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"International Business Resilience under Global Disruptions"

Warsaw, Poland
July 6-9, 2023

Editors
Kazuhiro Asakawa, Program Chair
Tunga Kiyak, AIB Executive Director

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ABSTRACTS FOR THURSDAY, JULY 6, 2023

Session: 0.9 - Plenary

AIB 2023 Opening Plenary

Presented On: July 6, 2023 - 17:15-19:30

Opening Remarks:
Maria Tereza Fleury, FGV-EAESP (AIB President)
Piotr Wachowiak, SGH Warsaw School of Economics (Host School Rector)
Mirosław Jarosinski, SGH Warsaw School of Economics (Local Organizing Committee Chair)
Kazuhiro Asakawa, Keio University (Program Chair)

Introduction to the AIB Fellows International Executive of the Year Award
Lorraine Eden, Texas A&M University

Keynote Speech by the 2023 Executive of the Year:
Paul Polman, Imagine / Former CEO of Unilever

Reflections:
Witold Henisz, University of Pennsylvania
Peter Williamson, University of Cambridge

(For more information, please contact: Lorraine Eden, Texas A&M University, USA: leden@tamu.edu)
**Session: 1.1.1 - Panel**
Track: 13. Theme: CEE Region in Times of Disruption

**10th AIB-CEE Anniversary: Development of IB Research in the CEE Region in the Years 2013–2023**

Presented On: July 7, 2023 - 09:00-10:15

Chair: Lukasz Puslecki, Poznan University of Economics and Business and Krzysztof Wach, Cracow University of Economics

Panelists:
- Andreja Jaklic, University of Ljubljana
- Lukasz Puslecki, Poznan University of Economics and Business
- Matt Raskovic, Auckland University of Technology
- Arnold Schuh, WU Vienna
- Michal Staszkow, Poznan University of Economics and Business
- Piotr Trapczynski, Poznan University of Economics and Business

Taking into consideration this year’s theme „International Business Resilience under Global Disruptions” the aim of this panel is to discuss the development of International Business research on the occasion of 10th AIB-CEE Chapter Anniversary in the Central and Eastern Europe (CEE) region in years 2013-2023, given its unique historic, socio-cultural, institutional and economic types of embeddedness, which provides a particularly challenging, albeit dynamic landscape for international business due to a rich and dynamic context, which is also becoming a gateway into Europe for MNEs from other regions, particularly emerging markets. We will pay specific attention to the issue of how to raise interesting and relevant research questions, develop and implement innovative research and teaching methods and approaches, as well as how to explore the potential of comparative studies and use innovative research methodologies. Moreover, we will try to discuss the current role of universities in the development of collaboration between business and academia, and the challenges faced by educators and researchers in CEE. *(For more information, please contact: Lukasz Puslecki, Poznan University of Economics and Business, Poland: lukasz.puslecki@ue.poznan.pl)*

**Session: 1.1.2 - Special Session**
Track: 15. Special Sessions

**Doctoral Education in IB: Contemporary Developments**

Presented On: July 7, 2023 - 09:00-10:15

Chairs: Ahmet Kirca, Michigan State University and Ausrine Silenskyte, University of Vaasa

Panelists:
- Maria Tereza Fleury, FGV-EAESP
- Andrew K. Delios, National University of Singapore
- S. Tamer Cavusgil, Georgia State University
- Sumit Kundu, Florida International University
- Helena Barnard, University of Petoria
- Rebecca Piekkari, Aalto University
Doctoral researchers are very important part of the AIB scholarly community. This panel is targeted at the PhD supervisors and the PhD students who wish to learn about the newest advancements in PhD scholarly training.

The panel features prominent scholars from different continents and reflects on issues such as: newest global PhD education certificate programs (e.g., AIB-CIBER Doctoral Academy) and the ways to integrate them into scholarly training received at the home University, best PhD education practices (innovative teaching and learning at the PhD level), various initiatives to promote diversity and inclusion from the early stage of the scholarly career. If you are a PhD student or scholar supervising PhD students who is eager to receive insights on how to enhance PhD journey and ensure that PhD studies would lead to the successful global scholarly career, this panel will offer insightful pathways to do so. (For more information, please contact: Ausrine Silenskyte, University of Vaasa, Finland: ausrine.silenskyte@uwasa.fi)

Session: 1.1.3 - Special Session
Track: 1. Internationalization and Entrepreneurship

Hidden Heterogeneity of Entrepreneurial Ventures in an International Context

Presented On: July 7, 2023 - 09:00-10:15

Chair: Martina Musteen, San Diego State University

Panelists:
- Giuseppe Criaco, Erasmus University Rotterdam
- Olga Petricevic, University of Calgary
- Shaker Zahra, University of Minnesota

The purpose of this Special Panel is to explore factors underlying the heterogeneity of entrepreneurial firms with implications for internationalization. We will focus on three sources of such heterogeneity -- location, ownership and (dynamic) capabilities – along with other related forms of hidden capital. With the past research on international entrepreneurship focusing primarily on observable firm characteristics such as age and size, the panel will provide some fresh, interdisciplinary perspectives on the topic with the aim to stimulate impactful research. (For more information, please contact: Martina Musteen, San Diego State University, USA: mmusteen@sdsu.edu)

Session: 1.1.4 - Panel
Track: 11. Sustainability in International Business

What Role Play Intergovernmental Organizations in Promoting SDGs in International Business Environments?

Presented On: July 7, 2023 - 09:00-10:15

Chair: Kristin Brandl, University of Victoria

Panelists:
- Amelia Santos-Paulino, UNCTAD
- Ari Van Assche, HEC Montréal
- Jonathan Doh, Villanova University
- Thomas Lindner, University of Innsbruck
Since the Second World War, the global business environment has been influenced by intergovernmental organizations (IGOs), such as the United Nations, World Trade Organization, International Monetary Fund, and World Bank. The aim of IGOs is to solve global problems and grand societal challenges by fostering interdependence and solidarity among member states. They do so through supranational policies, regulations, and governance strategies influencing member countries and their business environments. However, the world has changed, and with it, the types of uncertainties and societal challenges (e.g., global health crises, climate and environmental disasters, economic recessions, wars and civil unrest). Moreover, since the establishment of the Sustainable Development Goals (SDGs) in 2015, a more systematic and increasingly urgent approach to solving global problems is needed. Thus, the panel will take stock of the role of IGOs in the contemporary international business environment and their impact on promoting stability and sustainable development. It will also debate what IB research can do to enhance our understanding of IGOs and SDGs in international business environments. (For more information, please contact: Kristin Brandl, University of Victoria, Canada: kbrandl@uvic.ca)

Session: 1.1.5 - Special Session  
Track: 15. Special Sessions

AJBS Conference Best Papers Session

Presented On: July 7, 2023 - 09:00-10:15

Chairs: Chie Iguchi, Keio University and Mario Ogasavara, ESPM

Presentations by the Best Paper nominees from the Association of Japanese Studies (AJBS) conference which was held right before the AIB conference.

Japan-US Differences and R&D Investments in Response to Performance Feedback: an Analysis of Global Automotive Firms

K. Skylar Powell, Western Washington University  
Eunah Lim, Western Washington University  
Valerie Alexandra, San Diego State University  
Mooweon Rhee, Yonsei University

We investigate the effects of culturally shaped holistic-analytic differences in cognition on Japanese and US firms’ responses to performance feedback through R&D investments. Stemming from the behavioral theory of the firm and grounded in a cognitive perspective that views firms’ actions as a result of decisions produced by groups of individuals with different backgrounds, performance feedback research has mostly assumed a universal nature of decision makers’ cognition and responses. Leveraging evidence of culturally shaped holistic-analytic differences in cognition, we theorize that firms from Japan should have a more holistic cognitive orientation than US firms, making them less responsive to problemistic and slack search mechanisms of performance feedback when making R&D investments. These expectations are largely supported in the empirical context of 37 Japanese- and 19 US-firms in the automotive industry (546 firm-year observations) during the period from 2003 through 2019. In a test of the external validity of our theoretical arguments, we find further support using data on 106 different global automotive firms (902 firm-year-observations), from 14 different holistic or analytic cognitively-oriented countries. Results highlight the importance of considering cross-national differences in firms’ responses to performance feedback. (For more information, please contact: K. Skylar Powell, Western Washington University, USA: skylar.powell@wwu.edu)
Cultural Diversity in the Region and the Staffing of Foreign Subsidiaries
Naoki Ando, Hosei University
Shiho Nakamura, Ritsumeikan University

How multinational enterprises (MNEs) staff foreign subsidiaries has been studied focusing on the determinants at the subsidiary level, the host country level, and the parent firm level. This study extends previous studies on foreign subsidiary staffing by investigating the impact of factors at the geographic region level. By using the panel dataset of MNEs’ investments in six geographic regions, the effect of regional factors on foreign subsidiary staffing is examined. This study finds that when the cultural diversity of an MNE’s host countries in the region is great, MNEs tend to assign more host country nationals (HCNs) to foreign subsidiaries. It also demonstrates that the availability of competent managers in the host country moderates the positive effect of regional cultural diversity on the assignment of HCNs. This study implies that to advance an understanding of how MNEs staff foreign subsidiaries, research should shed light on the intraregional activities of MNEs and incorporate the influences of the factors at the region level into the research framework. (For more information, please contact: Naoki Ando, Hosei University, Japan: nando@hosei.ac.jp)

Striving in an Institutionalized Environment: Female Self-Initiated Expatriates and Their Career Agency
Jiayin Qin, Kyoto University
Tomoki Sekiguchi, Kyoto University

The purpose of this study is to understand how female self-initiated expatriates (SIEs), a group that is gaining a stronger presence in global work, exert their career agency and act under structural constraints. Using theoretical perspectives of career-agency theory and person-environment fit as frames of reference, we collected 113 blog posts written by nineteen female SIEs who are currently living and working in Japan. This was supplemented by additional semi-structured interviews with eleven female SIEs. We found that the career agency of our female SIE informants was closely related to their identities (e.g., as a foreigner or as a woman). Through career-related agentic behaviors, our informants strove to increase their fit with their environments and to build career capital while interacting with different aspects of structural constraints (e.g., the liability of foreignness or gender inequality). This study highlights the dynamic interaction between structure and the agency of female SIEs and contributes to the limited knowledge on career agency applicable to women’s self-initiated work globally. This study also suggests that fit with one’s environment and the preservation of one’s central identity against the backdrop of a hostile environment are both crucial to female SIEs. (For more information, please contact: Jiayin Qin, Kyoto University, Japan: qin.jiayin.45e@st.kyoto-u.ac.jp)

The Role of Place in Emerging Fields: A Comparative Study of ICT Entrepreneurial Ecosystems in Japan
Agata Kapturkiewicz, Sophia University

This paper highlights how place matters for the development of smaller entrepreneurial ecosystems (EEs), developing in a situation when a dominant EE is already present within given national institutional boundaries (here: Japan). The findings show that smaller EEs of Osaka-Kyoto and Fukuoka have similar gaps in their institutional infrastructure (e.g., in funding, in the access to information and expertise from successful startups), and in response their stakeholders engage in similar types of actions to obtain the missing elements. However, the existing and expected outcomes of these actions are found to be moderated by certain elements underlying the EEs’ institutional infrastructure – local resources (stronger in Osaka-Kyoto), and place cohesion (stronger in Fukuoka). The latter is a concept newly identified and defined in the paper. The findings of this paper have theoretical implications for research about EEs and for comparative study of organisational fields. (For more information, please contact: Agata Kapturkiewicz, Sophia University, Japan: agata_kapturkiewicz@sophia.ac.jp)
Session: 1.1.6 - Panel
Track: 5. HRM, Leadership and Cross-Cultural Management

Opening Up the Black Box: When, How and Why Cultural Diversity Matters in Global Teams

Presented On: July 7, 2023 - 09:00-10:15

Chairs: Martha L. Maznevski, Ivey Business School and Günter K. Stahl, Vienna University of Economics and Business
Discussants: Josefine van Zanten, IMD Business School and Mary Zellmer-Bruhn, University of Minnesota

Panelists:
- Martha L. Maznevski, Ivey Business School
- Dana Minbaeva, King’s College London
- Piers Steel, University of Calgary
- Vas Taras, University of North Carolina at Greensboro
- Mary Zellmer-Bruhn, University of Minnesota
- Sabrina Goestl, Ivey Business School
- Josefine van Zanten, IMD Business School

The purpose of this panel session is to discuss recent advances in research on culturally diverse teams, reconcile some of the inconsistencies found in previous research, highlight remaining research gaps and open questions, and propose an agenda for future research. Recent reviews have concluded that significant progress has been made in research on multicultural teams. At the same time, many open questions remain. The bulk of research still suffers from overly simplistic assumptions about cause and effect relationships, specifically the assumption that cultural diversity has a direct effect on team performance regardless of the process and context. Few studies have attempted to open up the ‘black box’ in the relationship between cultural diversity and team performance, testing more complex models that include various conceptualizations of cultural diversity, moderating variables, intervening processes, and multiple outcome measures. The goal of this panel is to provide guidance for future research. In addition to identifying several areas of advancement, the panelists will reflect on three areas in need of further research: specifying the type of cultural diversity more carefully; addressing both the positive and negative aspects of cultural diversity in a more nuanced way; and fine-tuning our understanding of contextual contingencies and mediating mechanisms. (For more information, please contact: Günter K. Stahl, Vienna University of Economics and Business, Austria: guenter.stahl@wu.ac.at)

