

# MASAAKI KOTABE



NAME: Masaaki Kotabe		
TITLE: The Washburn Chair Professor of International Business and Marketing		
AFFILIATION: Temple University		
YEAR PhD AWARDED: 1987	YEAR BECAME AN AIB FELLOW: 1998	YEAR(S) OF SERVICE AS AIB PRESIDENT: 2016-2017

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

The genesis of my research interest in global sourcing strategy was when I had a summer job as a longshoreman while in college. I was always curious about how firms procure materials, transform them into products, and market them around the world. When I pursued my PhD in the mid-1980s, I decided to write a dissertation on this very topic. While the term was gaining popularity in business magazines, there was no academic article on it. It was such a new, emerging research topic. I broadly defined the domain of global sourcing strategy as management of the interfaces of R&D, manufacturing, and marketing on a global basis. My first article on this topic was published in JIBS in 1989, and my first book published in 1992. Ever since, my research areas have been related to the interfaces of these functional activities, including new product development, technology management, manufacturing, and marketing strategies. I take pride in the fact that over time, my original research area has been transformed by many researchers into such research streams as outsourcing, offshoring, procurement, and supply chain management.

## **SELECTED MAJOR PUBLICATIONS:**

- Kotabe, M., *Global Sourcing Strategy: R&D, Manufacturing, and Marketing Interfaces*, New York: Quorum Books, 1992.
- Kotabe, M. and G.S. Omura, "Sourcing Strategies of European and Japanese Multinationals: A Comparison," *Journal of International Business Studies*, 20, Spring 1989, 113-130.
- Kotabe, M., "Corporate Product Policy and Innovative Behavior of European and Japanese Multinationals: An Empirical Investigation," *Journal of Marketing*, 54, April 1990, 19-33.
- Kotabe, M., A. Sahay, and P.S. Aulakh, "Emerging Roles of Technology Licensing in Development of Global Product Strategy: A Conceptual Framework and Research Propositions," *Journal of Marketing*, 60, January 1996, 73-88.
- Murray, J.Y. and M. Kotabe, "Sourcing Strategies of U.S. Service Companies: A Modified Transaction-Cost Analysis," *Strategic Management Journal*, 20, September 1999, 791-809.

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

Since 2013, the AIB has had the 3-year rolling Executive Board system in place. In other words, I served as President-Elect in 2015-16, as President in 2016-17, and as Immediate Past President next year in 2017-18. When I served as President, I had the pleasure of working with a very democratic and dynamic Executive Board on which all nine board members dedicated their time and efforts in enhancing the benefits to the AIB community. They were Rosalie Tung as President-Immediate Past, Lorraine Eden as President Elect; Charles Dhanaraj, Sarianna Lundan, JT Li, Sumit Kundu, Maria Alejandra Gonzalez-Perez, and Hadi Alhorr as VPs; and myself. Of course, the AIB Executive Board could not have functioned as smoothly without the constant support from Tomas Hult, the AIB Executive Director as an ex-officio non-voting member, and his Michigan State team led by Tunga Kiyak.

This system is great as institutional knowledge gets shared and passed on smoothly among the board members. So I saw my presidency as part of the broad teamwork. Of course, the downside is that you would have only one year as President and if you wanted to leave your own legacy, then you would have to have a clear-cut actionable plan in mind before taking on Presidency. When I became President, I wondered how I could contribute to the AIB community as President, no matter how small my contribution could be.

So I came up with my own slogan: “Reaching out to all AIB members better.” This is why. Many of us have been involved in various aspects of the AIB activities, ranging from attending annual AIB world and regional chapter conferences, offering services as reviewers and session chairs, track chairs and conference organizers, developing collaborative research with fellow conference participants, recruiting activities, reviewing for and serving on the JIBS editorial board, and so on. However, I sensed that the center of gravity had shifted toward members of the AIB community who regularly attend AIB Annual Meetings and observed some less than consonant relationships between the AIB World and AIB regional chapters. Luckily, I found myself as one of many others in the leadership position who felt the same way. Therefore, I do not claim that this was my own initiative but I just echoed the same sentiment shared by others during my Presidency as well as those before us.

In fact, various initiatives had been in the making collectively to enhance not only the value of membership to all AIB members around the world (e.g., building better coordinated relationships between AIB World and various AIB regional chapters, organizing an annual regional chapter chair meeting for sharing good ideas and learning from each other for collective improvement, leading researchers and AIB Fellows offering paper development workshops at various regional chapter conferences) but also the value of the AIB beyond AIB members (e.g., distributing academic business books to universities in low-income countries, known as the 39 Country Initiative founded by Paul Beamish at Ivey Business School along with various universities collecting and distributing books). I am glad that as part of these efforts, we approved the 39 Country Initiative to offer case workshops in Africa. After all, the *raison d'être* for the AIB is not just to satisfy our own members but also to satisfy others that may have some bearing on the AIB in the long run. We can even initiate more collective efforts to “reach out” better to various functional sister disciplines (e.g., marketing and finance) and related disciplines (e.g., sociology and political science) as well as to other IB organizations (e.g., EIBA and JAIBS) by developing joint sessions and programs of mutual interest with their conferences for more and better cross-pollination of research ideas and educational materials. These collective efforts continue on with the initiatives of current and future VPs-Administration.

The AIB Annual Meeting in Dubai, UAE on July 2-5, 2017 was indeed a very memorable and “eventful” event for two primary reasons. First, this was the first time for the AIB to host its annual meeting in the Arab world. The AIB was reaching out to this part of the world in the hope that AIB members develop academic interest in the region for better understanding of economic, political, and religious forces that continue to contribute to, and shape, the nature of the global economy for years to come. Second, although UAE was not included, unexpected confusion arose prior to the conference as a result of U.S. President Trump issuing a temporary travel ban on foreign nationals from seven Muslim countries entering the United States and its ensuing travel policy uncertainties not only on foreign nationals entering the United States but also on U.S. residents who have visited those seven

countries re-entering the United States. Despite the travel confusion, Sarianna Lundan, chair of the conference, and Melodena Stephens Balakrishnan and Immanuel Azaad Moonesar, our local hosts, had pulled off a wonderful program for all of us.

Finally, during my presidency the efforts from previous Executive Boards culminated in launching the Journal of International Business Policy (JIBP) with Sarianna Lundan as the inaugural editor. To enhance the AIB's academic reputation and influence, efforts to launch multiple journals are well under way.