (435): 410-421.

Murtha, Thomas P., Stefanie Ann Lenway and Jeffrey A. Hart. 2001. *Managing New Industry Creation: Global Knowledge Formation and Entrepreneurship in High Technology*. Stanford: Stanford University Pre

## **MAJOR DEVELOPMENT OF AIB DURING YOUR YEAR(S) OF SERVICE**

I cannot look back to my AIB presidency (2006-08), without reflecting upon some of the underlying economic, social, political, and technological currents taking place at the time. During my presidency, the AIB leadership may not have been entirely conscious of the transformation in AIB Secretariat's processes and the management of the Journal of International Business Studies that would result from the digital revolution. Midway through my term in 2007, Apple launched the first generation iPhone in the U.S., and the race for mobility officially began. The iPhone functionality facilitated the birth of a new breed of unicorn startups including DropBox, Airbnb, and Spotify. Uber followed in 2009.

Not only was the board grappling with the beginnings of the digital economy, economic liberalization in China helped to drive the continuing globalization of the world economy. My first AIB board meeting as incoming president was at the 2006 conference in Beijing, The conference hotel was adjacent to the Bird's Nest, the stadium for the 2008 Olympics, which was under construction. China had joined the WTO in 2001 and appeared ready to embrace competitive market economic policies, which the government would then highlight at the 2008 summer Olympics. The Chinese liberalization did not extend to the political system. The strong arm of the government was very apparent during AIB Beijing, as the bus convoy to the gala had privileged access to transport several hundred AIB Beijing attendees from the outskirts of the city to the Great Hall of the People in Tiananmen Square.

During my presidency, the primary decisions of consequence were: 1) budget and finances, 2) the choice of locations for the annual conference, and 3) a transition in the editorial leadership for JIBS. We were making these decisions just prior to the Great Recession, during the early stages of the digital transformation of education, and in time of relative geo-political stability. The board was lucky to take on these responsibilities in partnership with a strong Secretariat headquartered at Michigan State University staffed by Tomas Hult, Executive Director, Tunga Kiyak, Managing Director and Irem Kiyak, Secretary/Treasurer.

In addressing both digitalization and globalization, the strong financial position built by the Secretariat helped considerably. During my time on the board, AIB built an adequate surplus to survive an annual conference held without financial support from a host school or a shortfall in attendance. This financial cushion allowed for what seemed at the time to be a relatively risky decision to hold the annual conference outside the United States for two consecutive years. AIB 2010 traveled to Rio de Janeiro. The next year, AIB 2011 took place in Nagoya, Japan only months after the Fukushima nuclear accident, a triumph for the association.

One of the most important board responsibilities during my tenure was managing of the transition of the editorial leadership of JIBS. Arie Lewin's term as editor ended in 2007 after 5 years of strategic renewal for the journal. Under Arie's leadership, JIBS created Departmental Editors, implemented an online manuscript processing system, recruited new talent to the editorial board, and implemented processes to improve both the quality and timeliness of feedback to prospective authors to attract new high quality manuscripts. Following in Arie's footsteps would be daunting to the best scholars in International Business. Luckily, for all members of AIB, Lorraine Eden (2007-10) accepted the invitation of the editorial board to build on Arie's legacy. With the spread of the Internet, Lorraine drew upon a global team of associate editors, who enriched the feedback to authors and facilitated strengthening international business scholarship around the world through launching the JIBS/AIB Paper Development Workshops.

With strong leadership and a strong administrative Secretariat, during my presidency, AIB became both digital and global. In 2004, 50% of AIB members were U.S. based. By 2017, US based scholars constituted 30% of the membership. I would attribute much of this increase to the intentional location of the annual conference around the world. While this may expose the association to more risk, it also has made the association more relevant, robust and agile.

I will close with a memory of AIB 2103 in Istanbul. Championed by Nakiye Boyacigiller, the former Dean of School of Business at Sabanci University, AIB had planned to hold its 2004 Conference in Istanbul. Political unrest, however, resulted in the relocation of the conference to Stockholm, Sweden. AIB did go to Istanbul in 2013, notwithstanding the uncertain politics in the region. As political tensions in Turkey heightened prior to the conference, Tomas Hult, the Executive Director wrote the membership on June 19, 20013, “There should be no group better positioned to think about and recommend strategy and policy responses for governments and companies in this kind of situation.” With this spirit and willingness to embrace world events, AIB will continue to have a bright and truly international future.