Session: 1.1.7 - Competitive
Track: 4. Global Strategy, Organization and Value Chains

Innovation and Emergent Technologies

Presented On: July 7, 2023 - 09:00-10:15

Chair: Torben Pedersen, Copenhagen Business School

Theories of Ingredient Branding and Applications in the International Hotel Industry
- Chya-Yi Liaw, Hong Kong Metropolitan University
- Shih-Fen Chen, Western Washington University

Ingredient branding refers to a practice whereby the maker of a final product invites or allows a supplier to brand its ingredient. If limited to a single supplier, ingredient branding is also called co-branding, which
combines the product brand and the ingredient brand to enhance reputation signaling to shoppers. In this study, we argue that ingredient branding also serves to improve the governance of the cooperative relationship. Treating the physical facilities of a franchise hotel as an ingredient, we extend the two theories to compare franchise formats in the international hotel industry, that is, the choice of conventional franchising (where the hotel bears only the brand of the foreign chain) and co-brand franchising (where the local developer also co-brands the hotel). The empirical findings obtained from a sample of international franchise hotels indicate that co-brand franchising can achieve reputation enhancement and governance efficiency at a level that cannot be done through conventional franchising. The study is the first that tests two competing theories of ingredient branding in a service industry, from which scholars and practitioners can derive useful insights. (For more information, please contact: Chya-Yi Liaw, Hong Kong Metropolitan University, Hong Kong, SAR-PRC: chliaw123@gmail.com)

Unconventional Strategies: The interplay of Artificial Intelligence and Human Cognitive Capabilities in International Business

Philipp Gruenwald, Vienna University of Economics and Business

AI is able to outperform human decision-making in various decision-making settings. Especially augmented decision-making has become a potential source of competitive advantage. Therefore, this study explores how MNEs can utilize human-AI interaction to gain competitive advantage and investigates the potential factors that drive performance in a competitive human-AI task environment. We analyze human-AI interaction in the competitive context of chess and find that the more human-AI augmented decision-makers are considered an underdog against machines the higher the likelihood of pursuing unconventional strategies to throw off opponents. Our results suggest that this in turn has a positive effect on performance. Moreover, we find support that the positive relationship between unconventionality and performance is stronger, if human and machine originate from the same country. (For more information, please contact: Philipp Gruenwald, Vienna University of Economics and Business, Austria: philipp.gruenwald@wu.ac.at)

Digital Transformation Orientation, Cultural Friction, and R&D Strategic Alignment in High-Tech MNCs

Jeoung Yul Lee, Chongqing Technology and Business University
Ryan Tang, University of South Australia
Byungchul Choi, Hankuk University of Foreign Studies
Yingqi Wei, University of Leeds
Timothy M. Devinney, University of Manchester

Applying agency theory, we investigate the effects of the digital transformation orientation (DTO) of high-tech multinational corporations (MNCs) on corporate entrepreneurship (CE) strategy, through which R&D strategy is aligned between the subsidiary and the headquarters. Based on a panel dataset of 337 Korean high-tech MNCs with 1,944 subsidiaries in 83 countries between 2011 and 2020, we find that DTO positively drives R&D strategic alignment. This effect is attenuated by cultural friction in the top management team (TMT) but strengthened by cultural friction at the non-TMT level. The findings highlight the importance of DTO and expatriate arrangements in CE for high-tech MNCs. (For more information, please contact: Ryan Tang, University of South Australia, Australia: ryan.tang@unisa.edu.au)

Complexity Theory and International Business Research: Not Simply Old Wine in New Bottles

Sokol Celo, Suffolk University
James Nebus, Suffolk University

Complexity Theory and Complex Adaptive Systems have been extensively used in management and organization science research but less so in international business research, despite the fact that multinational corporations are arguably among the most complex organizations. Using complexity theory for international business research requires first a ‘translation’ of its fundamental constructs into IB-equivalents and a depiction
of the MNC as a complex adaptive system. This view of the MNC can then be applied in various ways to IB-research from simply providing new explanations to IB-phenomena, to conduct agent-based modeling and computer simulation techniques to build theory, to finally conduct empirical research to test theories whose propositions are complexity-inspired. The paper offers several recommendations to help IB scholars apply complexity theory in their research and practitioners to use it in practice. (For more information, please contact: Sokol Celo, Suffolk University, USA: scelo@suffolk.edu)

Session: 1.1.8 - Competitive
Track: 2. Marketing Strategy and Consumer Research

Product Strategy and Technology Adoption of Emerging Market Firms

Presented On: July 7, 2023 - 09:00-10:15

Chair: Saeed Samiee, The University of Tulsa

Untangling the Influence of Corporate Sustainability on Export Intensity: The Moderating Role of R&D Intensity

Ismail Gölgeci, Aarhus University
Mine Aksoy, Yalova University
Mustafa Yilmaz, Ibn Haldun University
Ekrem Tatoglu, Gulf University for Science and Technology
Metin Canci, Yalova University
Atike Elanur Hizarci, Yalova University

Growing global environmental and social issues have imposed increased pressure on firms to overcome sustainability challenges in international markets and particularly to improve their export performance. This is particularly important for emerging market firms that seek to expand their businesses to international markets that are compelled to build up environmental and social sustainability capacity to enhance their export intensity and gain a competitive edge. This study investigates the relationship between corporate sustainability and export intensity based on a longitudinal study of 141 firms listed on Borsa Istanbul from 2014 to 2021. The results indicate that corporate sustainability positively influences export intensity, and this influence is positively moderated by R&D intensity. In addition, post-hoc analysis using additional data on environmental, social, and governance dimensions of corporate sustainability shows that environmental performance positively influences export intensity, and R&D intensity positively moderates that relationship. As such, our findings highlight that those exporting firms that integrate impactful R&D intensity into their international business are likely to leverage their sustainability strategies, especially those related to the natural environment, more effectively for higher export intensity. (For more information, please contact: Ismail Gölgeci, Aarhus University, Denmark: i.golgeci@btech.au.dk)

Good-Value Versus Premium Product Strategy in International Markets

Yunjae Bae, Korea University
Insik Jeong, Korea University
Hyoeun Cho, Keimyung University
Eunmi Kim, Busan National Univeristy

While firms from developed countries are approaching international markets, three different product strategies were suggested: premium, good-value, and economy. In this study, we apply this concept in the context of firms from the Republic of Korea. Korean firms have been leveraging in international markets through different sets of products regarding quality and price. Consequently, firms from the Republic of Korea are more likely to adopt a good-value strategy than the other two strategies. However, firm performance is higher when choosing a premium strategy in international markets. Additionally, four different determinants are tested whether it
influences the choice of product strategy. Among them, product type and environmental uncertainty led Korean firms to select a premium strategy. (For more information, please contact: Yunjae Bae, Korea University, Korea, South: jaybae4606@korea.ac.kr)

Strategic Choices of a Latecomer MNE in an Emerging Market: The Case of Ferrero
Kiran Jyoti Mahasuar, IIM Kozhikode
Niyati Bhanja, MICA Ahmedabad

This study examines the strategic choices of a latecomer DMNE Ferrero in India, an emerging market. It seeks to advance the nascent literature on latecomer DMNEs, their mode of entry, and how they adapt and succeed in complex markets marred by institutional complexities. We employ an extended case study approach to examine the “how” and “why” of the various strategic choices made by Ferrero using the theoretical lens of Dunning’s eclectic paradigm and Ghemawat’s AAA framework. The study finds that Ferrero overcame the disadvantages of being a latecomer by addressing a consumer niche by its products and brand communication. In addition, we also find evidence of Ferrero’s superior institutional leverage capability and a hybrid approach to strategic choice making, wherein it adopted the best practices from its global operations and, at the same time, also adapted its product portfolio, routines, and organizational practices to accommodate the contextual realities of an emerging market. (For more information, please contact: Kiran Jyoti Mahasuar, IIM Kozhikode, India: kiran.mahasuar@gmail.com)

Live Streaming Use and International Seller Sales Performance: An Information Economics Perspective
Ye Yu, Beijing ReadTV Infinite Technology Co. LTD
Jason Lu Jin, City University of Hong Kong Dongguan Research Institute
Meitong Dong, University of Hong Kong
Kevin Zheng Zhou, University of Hong Kong

Although rapid technological development has resulted in the proliferation of digital platforms, our understanding remains limited regarding their roles in international markets. Drawing on the information economics perspective, we investigate whether live streaming use as an emerging platform-based function enables foreign sellers to enhance their sales performance in host markets. Using a unique longitudinal dataset from a B2C digital platform in China, we find that live streaming use is positively associated with international seller sales performance. This positive effect is stronger when cultural distance is higher. Moreover, the influence becomes stronger for durable products than for non-durable products while the effect is weaker for name-brand products than for non-name-brand products. These findings provide rich insights into the role of digitalization in the international marketing literature. (For more information, please contact: Jason Lu Jin, City University of Hong Kong Dongguan Research Institute, China: jinlu2014@gmail.com)
Session: 1.1.9 - Competitive
Track: 11. Sustainability in International Business

Institutions and Sustainability

Presented On: July 7, 2023 - 09:00-10:15

Chair: Francesca Ciulli, Tilburg University

How Do Global Institutional Pressures Influence the Adoption of ESG?
Joo Hee Han, Gachon University
Jaeyong Song, Seoul National University

Drawing on institutional theory, we investigate how global institutional pressures influence the ESG (Environmental, Social, and Governance) activities of firms. This study focuses on whether or not a firm establishes an ESG committee within its board of directors. In our sample of 756 Korean firms listed on KOSPI, we examine the impact of foreign ownership, the extent of globalization, and whether or not the firm is a chaebol on the establishment of an ESG committee. We find that foreign ownership and the chaebol dummy positively influence the establishment of an ESG committee. In addition, we empirically examine how foreign ownership mediates the impact of financial performance on the establishment of an ESG committee. In the relationship between financial performance and the establishment of an ESG committee, we find a statistically significant and positive full mediation effect when foreign ownership is included as a mediator variable. This study identifies factors that contribute to the strengthening of ESG activities, which is represented by the establishment of an ESG committee. Furthermore, by focusing on foreign institutional investors, this study empirically finds that firms strengthen their ESG activities in response to global coercive isomorphic pressures. (For more information, please contact: Jaeyong Song, Seoul National University, Korea, South: jsong@snu.ac.kr)

When Does Firm Internationalization Impact Corporate Social Responsibility? A Home Country Institutional Perspective
Sandeep Yadav, IIM Bangalore
Jagriti Srivastava, IIM Amritsar

This study examines the contingent role of the home country’s institutional environment to resolve the complex relationship between multinational firms’ (MNEs) internationalization and corporate social responsibility (CSR) performance. Using the organizational legitimacy argument from institutional theory, our baseline argument proposes a positive relationship between MNEs’ internationalization and CSR performance. We examine the role of home country CSR stringency, institutional weakness and development status as boundary conditions on the relationship between MNEs’ internationalization and CSR performance. We test the proposed hypotheses on a cross-country sample (53 countries) of 3809 firms (23507 firm-year observations) for 10 years (2010-2019). Our results support a positive association between MNEs’ internationalization and CSR performance. This relationship is strengthened by the home country’s CSR stringency and institutional weakness. Furthermore, we find that the moderating role of home country institutional weakness on the relationship between MNEs' internationalization and CSR performance is more prominent for firms from developing countries. (For more information, please contact: Sandeep Yadav, IIM Bangalore, India: sandeep.yadav@iimb.ac.in)
The Moderating Roles of Regional and Industrial Contexts on the Effect of CSR Reporting on Sales Performance of Global Firms

Hanh Pham, University of Leeds
Hien Tran, Vietnam National University

This study examines if the effect of corporate social responsibility (CSR) reporting on sales of global firms is conditional on the regional location of their home market and controversial industry context. The paper uses a dataset of 5,831 firm-year observations of 833 global firms from 25 countries in Europe, Northern America and Asia across seven years from 2012 to 2018. Analysing the whole research sample, the study reports the significant positive effects of CSR reporting on sales performance in general. However, the effect is not always substantial for firms from Asia and controversial industries. Specifically, CSR reporting benefits firms' sales performance in non-controversial industries, in Europe and North America but not in controversial industries and Asia. (For more information, please contact: Hanh Pham, University of Leeds, United Kingdom: h.pham@leeds.ac.uk)

Responsibility Boundaries for Multinational Enterprises: The Role of Institutional Logics in Driving Incremental Versus Revolutionary Change

Luke Fiske, Queen's University
Anthony Goerzen, Queen's University

How the responsibility boundaries for multinational enterprises (MNEs) in their global value chains (GVCs) are established is an increasingly important question in international business (IB), particularly as global regulations proliferate attempting to expand this boundary. In this study, drawing upon the institutional logics literature, we examine a novel context in which a piece of revolutionary United States regulation embodying the community logic was diluted, over a number of years, by actors accepting a market logic. Based on the content analysis of archival documents and over 800 public submissions made to the Securities and Exchanges Commission (SEC) regarding Dodd-Frank 1502 by MNEs and others, we reveal a process whereby incumbent actors successfully convince regulators that existing practices are more salient than the symbols originally drawn upon to change them. We show consequently how this leads to incremental, and not revolutionary, change in responsibility boundaries. Our research has important implications for motivated MNE managers tasked with their sustainable supply chains, as we caution that certain multi-stakeholder groups (MSGs) may dampen change efforts. We also guide policy makers and suggest how field-level processes will play out in the wake of new policy measures aimed at improving supply chain sustainability. (For more information, please contact: Luke Fiske, Queen's University, Canada: l.fiske@queensu.ca)

Session: 1.1.10 - Competitive
Track: 9. Emerging Markets and Emerging Market MNEs

Legitimization in Emerging Market Multinationals

Presented On: July 7, 2023 - 09:00-10:15

Chair: Afonso Fleury, University of Sao Paulo

Managing the Legitimacy of ‘Sinful’ Companies in Extreme Institutional Environments

Christiaan Roell, University of Sheffield
Felix Arndt, University of Guelph
Wilson Ng, IDRAC Business School

We examine how multinational enterprises (MNEs) manage their legitimacy in extreme institutional environments. Building on the legitimacy-as-process perspective, we investigate the legitimation activities of a
century-old local subsidiary of a beer-brewing MNE in Indonesia, the world’s largest Muslim country. Drawing on a triangulated dataset that includes a series of interviews with company directors and related market and non-market actors, we present a longitudinal case study of how the subsidiary continued to negotiate its legitimacy and nonmarket influence in an unstable environment where alcohol consumption is proscribed. Based on this case we present a process model that suggests how foreign-owned businesses may maintain legitimacy in extreme institutional environments despite their engagement in ‘sinful’ products. Our study contributes to the nonmarket strategy literature and notably to research on managing the legitimacy of foreign firms in ‘sin’ industries. These contributions have implications for political risk management in inherently extreme institutional contexts. (For more information, please contact: Christiaan Roell, University of Sheffield, United Kingdom: christiaanroell@gmail.com)

*Words Matters: Discursive Legitimation in Emerging Market Multinationals’ Mergers and Acquisitions in Advanced Markets*

Geer He, Hitotsubashi University

Previous literature on emerging market multinational enterprises (EMNEs)’ mergers and acquisitions (M&As) in advanced markets suggests significant legitimacy concerns from the host country’s public domain. However, we know little about how EMNEs strategically manage such legitimacy risk. Inspired by the idea of legitimacy as a discursive construction, this study takes a discourse analysis approach to investigate how M&As by EMNEs in advanced markets get legitimized in the public domain by the languages of the focal acquirer and the target. To this end, I analyzed over 5,000 pages of archives of four Chinese M&As in Japan between 2009 to 2022. The findings reveal that EMNEs engage in both the country-level and firm-level discourse for legitimation, in which four discursive strategies - invisibilization, detoxication, accreditation, and contribution, are employed. By illuminating and theorizing the discursive strategies and the country-level dimension in EMNEs’ legitimation, this study contributes primarily to the EMNE literature in international business studies. (For more information, please contact: Geer He, Hitotsubashi University, Japan: geer.he@outlook.com)

*International Collaboration Between Emerging Markets and Rhetorical History*

Hamid Foroughi, University of Essex  
Diego Vazquez-Brust, University of Portsmouth  
Rekha Rao-Nicholson, University of Essex  
Roberta de Castro Souza Piao, University of Sao Paulo  
Samuel Bonsu, Ghana Institute of Public Management and Administration  
Natalia Yakovleva, KEDGE Business School

The paper examines South-South cooperation between Brazil and African countries, which is an international collaboration between developing countries for the attainment of internationally agreed development goals such as Agenda 2030 for Sustainable Development. This study focuses on cooperation in the agricultural sector between Brazil, Ghana and Mozambique. In particular, we examine the role of rhetorical history in framing such cooperation to reinforce economic and social ties between organizations in these countries and its influence on the public sentiment of foreign organizations and their projects. The study is based on a qualitative analysis of interviews conducted with various public and private stakeholders engaged in agricultural sector projects in three countries. We examine the three types of rhetorical history work: authorizing, moralizing and rationalizing. We suggest that historical narratives were developed to enhance the public sentiment towards Brazilian investment in Africa. (For more information, please contact: Natalia Yakovleva, KEDGE Business School, France: natalia.yakovleva@kedgebs.com)
State-Owned Multinationals’ Ownership Strategies and Multiple Interdependencies in Greenfield FDI: A Resource Dependency Perspective

Barclay James, St. Mary's University, San Antonio
Rajeev Sawant, Florida Atlantic University

We examine how multiple interdependencies between state-owned multinational companies (SOMNCs), their home state and host states affect SOMNC ownership strategies in their developing-country investment projects. SOMNCs may benefit from home-country political support. Such support may also be a liability, prompting views of SOMNC illegitimacy in a host country, particularly when host states may be more dependent on an SOMNC’s home country or otherwise might be at a power disadvantage. When an SOMNC or its home state may be at a substantial power advantage compared to a host state, the host state may be more likely to establish co-ownership with the SOMNC, to restore this power imbalance. Analyses of a sample of 247 greenfield investment projects across 48 developing countries is consistent with this proposition. (For more information, please contact: Barclay James, St. Mary’s University, San Antonio, USA: bjames7@stmarytx.edu)

Session: 1.1.11 - Competitive
Track: 10. MNE State Relations and IB Policy

MNEs and Non-Market Strategy

Presented On: July 7, 2023 - 09:00-10:15

Chair: Shiqi Xu, Ivey Business School

Context Matters! Dynamics of Firm Nonmarket Strategies and Tactics in a Conflict Zone: The Case of LCS
Nathalie Belhoste, EM Lyon Business School
Anna Dimitrova, ESSCA School of Management, Paris

Based on an exploratory case study of Lafarge Cement Syria (LCS), a subsidiary of the French multinational Lafarge, operating in Northern Syria, we provide an in-depth contextual analysis of the evolution of firm nonmarket strategies in a warring environment. We explore the interplay between these strategies and the rapidly changing conflict setting with its various actors, especially non-state armed groups who became alternative providers of governance around the area of limited statehood (ALS) in which the company had maintained production. Building an event chronology of Syria’s civil war and LCS strategic responses to it, we identify three periods and corresponding political strategies that evolved following the conflict escalation and proliferation of armed groups with whom the firm engaged: (1) inform, compromise and accommodate, (2) “low profile” strategy and double game “security payments”, and (3) don’t ask, don’t tell, but keep on “greasing palms” of armed groups. Highlighting the importance of the context and multilevel contextual knowledge (or lack thereof) allows us to understand how the firm responded to this complex war-ravaged environment, as well as to unveil the specific underlying tactics, often unconventional, even illegal and unethical, it deployed to maintain its operations despite extreme institutional challenges and security risks. (For more information, please contact: Anna Dimitrova, ESSCA School of Management, Paris, France: anna.dimitrova@essca.fr)

CEO Political Connection and OFDI under the Belt and Road Initiative: The Moderating Effect of Institutional Environment
Yueqi Wang, Tongji University
Shouming Chen, Tongji University
Peien Chen, Tongji University

Since the Chinese government proposed the Belt and Road Initiative (BRI) in 2013, Chinese firms have been actively investing in countries participating in BRI. What kinds of firms are willing to respond to this geopolitical
policy? This study analyzes the impact of CEO political connections on outward foreign direct investment (OFDI) under BRI and its boundary conditions. The results show that CEO political connection can promote firm OFDI under BRI. CEO political connection brings fewer transaction costs, lower political risks, and higher legitimacy, and BRI provides a network that transmits these advantages to host countries. However, a good institutional environment in the home region and host country weakens the positive impact of CEO political connection. Furthermore, central state ownership has a substitute role for CEO political connection. (For more information, please contact: Yueqi Wang, Tongji University, China: njwangyq@tongji.edu.cn)

Interactive Effects of Institutional Complexity and Firm-Specific Conditions on Carbon Performance – A Configurational Analysis of International Airlines

Gunnar Leymann, University of Bremen
Tiina Ritvala, Aalto University
Jouni Juntunen, University of Vaasa
Sarianna Lundan, University of Bremen

In this paper, we question how firm- and institutional country-specific conditions interact in affecting the carbon performance of international airlines. Airlines are important players in the race towards a low-carbon global economy, but as a highly international and hard-to-abate sector, concerns about how these firms can be effectively regulated are rising. Operating large networks across the globe, airlines are subjected to institutional complexity and varying degrees of policy dynamics. How these factors interact with firm-level conditions to produce variations in effective carbon performance remains unclear. We analyze 34 airlines using Qualitative Comparative Analysis to assess how firm-specific conditions, namely investment intensity and geographic scope, interact with country-specific conditions, namely home and network institutional pressures as well as policy dynamism. Our results indicate that the existing discussion underplays the contingent nature of institutional complexity. We find that lacking institutional pressures can be compensated by either home or network pressures, and that policy dynamism can affect what types of green firm-specific advantages are developed. Moreover, airlines with less geographic scope seem to be more flexible in adjusting to dynamic policy contexts. (For more information, please contact: Gunnar Leymann, University of Bremen, Germany: g.leymann@unibremen.de)

Session: 1.1.12 - Competitive
Track: 6. Gender and Diversity

Creating Inclusive Spaces: The Role of Cultural Tolerance, Human Capital and Positive Leadership

Presented On: July 7, 2023 - 09:00-10:15

Chair: William Newbury, Florida International University

Experimental Research on Diversity and Gender in Human Capital Acquisition in International Markets

Nils Kruse, University of Applied Sciences for Management & Communication
Lynn Pyun, City University of New York
Arpit Raswant, Deakin University

This study considers the interplay of foreignness and potential advantage in the host country endured by multinational firms from the diversity perspective in acquiring human capital in international markets. Drawing on signaling theory, we examine how foreignness and diversity signaling as part of corporate social responsibility (CSR) affect corporate attractiveness and how this effect is explained by gender. This study utilizes experimental research with South Korea as a context and finds that foreign firms are perceived as more
attractive than indigenous firms in the absence of diversity signals. However, corporate attractiveness is enhanced for indigenous and foreign firms, with indigenous firms benefiting more when promoting gender diversity. The results also indicate that diversity initiatives have a positive effect on women and a negative effect on men and remain consistent with robustness checks. (*For more information, please contact: Arpit Raswant, Deakin University, Australia: arpit.raswant@deakin.edu.au*)

*Creating Inclusive Spaces Through Multiculturalism and Positive Leadership*

Davina E. Vora, State University of New York at New Paltz
Salma Raheem, University of Liverpool

Drawing up on social identity theory and self-categorization theory, we conceptualize and explore inclusive positive leadership among multicultural individuals – those who have knowledge of, identification with, and internalization of more than one societal culture (Vora et al., 2019) as a means of creating inclusive cultures. We suggest that, while on average multicultural individuals are likely to engage in inclusive positive leadership across diverse environments, there are individual-, dyadic-, team-, organizational-, and national-level factors that moderate this relationship. We propose how factors at these different levels may influence this relationship. Our hope is that these propositions can spark future research on inclusive positive leadership among multicultural individuals. (*For more information, please contact: Davina E. Vora, State University of New York at New Paltz, USA: vorad@newpaltz.edu*)

*TMT Task-Related Faultlines and Location Choices: Developing a Multidimensional and Multilevel Model of TMT Diversity*

Esha Mendiratta, Vlerick Business School
Ricardo Flores, University of Victoria

Single attribute diversity indices have been the predominant way of conceptualizing top management team (TMT) attributes in international business research. In this paper, we break from this tradition to develop a multidimensional and multilevel model of diversity. Specifically, we test a model based on a joint consideration of TMT members’ multiple identities in the form of task-related faultlines. Moreover, we examine the role of CEO intrapersonal diversity and inter-subgroup level dynamics in shaping the impact of faultlines. We test our ideas on 1,690 location decisions made by 154 firms in the S&P500 index during 2010-2013, and find support for them. (*For more information, please contact: Esha Mendiratta, Vlerick Business School, Belgium: esha.mendiratta@gmail.com*)

*Motivations and Challenges of Educated Women Entrepreneurs in Bangladesh: Understanding Realities*

Tahmina Poli, Monash University
Ramanie Samaratunge, Monash University
Nilupama Wijewardena, RMIT University

This study explores the motivations that lead urban-based educated women in Bangladesh to leave their salaried jobs and become micro-entrepreneurs in a highly patriarchal society and the challenges they face in operating their businesses using the lenses of Social Constructionist perspective of gender and Institutional Theory. Data from interviewing 21 university-educated women micro-entrepreneurs show that while both push and pull factors motivated these women to enter entrepreneurship, push factors showed a more salient impact. Findings also revealed the multiple challenges they faced stemming from deeply-rooted patriarchal structures and a weak institutional environment that does not support women entrepreneurs. Gender-specific recommendations to ‘fix the system’ and support women are also provided. (*For more information, please contact: Nilupama Wijewardena, RMIT University, Australia: nilu.wijewardena@rmit.edu.au*)
Sources of Competitive Advantage

Presented On: July 7, 2023 - 09:00-10:15

Chair: Peng Wang, BNU-HKBU United International College

The Strategic Choice of Sovereign Wealth Funds: The Impact of Fund Heterogeneity on Investment Decisions
Malak Malibari, University of Texas at Arlington

Sovereign wealth funds (SWFs) have emerged as a new form of state-owned multinational companies (SOMNCs) structured to manage the wealth of countries and promote their economic development. SWFs mainly function as institutional investors that make large investments around the world. However, what drives their investment choices is not fully understood yet due to the limited prior research in this area. It is increasingly understood that SWFs are not a homogeneous class of firms. This study draws on multiple theoretical perspectives and argues that the heterogeneity across SWFs influences their strategic decisions. Specifically, I examine how the variation in the sources of funds, objectives, board of directors composition, age and size of SWFs affect multiple investments decisions. Using a sample of 3590 transactions from 70 funds located in 40 countries, I found that SWFs heterogeneity impact the investment location, approach, and ownership choices. (For more information, please contact: Malak Malibari, University of Texas at Arlington, USA: malak.malibari@mavs.uta.edu)

Does Global Supply Chain Network Connectivity Matter for Firms’ Innovations and Market Performance? An Investigation of Global Supply Chain Network in the Mobile Device Industry
Ying-Yu (Kerri) Chen, National Dong Hwa University
Yung-Chih Lien, National Taiwan University

In the highly competitive environment of mobile device industry, innovations and market performance are essential for firms to maintain the leading position in the market. Prior research posits that global connection can trigger innovations in supply chain. Yet, empirical studies of the network connectivity which include network position and network power to the innovations still remain scarce in the global supply chain literature. By using two subsamples of global suppliers (firms) from two branded mobile device companies, research finding shows that the network connectivity brings more influence on firms’ innovations rather than on firms’ market performance. The geographic location of suppliers only has positive moderating effect on the relationship between the network connectivity and innovations. Moreover, the results show the significant difference on the innovative output, but not on the market performance, from these two subsamples of global suppliers. By using theoretical lens mainly from social network theory and resource-based perspective, this study extends prior research on network connectivity and innovations as well as market performance in global supply chain network studies. (For more information, please contact: Ying-Yu (Kerri) Chen, National Dong Hwa University, Taiwan: kerrichen@gms.ndhu.edu.tw)

The Relationships Between National Intellectual Capital and Inward Foreign Direct Investment: A Comparison Between Developed Countries and Developing Countries
Te-Yi Lin, Tatung University
Carol, Yeh-Yun Lin, National Chengchi University

The determinants of location choice are widely discussed with well-established several theories. Among these theories, the perspective of intellectual capital is largely neglected. With the importance of the knowledge economy, intellectual capital is essential in MNCs’ strategic decisions and countrys’ competitiveness. The study
tries to understand whether national intellectual capital (NIC) in host countries attracts FDI inflow and to compare the differences between the developed countries and developing countries. The study uses data from United Nations Conference on Trade and Development (UNCTAD) and Taiwan Intellectual Capital Research Center (TICRC). Pooling 56 countries for the period from 2001 to 2021, the study proceeds by using panel data and using an ordinary least square (OLS) model to test the hypotheses with country-year data. The study finds that among the five capital dimensions, market capital and financial are strongly positively related to inward FDI. In developed countries, process and renewal capital are more important but in developing countries, market and financial capital are more important to attract inward FDI. Moreover, human and renewal capital negatively moderate the effects of market and process capital on FDI inflow in developing countries. (For more information, please contact: Te-Yi Lin, Tatung University, Taiwan: tylin@ttu.edu.tw)

Redesign and Reconfigure International Manufacturing Networks: A New Theoretical Framework Exploration
Eloi Letzelter, University of Cambridge
Yongjiang Shi, Cambridge University
Zheng Liu, Cardiff Metropolitan University
Xianwei Shi, Shanghai Jiao Tong University

In the last ten years, manufacturing network has been facing challenges globally. Whilst traditional theories including Skinner’s framework provide understandings of external systems and international production configuration, new design principles are needed for companies to react. The key research question is “How can companies redesign and reconfigure international manufacturing network in response to the new external systems?” Based on case studies of the electrical equipment industry in Europe, the paper enriches Skinner’s framework from two aspects. First, the external drivers are updated, particularly with the creation of an “environment” system. Second, industry insights enabled the categorisation of three redesign and reconfiguration pillars (foresight, isolate, absorb) alongside 8 specific methods to cope with the uncertain and volatile environment: end-to-end visibility & transparency, vertical integration, localization, building redundancy, diversification, agility, simplification & streamlining, developing buffer. The paper answers research calls to identify best practices in a changed environment, in the international manufacturing and business fields. In also adds a novel environmental dimension that is crucial for businesses to adapt to. (For more information, please contact: Zheng Liu, Cardiff Metropolitan University, United Kingdom: zliu@cardiffmet.ac.uk)

The Source of Productivity Advantages for Domestic and Foreign MNEs
Walid Hejazi, University of Toronto
Jianmin Tang, Government of Canada, Innovation, Science, and Economic Development Canada
Weimin Wang, Statistics Canada

The superior productivity performance of MNEs is perhaps one of the most widely cited observations in international business. While the extant literature finds that superior productivity performance for MNEs emanates mainly from the home market, there is no consensus on the source of productivity advantages for MNE affiliates. Within a domestic market context, the current paper hypothesizes a range for the ex-ante productivity of domestic firms acquired by foreign MNEs, which is above that for purely domestic firms but lower than that for domestic firms which eventually become domestic MNEs. Appealing to the two faces of R&D and the successful recombination of a foreign MNE’s firm specific assets into the domestic market, we argue that the ex-post productivity of domestic firms acquired by foreign MNEs increase faster than for domestic firms that become domestic MNEs. In the case of both domestic MNEs and foreign MNE affiliates operating within the domestic market, the main source of productivity advantage remains the domestic market context. (For more information, please contact: Walid Hejazi, University of Toronto, Canada: hejazi@rotman.utoronto.ca)
From Efficiency to Growth Seeking Offshore Outsourcing of Manufacturing SMEs and Developing Dynamic capabilities

Muhammad Mohiuddin, Laval University
Zhan Su, Laval University
Md Samim Al-Azad, Lakehead University
Mohammed Jufikar Ali, University of Scholars

Research on production efficiency from offshore outsourcing is abundant. In a hyper-competitive business environment, the SMEs need efficiency-related strategy and growth-oriented strategy by improving their dynamic capabilities that lead to Sustainable Competitive advantages (SCA). However, there is little research that addresses offshore outsourcing as a medium of dynamic capabilities development. This paper explores how manufacturing SMEs enhance their dynamic capabilities through offshore outsourcing and the efficient related advantages that firms gain from this strategy. The dynamic capabilities development process includes increasing focus on the focal firm's Core competency, developing innovation capabilities, increasing market share in existing and/or new markets, and improving its flexibility to match the volatile market trends. The case study on ten manufacturing SMEs from Quebec (Canada) shows that offshore outsourcing contributes to developing dynamic capabilities with varying degrees of success. It shows an evolutionary path of the dynamic capability development process. This article opens up a new horizon on offshore outsourcing research. It sheds light on the growth perspective and sustainable competitive advantages (SCA) that offshore outsourcing brings to manufacturing SMEs despite the size and resource constraints they inherit. (For more information, please contact: Muhammad Mohiuddin, Laval University, Canada: muhammad.mohiuddin@fsa.ulaval.ca)

The Effects of Rival Foreign Entry and Exit Actions on Foreign Divestment Decisions

Kiyohiko Ito, University of Hawaii at Manoa
Teresa Hinnerichs, US Indo-Pacific Command

This study extends the foreign divestment research on the role of home-country rivals. Using a longitudinal dataset for the years 1972–2019 that captured foreign divestment decisions of large U.S. healthcare systems operating foreign hospitals, we analyzed the relationship between various factors and the timing of divestment. In addition to the traditional number of home-country competitors in the host country, we added the dual factors of new foreign market entries and exits of these rivals to reveal the more precise, dynamic nature of competitive interactions. We found that the recent foreign market entries of U.S. rivals into a host country and the concentration of U.S. rivals operating in a host country both decelerated foreign divestment decisions by the focal hospital, while the recent foreign market exits of rivals were not related to the focal hospital’s divestment. The addition of rivals’ foreign market entries and exits, in addition to the traditional number of current incumbent rivals, sheds new light on foreign divestments. (For more information, please contact: Kiyohiko Ito, University of Hawaii at Manoa, USA: k.ito@hawaii.edu)
Session: 1.1.14 - Interactive
Track: 5. HRM, Leadership and Cross-Cultural Management

Ethics and Values

Presented On: July 7, 2023 - 09:00-10:15

Chair: Paul M. Vaaler, University of Minnesota

The Blind Spot of Cross-Cultural Management: Critical Studies for Social Justice
Henriett Primecz, Johannes Kepler University
Laurence Romani, Stockholm School of Economics

This short essay originates from a realisation: major reviews and meta-analyses of studies of culture in IB almost systematically overlook critical IB research. This is surprising as these studies can both push the limits of our existing knowledge as well as offer frameworks for addressing the pressing issues of grand challenges. This essay advances an explanation of this omission: critical studies on culture are overlooked because they fundamentally differ in their scientific knowledge production and thus, their distinctive contributions are more difficult to perceive in its coherence. In addition, this stream of research does not build on preferred methods or on a unified ontology but rather on a shared preoccupation for addressing injustice. This paper offers to clarify what critical cross-cultural management studies are, so that IB scholars will from now on be able to recognise and build on their contributions. It stresses how critical contributions reside precisely at the limits of our existing knowledge and how it already provides answers to calls for future studies. In particular, research addressing responsible global management and sustainable IB management practices. (For more information, please contact: Henriett Primecz, Johannes Kepler University, Austria: hprimecz@gmail.com)

The Consequences of Dual Organizational Identification on Host Country Nationals’ Perceptions and Behaviors in the Face of Business Ethical Events
Chuang Zhang, Hunan University
Ya Xi Shen, Hunan University
Ting Liu, Kyoto University
Sijia Zhao, Tongji University
Wenqian Xiang, Tianjin University of Commerce
Long Zhang, Hunan University

Dual organizational identification (DOI) is generally considered beneficial to multinational corporations (MNCs) and their employees. This study challenges this consensus by exploring the potential dark side of DOI in the context of business ethical events arising from the business practices of an MNC that violate a host country’s ethical value system. Integrating role identity theory, we propose that DOI of host country nationals (HCNs) may create conflict in their various work-related perceptions and behaviors in the face of business ethical events. In this qualitative study, we interviewed 51 HCNs from MNCs’ Chinese subsidiaries and found that HCNs’ DOI caused them role conflict during business ethical events, which in turn affected their perceptions (i.e., perceived isolation, psychological exhaustion, ethical pressure) and behaviors (i.e., procrastination, exit, voice, headquarters (HQ)–subsidiary cooperation). We also demonstrate that the above relationship between DOI and behaviors is different for host country manager and operational-level employee. This research reveals the effect of DOI on HCNs in specific contexts (i.e., business ethical events). Theoretical and practical implications are discussed. (For more information, please contact: Long Zhang, Hunan University, China: lyon.long.zhang@gmail.com)
Stage Theory of Changing Power Structure and the Logic behind Ethical Corporate Governance
Haruo Hagiwara Horaguchi, Hosei University

This case study examines the behavioral principles of an organization when its board members commit to ethical standards. The research question involves an ethical dilemma wherein a chief executive officer (CEO) is under suspicion of misconduct, yet is still being supported by the organization’s shareholders. This case study then modifies Hirschman’s trichotomy of exit, voice, and loyalty to propose the three new concepts of exclusion, accusation, and betrayal to depict the organizational dynamics that work under the power structure. How should the board members treat the targeted CEO, whose unethical performance should not be overlooked? What actions can be taken when the CEO is not expected to leave voluntarily? Using news sources and financial reports, we traced the case of the ousting of a charismatic leader, Mr. Carlos Ghosn, from Nissan. He was stripped of his managerial power by the board in November 2018 owing to allegations of misconduct. We termed the exclusion of the CEO caused by trusted subordinates the Caesar–Brutus effect. Six steps from accusation to betrayal are modeled that conceptualize law-abiding ethics in an organization. If hierarchical power exists, the Caesar–Brutus effect serves as an avenue for board members to respond to their CEO’s behavior. (For more information, please contact: Haruo Hagiwara Horaguchi, Hosei University, Japan: horaguch@hosei.ac.jp)

Human Value Chains: An HRM Reality We Can No Longer Ignore
Milda Ziliskaite, Vienna University of Economics and Business
Aida Hajro, University of Leeds
Paul Baldassari, Flex
Christof Miska, Vienna University of Economics and Business

The last decade has seen an increase in lower-skilled migrant workers in the offshore factories of multinational corporations (MNCs). Although an urgent issue for Chief Human Resource Officers, this phenomenon has been virtually ignored in Human Resource Management (HRM) research. In this provocation we introduce and define the concept of Human Value Chains in terms of transnational labor recruitment and management practices specifically for lower-skilled migrant workforces in MNCs’ global value chains. We make a case for why HRM scholars should engage with this topic and delineate three critical pathways for future research. The insights we offer are informed by interdisciplinary and cross-disciplinary research on migration and the HRM literature on international mobility. (For more information, please contact: Aida Hajro, University of Leeds, United Kingdom: a.hajro@leeds.ac.uk)

The Person-Perception Process and Its Influence on Social Interpersonal Dynamics in Global Teams
Hae-Jung Hong, NEOMA Business School

Multiculturals—individuals with notable cultural knowledge, skills, abilities, and other characteristics—are widely assumed to contribute to the effectiveness of global teams. This paper nuances this general belief by focusing on multiculturals’ cognitive processes and their influence on social interactions in global teams. Based on a 20-month in-depth ethnographic study in three MNEs, I find that multiculturals and monoculturals have different cultural self-concepts. Moreover, these self-concepts influence their person-perception processes in global teams—multiculturals use specification in their cognitive processing, while monoculturals use categorization. These different cognitive processes influence social-interaction behaviors (inclusive versus exclusive) and, consequently, affect global teams’ effectiveness. (For more information, please contact: Hae-Jung Hong, NEOMA Business School, France: hae-jung.hong@neoma-bs.fr)
Session: 1.1.15 - Interactive
Track: 1. Internationalization and Entrepreneurship

Culture, Politics and Socio-Political Ties in International Entrepreneurship

Presented On: July 7, 2023 - 09:00-10:15

Chair: Maria Vasileva Ilieva, University of Leeds

An Organizational Learning Perspective on the Relationship between Psychic Distance Stimuli and Perceptions
Emre Yildiz, Malardalens University
Sergey Morgulis-Yakushev, Uppsala University
Aswo Safari, Malardalen University

Despite – or perhaps – its popularity among students of international business, distance has been an intensely debated concept. Inter alia, a vibrant dialogue has emerged regarding the relative merits of objective and perceptual measures of distance. In this paper, we engage with this debate and aim to explain when and how the relationship between (national-level) psychic distance stimuli and (individual-level) perceptions might deviate from the baseline prediction of ‘perfectly positive correlation’. To that end, we draw on organizational learning literature and examine the moderating role of different forms of organizational learning. Our empirical results suggest that individuals’ distance perceptions can diverge from the baseline prediction depending on the extent and type of learning. Our study contributes to the literature by testing the limits and validity of entrenched assumptions held by earlier distance studies. (For more information, please contact: Emre Yildiz, Malardalens University, Sweden: emre.yildiz@mdu.se)

International Entrepreneurship: Does Religion Matter?
Ronia Hawash, Butler University
Stephanie A Fernhaber, Butler University

While research increasingly suggests religion plays a role in entrepreneurial activities, the impact of religion on new venture internationalization has been overlooked. This is surprising because religion is geographically dispersed throughout the world, and thus, inherently international by nature. In this paper, we explore how three key aspects of religion – religiosity, religious diversity, and religious tolerance – within a home country impact the internationalization of new ventures. Drawing on a sample of 3,520 new ventures across 30 countries, our results confirm that religion indeed matters. Interestingly, the relationship between religious diversity in a country and new venture internationalization is more positive for ventures that are led by men versus women. Implications and suggestions for an expanded future research agenda are offered. (For more information, please contact: Stephanie A Fernhaber, Butler University, USA: sffernhab@butler.edu)

Entrepreneurs and Firm Growth Under Guilt and Shame Cultures
Feler Bose, Indiana University East
Arkadiusz Mironko, Indiana University East

The modern popularization of guilt culture and shame culture by Benedict (1946) has provided a useful framework to try and understand under what conditions entrepreneurship will thrive and prosper. We use basic game theory to model the conditions under which entrepreneurship will thrive. We anticipate that guilt cultures allow for the development of a rules-based culture that allows for the development of impersonal exchange, whereas, shame cultures, which are relationship oriented, the focus is on strong ties and hence lack the means to expand firms from small and medium family/clan-based businesses. Empirical results are completed to see whether guilt dominating cultures are more conducive to having larger firms and whether guilt dominating
cultures have less informality. *(For more information, please contact: Feler Bose, Indiana University East, USA: bosef@iu.edu)*

*When in Rome, Do As the Romans Do: How Does Cultural Tightness (Host/Home) Influences International Entrepreneurs’ Opportunity Recognition*

Ali Ahmad Bodla, Radboud University Nijmegen  
Secil Bayraktar, Toulouse Business School  
Naheed Bashir, Lancaster University  
Ahsan Ali, Zhejiang Sci-Tech University

Social network structures significantly impact business opportunity recognition, but existing evidence reveals that not all social network structures work in favor. This study examines the effects of international entrepreneurs’ network structures on opportunity recognition in a host country. Also, it analyzes the contextual mechanism of the home country’s cultural tightness and looseness on the relationships between network structures and opportunity recognition. Using survey data of 220 international entrepreneurs in China, we find that international entrepreneurs’ network centrality (not the network constraints) in the host country positively contributes to opportunity recognition. Furthermore, we suggest that international entrepreneurs’ home country cultural tightness negatively moderates the relationship between network centrality and opportunity recognition. This study contributes to the international entrepreneurship and social networks literature by offering a novel understanding of international entrepreneurs’ social networks and opportunity recognition in China. It has research and practice implications for international entrepreneurship. *(For more information, please contact: Ali Ahmad Bodla, Radboud University Nijmegen, Netherlands: ali.ahmad@ru.nl)*

*Political Disconnection and Firm Internationalization: A Home-Host Legitimacy Perspective*

Dayuan Li, Central South University  
Fei Tang, Central South University  
Tao Zhang, Loughborough University  
Anna Grosman, Loughborough University

International business literature has extensively studied the effect of internationalization on firm performance, while the international effect of political disconnection received little research attention. Based on the home-host legitimacy synthesis, we examine the relationship between political disconnection and firm internationalization and the boundary conditions of this relationship. Using a panel dataset of China’s privately operated firms from 2008 to 2017, our empirical results show that political disconnection promotes firm internationalization. The international experience of the top management team (TMT) strengthens this relationship, whereas the Communist Party of China (CPC) embeddedness and institutional development weakens this relationship. Our results are robust in the sub-samples, and we adopt Propensity Score Matching-Difference in Difference (PSM-DID) method and a placebo test to rule out endogeneity problems. This study offers a new understanding of the international effects of political disconnection. *(For more information, please contact: Anna Grosman, Loughborough University, United Kingdom: a.grosman@lboro.ac.uk)*

*CEO Political Ideology Divergence from National Institutions and the Locus of Search*

Christopher A. Hartwell, Zurich University for Applied Sciences  
Gian-Luca Asquini, University of Zurich  
Matteo Moesli, ZHAW  
Evangelos Syrigos, ZHAW School of Management and Law

We contribute to the behavioral theory of the firm by extending the theory of distal search and performance feedback above aspirations. We argue that in situations of performance above aspirations, the interplay between the personality of a CEO, his/her ideology, and the environment, plays an important role. Specifically, we develop a theory explaining that (political) ideological divergence – the distance between a CEO’s own
ideology with the national political climate – works as a filter for assessing risk. Using a new database of mergers and acquisitions paired with political contributions in the United States, we show that CEOs with a large ideological divergence engage in different levels of cross-border acquisition behavior than CEOs with no political ideological divergence. Additionally, we show that this effect is not the same for all CEOs, but that Democratic and Republican CEOs show vastly different threat mitigation strategies in face of a perceived ideological threat. Democratic CEOs hedge against perceived political threats by accelerating acquisitions abroad, contradicting earlier literature about the world views of Democrat-aligned CEOs. (For more information, please contact: Christopher A. Hartwell, Zurich University for Applied Sciences, Switzerland: harw@zhaw.ch)

Social Capital Application in International Entrepreneurship: A Critical Literature Review
Peixin Zuo, City University of Macau
Marian V. Jones, University of Sheffield
Melanie Hassett, University of Sheffield

This review critically evaluated the state of work on social capital that is examined in international entrepreneurship and identified themes from the selected 46 studies from 2018 to 2022. This paper aims to explicate social capital, the values of networks sheds light on ways in which entrepreneurs and firms build relationships, access to values, and utilise these values to facilitate internationalisation. We focused on the research problem in this paper that social capital is under-specified. Thereafter, our findings showed a detailed examination of dominant findings emerging from the literature: the elements of social capital (e.g., location of social capital creation, and its formality of arrangement). This review relates to different approaches of applying and utilising social capital in international entrepreneurship and briefly speculates about different strategies and approaches of utilising social capital including networks and networking to foster internationalisation. Taken together, entrepreneurs and ventures create and apply social capital in internationalisation raise concerns about how entrepreneurs sufficiently build and manage their networks social capital utilise social capital and facilitate internationalisation. We therefore concluded by identifying and suggesting the overarching research areas that can be further examined. (For more information, please contact: Peixin Zuo, City University of Macau, China: pxzuo@cityu.mo)

Session: 1.1.16 - Interactive
Track: 9. Emerging Markets and Emerging Market MNEs

EMNEs and Global Risk

Presented On: July 7, 2023 - 09:00-10:15

Chair: Hao Wang, University of Amsterdam

How Do Multinationals Respond To Host-Country Climate Risk? Stakeholder Concerns and Performance Implications
Sihong Wu, University of Auckland
Di Fan, RMIT University
Christine Soo, University of Western Australia

How do emerging market multinational enterprises (EMNEs) transform competitive disadvantages into advantages in a climate risk context? Climate risk is a pressing concern affecting international business in a variety of forms. Viewed as a product of institutional voids, this study explores the expansion trajectories and performance of EMNEs in climate risk countries. Considering the impact of multiple stakeholders, this study unveils the transformation mechanisms and finds that political and economic stakeholders playing important moderating roles in determining whether the EMNEs can operate in an adverse environment. Our findings based on a matched dataset comprised of 877 EMNEs show the sustainability paradox for EMNEs operating in climate
risk countries, which brings a counterexample to the disadvantage-transformation view. We conclude that EMNEs cannot solely pursue economic interests in climate risk countries, rather need to adopt environmental-friendly practices for seeking sustainable development. (For more information, please contact: Sihong Wu, University of Auckland, New Zealand: sihong.wu@auckland.ac.nz)

The Risk-Taking Behaviours of Ex-Military Executives and Family Firm in Domestic Innovation and Overseas Expansion Decisions

Tao Chen, University of Surrey
Hyeyoun Park, University of Surrey

Drawing on prospect theory, we examine how executives with a military background show different risk-taking behaviours in two important strategic decisions in the domestic and foreign markets, focusing on domestic innovation and overseas expansion activities. Given the value of honour and reputation in military service, we extend the prospect theory by shifting our attention from the prior focus on financial wealth to non-financial wealth, as an important factor to explain the appraisals of endowments and risk-taking behaviours of executives with military experiences. Further, we examine the critical role of the family firm, which also values non-financial wealth significantly in the decision-making process. Based on the dataset of Chinese executives over 12 years, our findings suggest that executives with a military background exhibit risk-seeking behaviours in domestic innovation decisions and risk-averse behaviours in overseas expansion decisions. However, the risk-taking behaviours of ex-military executives show opposite risk-taking preferences in family firms. (For more information, please contact: Tao Chen, University of Surrey, United Kingdom: tc00986@surrey.ac.uk)

Geopolitical Risk and Foreign Direct Investment in Latin America: Spillovers and Contagion from the US and China

Vik Singh, Toronto Metropolitan University
Henrique Correa da Cunha, Toronto Metropolitan University
Carlyle Farrell, Toronto Metropolitan University

This study investigates the impact of geopolitical risk (GPR) on inward foreign direct investment (FDI) in emerging markets. Results show that the GPR in Latin American countries (LAC) and spillovers from the US negatively impact FDI, while GPR in China has a positive effect. Besides, the negative direct effect of trade with the US and China on inward FDI suggests that trade and FDI are substitutes. However, the more intense the bilateral trade with the US and China (major trading partners), the lower the negative impact of the US GPR and the more positive the effect of GPR in China on FDI in Latin America. Considering that the GPR in LAC is relatively low compared with the GPR in the US and China, the region seems to be an attractive destination for FDI as trade with the two major global economies increases. This study contributes to the knowledge of how GPR affects FDI patterns in emerging markets by highlighting the global economy’s interdependence. It shows that the effects of GPR on foreign direct investment patterns should not be analyzed in isolation, as countries exhibit geographic, political and economic ties that cause GPR spillover from partner countries. (For more information, please contact: Vik Singh, Toronto Metropolitan University, Canada: vik.singh@ryerson.ca)

Revisiting the Modified One-Tier Bargaining Model: Political and Social Risk Management by Chinese MNEs in Myanmar

Xueli Huang, RMIT University
Ling Deng, RMIT University

It has long been observed that Chinese MNEs have adopted a risky approach in their outward foreign direct investment (OFDI). However, scant research effort has been devoted to the understanding of how Chinese MNEs manage the political and social risks for their OFDI. Using a case study of an investment project made by a Chinese state-own enterprise (SOE) in the Myanmar’s mining industry through interviews with senior management, collection and analysis of the company’s over 500-page archived documents, and internet search
for media reports, we investigate the politico-social risk management approaches used by the Chinese government and MNEs in their OFDI, particularly in the extractive industries. We found that a two-tier model has been adopted by Chinese government and the MNE in managing politico-social risks at the post-entry stage. Moreover, the Chinese MNE has adopted a “fire - aim -ready” approach to dealing with social risks for their project while relying on the home government to mitigate government-related political risk. It has also adopted a relational approach to developing its relationship with the host government and heavily relied on them to mitigate non-government related political risks while collaborating with them to alleviate social risk. 

(For more information, please contact: Xueli Huang, RMIT University, Australia: charlie.huang@rmit.edu.au)

**Corporate Investment and Populism: The Role of the Electoral System**

Margherita Corina, NEOMA Business School
Alfonso Carballo, NEOMA Business School

We analyze the impact of growing populism on firm investment. Combining insights from corporate strategy and political science, we argue that the effect of populism on firms’ investment activity is contingent on the country’s electoral system. Specifically, we find that the negative effect of populism on corporate investment is smaller for firms that operate in countries with proportional systems, while for those that operate in countries with plurality systems, their investments are more affected by the presence of populist rulers. Furthermore, we analyze how populism in emerging market economies more unfavorably impacts the investment decisions. We provide a theory which is tested with a panel data set of listed firms in 37 countries from 1994 to 2020, using a methodology based on the use of instrumental variables with which we challenge the potential endogeneity that arises between uncertainty and the presence of populism. Collectively, our findings provide new evidence in the literature on the influence of populism on corporate investment activity. 

(For more information, please contact: Margherita Corina, NEOMA Business School, France: margherita.corina@neoma-bs.fr)

**Foreign Divestment From Emerging Markets: A Systematic Literature Review and Future Research Agenda**

Abdul-Kadir Ameyaw, Florida Atlantic University / Saint Petersburg State University
Ahmed Sadat Ameyaw, Saint Petersburg State University

Despite the importance of foreign divestment by multinational enterprises, there is still no comprehensive review of foreign divestment from emerging markets literature. Previous reviews have focused on developed markets, the drivers of which are somewhat different from emerging markets. This review systematically examines the empirical and theoretical research on foreign divestment from emerging markets by analyzing 61 articles published in reputable management journals. Our study contributes to this body of scholarship by providing a state-of-the-art review of what has already been done, which knowledge gaps exist, and where to go from here. We further put forward an integrative framework that presents the antecedents, outcomes, theories, and moderating mechanisms of foreign divestment from emerging markets. We also provide research questions that could change, challenge, and advance foreign divestment research. Lastly, we describe the merits of certain theories that can provide the foundation for exploring these research questions to move the field forward. 

(For more information, please contact: Abdul-Kadir Ameyaw, Florida Atlantic University / Saint Petersburg State University, USA: aameyaw2022@fau.edu)

**Exploring De-globalisation through the Diversification of Managerial Risk Perceptions: An Unsupervised Machine Learning Technique**

Lin Peng, University of Sydney
Yi Li, University of Sydney
Chinmay Pattnaik, University of Sydney

We introduce a new concept-diversification of managerial risk perceptions to the international business (IB) literature. For measurement, an unsupervised machine learning technique-dynamic topic modelling (DTM) is employed. Drawing from the managerial cognition perspective, we believe that when managerial risk
perceptions are concentrated, the emerging market multinational enterprise (EMNE) will be more likely to undertake foreign subsidiary divestment activities, building from the context of de-globalisation. Interestingly, the statistical results show that EMNE are likely to undertake radical rather than incremental foreign subsidiary divestment activities when managerial risk perceptions are concentrated. Combining the managerial cognition perspective and the resource-based view, this integrated perspective presents that firm size as a moderator have effect on the relationship between the diversification of managerial risk perceptions and foreign subsidiary divestment actions. For data analysis, 26,975 firm-year observations are included, with 7,628 observations in Heckman stage 1 after excluding missing data of variables. Our final sample, a panel data (11-year period) drawn from 402 publicly listed Chinese firms supports the majority of our hypotheses. (For more information, please contact: Lin Peng, University of Sydney, Australia: lpen8108@uni.sydney.edu.au)

Session: 1.1.17 - Interactive
Track: 12. Knowledge, Innovation, and Technology

Managing Knowledge in Conditions of Uncertainty

Presented On: July 7, 2023 - 09:00-10:15

Chair: Tailan Chi, University of Wisconsin-Milwaukee

What Does Drive Bricolage? The Effects of Learning Orientation, Resource Constraints, and Environmental Turbulence

Taekyung Park, Yeungnam University
Juyeon Lee, Yeungnam University
Hae Ji Jeon, Yeungnam University

Growing attention is being paid to bricolage as an organizational capability in overcoming resource constraints. Drawing on a resource management perspective, this research explores the relationship between learning orientation and bricolage, with a particular focus on the moderating effects of resource constraints and environmental turbulence. Based on a literature review regarding learning, bricolage, and environmental turbulence, hypotheses are developed and tested using a sample of 229 startups and small and medium-sized enterprises in South Korea. Results find that learning orientation is a driver of bricolage. More notably, the empirical findings reveal that resource constraints significantly moderate the relationship between learning orientation and bricolage. This study contributes to our understanding of the role of an organizational learning orientation as an antecedent of bricolage when taking into account internal and external environments. To the best of our knowledge, this research is the first to examine different levels of resource constraints and their effects on bricolage. (For more information, please contact: Juyeon Lee, Yeungnam University, Korea, South: lovelyjane@yu.ac.kr)

Integrating Creativity and Competence in International Business To Make SMEs More Agile

Silvio L. de Vasconcellos, Escola Superior de Propaganda e Marketing
Gabrieli M. Camillo, Regional University of Blumenau

This study aims to test whether and how international business competence contributed to responses to the COVID-19 Pandemic and to understand the role of organizational creativity in building capabilities such as organizational agility. Under the capability-based view, we tested whether competence in international business contributed to small and medium-sized enterprises (SMEs) being more agile in responding to the COVID-19 pandemic. As the global pandemic scenario established a broad environment of uncertainty, it is possible to argue that international business competence may have contributed to mitigating the effects of the Pandemic on SMEs if applied creatively. We assume that organizational creativity mediates between international business competence and agility in facing uncertainty. We surveyed 382 SMEs to test our hypotheses. We applied
regression analysis considering agility’s perception to face uncertainty represented by the Pandemic as a dependent variable. The results indicate that the more internationally competent SMEs were, regardless of size, the more agile they were, especially when using experience-based organizational creativity. In managerial terms, this work can recommend actions that intensify and use organizational creativity as a resource to generate agility in facing uncertainty and guide public agents on alternatives to increase the survival of SMEs when uncertainty increases. (For more information, please contact: Silvio L. de Vasconcellos, Escola Superior de Propaganda e Marketing, Brazil: silviovasconcellos@gmail.com)

How To Cope With the Unknown? A Dynamic Conceptualization Following the COVID-19 Outbreak
Roman Wolfgang Barwinski, University of Bristol

Understanding and coping with the Unknown is becoming a challenge for many managers and the topic of an increasing number of discussions in board rooms. While an extensive body of literature in international business has addressed risk and uncertainty, research on the unknown is sparse and fragmented. Much of the work is focused on defining the phenomenon and coping mechanisms in a specific context. Based on the sociological idea that the unknown is dynamic and can transform into different types over time, we present a dynamic framework for coping with the unknown which we adapt to the challenges of international businesses during the covid-19 pandemic. We differentiate four basic processes for dealing with the different stages of the unknown and introduce concrete strategic tools managers can apply to identify unknowns and turn them into knowledge. (For more information, please contact: Roman Wolfgang Barwinski, University of Bristol, United Kingdom: roman.barwinski@bristol.ac.uk)

Why CEO Education Impacts Firm Radical Innovation: The Mediating Role of Perceived Environmental Uncertainty
Renfei Gao, University of Manchester
Stephen Xu Zhang, University of Adelaide
Asghar Afshar Jahanshahi, Tecnológico de Monterrey

Strategic leadership research provides considerable evidence about how CEO characteristics influence firm strategy, yet less is known about the mechanism underlying such impacts—a critical black box in upper echelon theory. Incorporating the typology of perceived environmental uncertainty into upper echelon research, we investigate how the influence of CEO education level on firm radical innovation is mediated by three types of uncertainty (state, effect, and response uncertainty) perceived by CEOs. Using multiple-wave multiple-informant survey data on 154 firms in Malaysia, we find that CEO education level is positively associated with firm radical innovation, via different mediating effects of their perceived state uncertainty and response uncertainty. Our study advances upper echelon research by revealing CEOs’ perception of uncertainty as a key mechanism underlying their influences on firm strategy. We offer novel insights into the radical innovation literature by proposing a micro-foundational explanation that illuminates strategic leaders’ impact through their perceptions. (For more information, please contact: Renfei Gao, University of Manchester, United Kingdom: renfei.gao@manchester.ac.uk)

How Do US Sanctions on Chinese High-Tech Firms Affect Positioning Strategy by the Competing Firm?
Bowen Zhou, Singapore Management University
Xuesong Geng, Singapore Management University

Building on the positioning literature, in this study, we develop a framework regarding how competing firms adjust their positioning via enhancing conformity with other players within the same industry when the focal firm is suffering from an external threat. In this research, we exploit the US sanctions on Chinese entities since 2018 as the exogenous shock and adopt a difference-in-difference approach with a matched sample to test our predictions. According to our empirical results, we prove that external threat at the focal firm leads to competing firms’ conformity compared to those in the control group. The positive impact was less severe for the
Will China’s Corporate Strategy of Indigenous Innovation be Successful in Responding to the Risk of Decoupling from the US?  
Alexander Xincheng Li, Tsinghua University  
Kun Lang, Tsinghua University

The rising risk of US-China decoupling has fundamental implications for corporate strategies. Dealing with this risk, China’s most important strategy is indigenous innovation, which is to innovate by relying on domestic resources. We ask: Who are more likely to adopt indigenous innovation? Who are able to mitigate the decoupling risk by adopting indigenous innovation? We conduct a text analysis of the corporate annual reports for all companies in Chinese stock markets between 2017 and 2019. Measuring the decoupling risk, we construct a Trump Index based on former President Donald Trump’s anti-China tweets. We then analyze how indigenous innovation reduces the shock of the Trump Index on stock prices. We find that: 1) Enterprises which are private, or having R&D experience, or having high PE are more likely to adopt indigenous innovation; 2) indigenous innovation reduces the impact of decoupling; enterprises which are private, or having R&D experienced executives, or less active in CSR are more likely to succeed in indigenous innovation. The paper paints a general picture of partial rather than universal success of indigenous innovation in responding to the decoupling risk.  
(For more information, please contact: Alexander Xincheng Li, Tsinghua University, China: alexlxc99@126.com)

MNEs’ Capability to Manage Cybersecurity Driven International Trade Risk and Cybersecurity Driven International Trade Risk Mitigation Strategies  
Saqib Shamim, Queen Mary University of London  
Zaheer Khan, University of Aberdeen  
Najam Ul Zia, LUT University

This study examines the relationship between MNE’s capability to manage cybersecurity-driven international-trade-risk and cybersecurity-driven international-trade-risk mitigation and tests the mediation of host government’s trust and MNE’s bargaining power. Furthermore, we test the moderating role of host government cybersecurity management capability. Data are collected from 128 European firms selling digital products internationally, to apply structural equation modelling for hypotheses testing. Building on general framework of digitalization risk, we provide a framework for MNEs to mitigate cybersecurity-driven international-trade-risk by creating related capabilities. Findings show, how the capability to manage cybersecurity-driven international-trade-risk help navigating such risks.  
(For more information, please contact: Saqib Shamim, Queen Mary University of London, United Kingdom: s.shamim@qmul.ac.uk)
**Session: 1.1.18 - Special Session**  
**Track: 16. Clinics and Cafés**

**Research Methods Clinic: Ethnography**

**Presented On:** July 7, 2023 - 09:00-10:15

Facilitator: Fiona Moore, Royal Holloway, University of London

Join a group discussion, with an expert, organized around a specific research methodology of interest. Discuss best practices, or get advice on specific problems that you may be facing.

*This session is organized by the AIB Research Methods SIG.*

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**Session: 1.1.19 - Special Session**  
**Track: 16. Clinics and Cafés**

**Fellows Café: Challenges in Assessing Intercultural Competence**

**Presented On:** July 7, 2023 - 09:00-10:15

Facilitators: Allan Bird, Northeastern University and Elizabeth Rose, IIM Udaipur

*Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.*

Assurance of learning initiatives driven by accrediting bodies have amplified the need for psychometrically robust assessments that can measure the development of intercultural competence among students. Meanwhile, increased research interest in how managers develop intercultural competence has fostered the increased use of psychometric assessments to establish pre- and post-intervention levels. Theoretically and methodologically there are significant challenges in measuring intercultural competence. Let's explore them together.

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**Session: 1.2.1 - Special Session**  
**Track: 2. Marketing Strategy and Consumer Research**

**New Directions in International Marketing: A Tribute to Michael Czinkota**

**Presented On:** July 8, 2023 – 10:45-12:00

Chair: Gary Knight, Williamette University

*Panelists:*
- Saeed Samiee, The University of Tulsa
- Attila Yaprak, Wayne State University
- S. Tamer Cavusgil, Georgia State University
The Panel aims to celebrate the International Marketing legacy of Michael Czinkota. We intend to offer, and to solicit, remembrances and tributes on Professor Czinkota and his enduring contributions to International Marketing. In addition, the panel will also serve as a platform to introduce and discuss new directions in International Marketing. Top novel areas in International Marketing research include:

- International marketing in a digital context
- Understanding and managing the customer experience internationally
- International market’s role in global corporate social responsibility and performance
- Delivering customer value in a global context
- Employing marketing technologies (‘Martech’) to optimize marketing activities and performance internationally
- Capturing big data and practical information from complex global environments
- The rise of omnichannel promotion and distribution in international markets
- Organizing for marketing agility on a global scale
- Innovation, new product development, and commercialization of offering for international markets

(For more information, please contact: Gary Knight, Willamette University, USA: gknight@willamette.edu)

Session: 1.2.2 - Special Session  
Track: 15. Special Sessions

World Investment Report 2023: Investment in the Energy Transition (UNCTAD Special Session)

Presented On: July 7, 2023 - 10:45-12:00

Chair: James Zhan, UNCTAD

Panelists:
- James Zhan, UNCTAD
- Amelia Santos-Paulino, UNCTAD
- Paul M. Vaaler, University of Minnesota
- Sarianna Lundan, University of Bremen
- Ari Van Assche, HEC Montréal

The session will discuss the theme chapter of the latest issue of the Report, which examines the role of foreign investment in the energy transition, that is, investment in renewable energy generation, energy efficiency, and energy infrastructure. Financing the energy transition has been at the center of global debate since the adoption of the SDGs and the Paris Agreement in 2015. The World Investment Report 2023 studies the main drivers and determinants of investment in the energy transition and analyzes a key aspect of international project finance in renewables, the cost of capital. The high cost of capital in developing countries, and especially countries in or near debt distress constitutes a significant economic disincentive for the energy transition, due to the high upfront capital expenditures for investment in renewable energy. The report also proposes a Global Action Compact for Investment in Sustainable Energy for All. (For more information, please contact: James Zhan, UNCTAD, Switzerland: james.zhan@unctad.org)
Session: 1.2.3 - Special Session  
Track: 3. Finance, Accounting and Corporate Governance

Meet the JIBS Finance Area Editors: International Finance, Accounting, and Corporate Governance

Presented On: July 7, 2023 - 10:45-12:00

Chairs: Lilian Ng, York University and Thorsten Beck, European University Institute

JIBS Finance Area Editors:  
William Megginson, Oklahoma State University  
Lemma Senbet, University of Maryland

Consulting Editors:  
Omrane Guedhami, University of South Carolina  
April Knill, University of South Carolina

The panel allows attendees to meet the finance area editors of Journal of International Business Studies. After some remarks by each editor, questions may be asked by attendees.  
(For more information, please contact: Lilian Ng, York University, Canada: lng@schulich.yorku.ca)

Session: 1.2.4 - Panel  
Track: 4. Global Strategy, Organization and Value Chains

Oxford Style Panel Debate on Modularity Sponsored by Global Strategy Journal

Presented On: July 7, 2023 - 10:45-12:00

Chairs: Grazia D. Santangelo, Copenhagen Business School; Gabriel R. G. Benito, BI Norwegian Business School; and Alvaro Cuervo-Cazurra, Northeastern University

Panelists:  
Ram Mudambi, Temple University  
Rajneesh Narula, University of Reading  
Bent Petersen, Copenhagen Business School  
Minyuan Zhao, Washington University in St. Louis

How do global firms think about the strategic uses of modularity when, for example, outsourcing production and/or design activities? The Oxford Style Debate on Modularity will feature two teams of two debaters each that will take opposing positions on a very specific motion centered around this crucial topic. The topic has been the subject of recent contentious literature in international business and the subject of the article winner of the Global Strategy Journal Best Paper Award in 2022. The formal motion that the panelists will debate is "This House believes that 'modularity' frames drawn from one context are an unreliable guide to what will happen in a different context."  
(For more information, please contact: Grazia D. Santangelo, Copenhagen Business School, Denmark: gs.si@cbs.dk)
Session: 1.2.5 - Panel
Track: 9. Emerging Markets and Emerging Market MNEs

The Challenges and Opportunities for Investments by Post-Transition Country Firms in Advanced Economies: The Case of CEE Firms Operating in Western European Markets

Presented On: July 7, 2023 - 10:45-12:00

Chair: Piotr Trapczynski, Poznan University of Economics and Business
Discussant: Andreja Jaklic, University of Ljubljana

Panelists:
Marta Götz, Vistula University
Marian Gorynia, Poznan University of Economics and Business
Barbara Jankowska, Poznan University of Economics and Business
Łukasz Puslecki, Poznan University of Economics and Business
Arnold Schuh, WU Vienna
Piotr Trapczynski, Poznan University of Economics and Business

Taking into consideration this year’s theme „International Business Resilience under Global Disruptions” the aim of this panel is to discuss the challenges and opportunities for investments by post-transition country firms in advanced economies: the case of Polish firms operating in Germany, in times of „New Normal” and industry 4.0. This discussion will be positioned in the context of the CEE region, given its unique historical, socio-cultural, institutional and economic types of embeddedness and disembeddedness, which provides a particularly challenging, albeit dynamic landscape for international business due to a rich and dynamic context, which is also becoming a gateway into Western Europe for other overseas MNCs, particularly those from emerging markets. (For more information, please contact: Piotr Trapczynski, Poznan University of Economics and Business, Poland: piotr.trapczynski@ue.poznan.pl)

Session: 1.2.6 - Panel
Track: 7. Teaching and Education

Experiential Learning Games, Activities, Games for International Business Courses

Presented On: July 7, 2023 - 10:45-12:00

Chair: Karen Lynden, University of North Carolina Wilmington

Panelists:
Karen Lynden, University of North Carolina Wilmington
Emil Velinov, SKODA AUTO University
Juergen Bleicher, Dualle Hochschule Baden-Wuttemberg (DHBW)
Charles Wankel, St. John’s University
Cliff Wymbs, Baruch College
Srdan Zdravkovic, Bryant University

The proposed panel will bring together academics who have developed and successfully used various experiential learning projects and programs in International Business education programs. Part one will be a brief overview of the value of using experiential learning games, activities, games for international business courses, along with brief introductions of the panelists and knowledge they would like to share. Part two will be the majority of time with audience members selecting three to four (3-4) of the topics and rotate around the
room in 10-minute power sessions. Here the goal is for each facilitator to give a richer description and have a highly engaging discussion with the attendees at their table. The benefit to attendees is that they will be exposed to all of the examples at the start of the session but get to hear in more depth about several examples that are most interesting to them. We will conclude with a brief wrap up and invitation for future networking and idea sharing. This session includes a diversity of ideas and professors leading the session. We offer nine (9) presenters representing seven universities (7) with university affiliations across four (4) countries; Czechia, Ecuador, Germany, and the United States. (For more information, please contact: Karen Lynden, University of North Carolina Wilmington, USA: lyndenk@uncw.edu)

Session: 1.2.7 - Competitive
Track: 5. HRM, Leadership and Cross-Cultural Management

Expatriates’ Career

Presented On: July 7, 2023 - 10:45-12:00

Chair: Hussain Rammal, University of Adelaide

Expatriate-Host Country National Interactions: A Bibliometric, Thematic, and Content Analysis Review
Michal Wilczewski, University of Economics and Human Sciences in Warsaw
Guro Refsum Sanden, BI Norwegian Business School

This article systematically reviews the literature (197 empirical articles extracted from Scopus) on interactions between expatriates and host country nationals (HCNs), published in 126 journals between 1989-2022. We combined bibliometric analysis with thematic and content analyses to identify the most impactful journals, countries, and authors, as well as to map the thematic structure of the field, explore major research findings, and establish future research directions. Subsequent analyses consistently revealed three major research streams in the field: adjustment, language and communication, and expat-HCN relationships. (For more information, please contact: Michal Wilczewski, University of Economics and Human Sciences in Warsaw, Poland: m.wilczewski@vizja.pl)

Expatriates’ Career Success: The Role of Social Capital
Rodrigo Mello, University of Vaasa
Vesa Suutari, University of Vaasa

Research on the resources that expatriates utilize to achieve long-lasting career success after working abroad still needs to be completed. Drawing inspiration from the integration of three social capital (SC) theoretical perspectives: the nature of social ties, the structural holes of social ties, and the content of social ties (Seibert et al., 2001), this study explores how expatriates leverage social capital as a form of resource to benefit their career success after IAs. The study relies on the thematic analysis of 32 in-depth semi-structured interviews with assigned and self-initiated expatriates who had either repatriated or continued their careers abroad. Overall, SC had an important role in expatriates’ career success, but previous studies neglect critical contexts of international careers. First, the results show that previous studies addressing the SC of expatriates should have considered the vertical nature of direct ties between expatriates and other social actors, the so call Linking SC. Second, social actors differ, and the resources expatriates borrow from them vary according to their wealth, power, and status. Some social actors, such as headhunters and other recruitment service providers, appear to be key career brokers who help expatriates connect with social actors from different markets across countries. Finally, previous studies did not consider the pandemic acceleration of SC digitalization. We observed a new nature of SC: e-bridging SC. We also explore different situations of assigned expatriates and self-initiated expatriates. (For more information, please contact: Rodrigo Mello, University of Vaasa, Finland: rodrigo.mello@uwasa.fi)
Career Capital Experiences of Self-Initiated and Assigned Expatriates: A Comparative Approach
Acil Abdul Hadi, University of Toulouse Capitole

The global economy is encouraging transnational labor mobility and international careers where individuals pursue work across geographical boundaries. The decision to work abroad is either driven by the employing organization for assigned expatriates (AEs) or independently guided by the employees’ personal life plans for self-initiated expatriates (SIEs). Through the career capital lens, foreign experiences of both subgroups were explored, in relation to their knowledge and competencies (know-how), their socialization (know-whom) and their sense of purpose and work motivation (know-why). This paper uses a qualitative methodology and draws on 26 semi-structured interviews with international employees of various nationalities. Results suggest that, depending on their mobility motives, expatriates will develop their career capital differently. SIEs and AEs both expand their cross-cultural knowledge, develop their resilience and self-confidence, and socialize around global movers and home-country nationals. They differ however in their development of organizational knowledge, their propensity to interact with colleagues, their considerations for exposure and reputation in the workplace, and their alignment with host country values.

(For more information, please contact: Acil Abdul Hadi, University of Toulouse Capitole, France: abdulhadi.acil@gmail.com)

International Experience, Growth Opportunities, and Repatriate Job Satisfaction
Michael Joseph Dominic Roberts, Mount Royal University
Etayankara Muralidharan, MacEwan University
Adam Cave, Mount Royal University

Repatriate job satisfaction is a key challenge for Multinational Enterprises (MNEs). MNEs expect to retain repatriates (i.e., returning employees from international assignments) and to gain from the new knowledge and experience they bring back from international assignments. Drawing insights from social exchange theory and using the perspective of psychological contracts, our study uses survey data from 224 repatriates from the U.S. to explore the underlying mechanisms that explain the influence of international experience on repatriate job satisfaction. Our findings demonstrate that repatriate perception of recognition of foreign experience influences their job satisfaction, and this influence is mediated by growth opportunities in the organization. Further, this mediation is nuanced in that it is stronger when there is an organization repatriation plan in place. The study findings contribute to the theoretical underpinnings of the antecedents of repatriate job satisfaction. Moreover, it demonstrates the need to have a strong repatriation plan in place along with growth opportunities within the organization in order to heighten job satisfaction of these highly valued employees upon their return from an international assignment. (For more information, please contact: Michael Joseph Dominic Roberts, Mount Royal University, Canada: mroberts2@mtroyal.ca)

I Won’t Go: An Interactive Perspective to the Air Pollution Effect on Expatriate Assignments
Jae C. Jung, University of Missouri, Kansas City
DuckJung Shin, Korea University
Guo-Liang Jiang, Carleton University
Maoliang Bu, Nanjing University

Despite the devastating effects of air pollution on human health, it is still unknown how local air pollution affects multinational enterprises (MNEs) and their employees. Building upon the micro-foundation of Transaction Cost Economics (TCE), we propose expatriate deployment as an interactive contractual process between MNEs and expatriates. We contend that because local air pollution in the host country causes expatriate candidates’ reluctance to relocate, MNEs incur additional transaction costs in expatriate deployment. Our empirical analysis, using samples of Japanese-owned subsidiaries in China, shows that local air pollution in the host country...
negatively affects expatriate assignments in subsidiaries. We further find that the effect of air pollution is contingent on several external and internal factors. Specifically, the negative effect of local air pollution on expatriate assignments is mitigated when MNEs have more experience in the local environment. Yet, the negative effect of air pollution is more pronounced when MNEs belong to low-pollution industries and when local talent is the most available. (For more information, please contact: DuckJung Shin, Korea University, Korea, South: djwave@korea.ac.kr)

Session: 1.2.8 - Competitive
Track: 1. Internationalization and Entrepreneurship

Social Capital, Networks and Other Forms of Non-financial capital

Presented On: July 7, 2023 - 10:45-12:00

Chair: Stephanie A Fernhaber, Butler University

How Do Domestic Networks Influence the Internationalisation Propensity of Chinese SMEs?
Caifei Chen, University of Leeds
Alessandro Giudici, City University of London
Andrew Jones, Brunel University London

This study addresses the research question: ‘How do domestic networks influence Chinese SMEs’ internationalisation propensity?’ It contributes to the literature by analysing the impact of different types of domestic formal (sponsorship-based linkages and partnership-based linkages) and informal networks on the SMEs’ internationalisation propensity in emerging markets. Drawing on network perspectives and social network theory, this study builds on prior work that suggest that informal and formal domestic networks facilitate Chinese SMEs’ internationalisation activities in the early stages. Second, this study examines that domestic formal sponsorship-based linkages are stronger than domestic formal partnership-based linkages for Chinese SMEs’ internationalisation propensity. Informal networks are stronger than formal networks. Third, the moderating role of absorptive capacity establish in informal networks. Lastly, it proves that there are no mutually reinforcing effects between informal and formal networks and the internationalisation propensity of SMEs. (For more information, please contact: Caifei Chen, University of Leeds, United Kingdom: c.chen5@leeds.ac.uk)

Cronyism and Entrepreneurial Growth Expectation: A Cross-national Study
Aqi Liu, China Merchants Group Limited
Xufei Ma, Chinese University of Hong Kong
Huan Zhang, University of Sydney
Shige Makino, Kyoto University

Cronyism refers to favouritism and reciprocity among members sharing a close network while at the expense of outsiders. This study offers a cross-national picture of cronyism by examining how national cronyism influences the entrepreneurship. Anchored in institutional theory, we posit that cronyism served as the informal institution that influences entrepreneurs’ growth expectations. We explicate that the effect of cronyism on individual growth expectation is contingent on the founders’ endowed capital and their ventures’ product and global market strategies, which shape their expected venture growth as a response to the national cronyism environment. Our analysis of over 30,000 entrepreneurs from 75 countries supports the prior arguments. The findings of this study extend our knowledge about the role of national cronyism on high-aspiration entrepreneurs from a cross-national perspective. (For more information, please contact: Huan Zhang, University of Sydney, Australia: huan.zhang@sydney.edu.au)
The Signalling Effect of Firms’ International Diversification Behaviors in Debt Financing Activities
Jiayi Wang, Tsinghua University
Zhenzhen Xie, Tsinghua University

This research explores the signaling effect of international diversification behaviors among small and medium-sized enterprises. Specifically, SMEs’ level of international diversification indicates their better ability in coping with risks or uncertainties, higher flexibility or adaptability, and also the orientation and determination for long-term operation. These aspects altogether show firms’ lower possibility of default in the future, enabling the level of international diversification to an effective signal that alleviates the information asymmetry problem and benefits their debt financing activities. Meanwhile, such signaling benefits would be weaker if the level of information asymmetry is reduced by better-developed market intermediaries. Moreover, we further explore how other signals interplay with the level of international diversification and influence firms’ debt financing together. We propose that market stability and legal-person dominance crowd out the positive effect of international diversification, while the trend of market development has a complementary effect. Using the exploitation of trade credit as the research setting, we conduct empirical analysis based on 561,631 panel records of 121,321 Chinese manufacturing exporters between 2003 and 2014, and find all of the anticipated relationships that were supported. Our research contributes to the literature on international diversification, as well as those research based on the signal theory. (For more information, please contact: Jiayi Wang, Tsinghua University, China: wangjy.16@sem.tsinghua.edu.cn)

Session: 1.2.9 - Competitive
Track: 10. MNE State Relations and IB Policy

Geopolitics, Uncertainty, and FDI

Presented On: July 7, 2023 - 10:45-12:00

Chair: Gunnar Leymann, University of Bremen

Foreign Direct Investment Into Countries Where Civilian Lives Are at Risk: Policy Recommendations for Violence-Prone Countries
Pooja Thakur-Wernz, Washington and Lee University
Helena Barnard, University of Petoria
Marianne Matthee, University of Petoria

Countries that struggle with violence tend to also struggle with low inward foreign direct investment (IFDI), raising questions about how to best support their social and economic development. We use a detailed database, ACLED, to examine violence in 48 African countries over a quarter-century (1997-2021). Our findings provide clear evidence that not all violence affects IFDI, but violence against civilians does, and even more so if there are fatalities. Our results show that variability in that violence – periods when it seems that the violence is under control before it flares up again – deters IFDI even further. In other words, countries need to have a smooth transition from violence to non-violence to attract IFDI. However, such smooth transitions are rare. We recommend that national and supranational policymakers in violence-prone countries prioritize stabilizing violence, and instead of seeking IFDI, instead promote exports as an alternative way of benefiting from international business. (For more information, please contact: Pooja Thakur-Wernz, Washington and Lee University, USA: pthakur-wernz@wlu.edu)
**Escaping from Populism: Firm Export Intensity and the Role of Political Strategy**
Alfredo Jimenez, KEDGE Business School
Seong-jin Choi, Hanyang University
Secil Bayraktar, Toulouse Business School
George O. White III, University of Michigan-Flint

The surge of populism is an increasing trend globally, yet the consequences of populism at the firm level have not been fully analyzed in the international business literature. In this paper, we investigate the impact of populism on firm export intensity by analyzing 17,944 firms across 36 countries. In applying the notion of institutional escapism, our study suggests that greater levels of populism are associated with higher levels of firm export intensity, as firms might view exports as an attractive “escape” mechanism to mitigate the increasing uncertainty in their domestic market. Our study also considers how this effect is strengthened when a firm’s perception of political instability and the extent of investment in political ties with local government officials is high. Implications for policy and suggestions for future research are suggested. (For more information, please contact: Alfredo Jimenez, KEDGE Business School, France: alfredo.jimenez@kedgebs.com)

**Extending Penrose’s Growth Theory: A Conceptual Model of MNEs’ Subsequent Investment Decisions**
Shiqi Xu, Ivey Business School
Klaus Meyer, Ivey Business School

Subsequent investment (SI) is the additional capital investment by MNEs in existing host countries. This paper integrates the location (L) advantages literature and Penrose’s growth theory and examines two research questions: 1) what L-factors of a host country enable MNE, and 2) how do these L-factors lead to SI. To address these questions, we first conducted a qualitative content analysis on 513 news articles. We identified three institution-related locational factors – investment promotion agencies (IPAs), investment incentives, and public procurement contracts (PPCs). Because these three L-factors are closely related to government policies that can be adjusted in the short run, we propose that institution-related L factors sensitive to changes in government policies are associated with SI. We then extended the Penrose’s growth theory and argue that the L-factors we identified could enable SI because they contribute to the development of firms’ internal resources and the identification of investment opportunities. We propose that IPAs can facilitate managerial learning and introduce government officials who contribute to managerial resources. Investment incentives reduce the (opportunity) costs of pursuing investment opportunities, while PPCs introduce institutional investment opportunities that are limited by the host government’s political credibility – the government’s ability to commit to its policies. (For more information, please contact: Shiqi Xu, Ivey Business School, Canada: sxu.phd@ivey.ca)

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**Session: 1.2.10 - Competitive**
**Track: 9. Emerging Markets and Emerging Market MNEs**

**Business Groups in Emerging Markets**

**Presented On:** July 7, 2023 - 10:45-12:00

Chair: Ishtiaq Pasha Mahmood, National University of Singapore

"Keep It in the Family": The Impact of National Institutions and Family Business Groups on Firm-Level Disclosure in the Caribbean Tax Havens
Bruce Hearn, University of Bradford
Igor Filatotchev, Kings College London

Using a unique, hand-collected sample of 169 firms in the Caribbean region, this paper explores an interrelationship between family control, institutional factors and firm-level transparency in off-shore financial
centres and tax havens. Our analysis shows that family control is positively associated with the degree of information disclosure in these generally secretive jurisdictions. This relationship is moderated by the contingency factors associated with formal and informal institutions on various level, such as the firm’s belonging to a financial services industry and the quality of formal institutions in a specific jurisdiction (For more information, please contact: Bruce Hearn, University of Bradford, United Kingdom: b.hearn@bradford.ac.uk)

Organizational Slack, Internationalization and Impact of Business Groups: Evidence from an Emerging Economy
Shobha Tewari, IIM Kashipur

Research exploring the organizational slack and internationalization relationship has ignored the role of institutional contexts in the acquisition and use of different slack resources. This is because these studies are concentrated in developed economies with high munificence and low environmental dynamism in comparison to emerging economies. I address this gap in my research by examining the role of different types of organizational slack on internationalization in an emerging market context. Business group structure is also a response to the institutional contexts in emerging economies. Hence, the duality of their role and their influence on the slack-internationalization relationship is also explored. The hypotheses are tested using longitudinal data (2003-2019) for a sample of 1316 public listed Indian firms from 58 different industries. Distinct relationships are observed for different slack types and internationalization. A positive relationship is observed for unabsorbed slack and an inverse U for absorbed slack. However, for firms affiliated with business groups, the relationship between both slack types and internationalization gets reversed (i.e., negative for unabsorbed slack and U-shaped for absorbed slack) (For more information, please contact: Shobha Tewari, IIM Kashipur, India: shobha.tewari@iimkashipur.ac.in)

Business Group Affiliation and Cross-border Acquisition Completion: A Study of Indian Firms
Sumit Chakraborty, IIM Ahmedabad

Despite the dominance of business group (BG) affiliated firms in emerging economies and their superior group-level international presence compared to standalone firms, we have little understanding of the impact of business group affiliation in successfully concluding cross-border acquisition (CBA) deals. This is a gap in the literature for two reasons. First, the pre-deal phase of CBA deals needs more scholarly attention as the success rate for such deals is low, and failure in concluding initiated CBA deals leads to high economic costs. Second, BG-affiliated firms are endowed with more resources, so it is important to study whether such resource advantages play a role in successfully concluding CBA deals. Drawing on the information asymmetry perspective, we argue that BG affiliation provides affiliated firms with information-based advantages, which play a significant role in the pre-deal phase, resulting in a higher likelihood of deal completion. Hypothesis test conducted on a sample of 1376 CBA deals initiated by Indian firms between 2003 and 2017 provides empirical support to our argument. We further find that industry-relatedness and acquirer public status strengthen BG-affiliated firms’ higher likelihood of CBA deal completion. Our study contributes to both business groups and international business literature. (For more information, please contact: Sumit Chakraborty, IIM Ahmedabad, India: phd19sumitc@iima.ac.in)
**Session: 1.2.11 - Competitive**  
**Track: 4. Global Strategy, Organization and Value Chains**

**Reshoring, Governance, and Supply Chains**

**Presented On:** July 7, 2023 - 10:45-12:00

Chair: Ziad Elsahn, Heriot Watt University

*What Do We Know About Reshoring? Analyzing Existing Literature and Offering a Roadmap for Future Research*

Katerina Makri, University of Vienna  
Ifigeneia Leri, University of Vienna

Reshoring is an emerging research topic among scholars and in need of an initial synthesis. In this paper, we undertake a systematic literature review of the multi-disciplinary published work on reshoring. By analyzing and appraising 106 relevant articles in such disciplines as international business, general management and strategy, operations management and supply chain management, this review synthesizes theoretical underpinnings and arguments, as well as empirical findings on the reshoring phenomenon. Through the development of an integrative framework, we offer a comprehensive overview of the current state-of-the-art of research on reshoring and we reveal the interactive and dynamic nature of the concept. This review aims to highlight important gaps in the literature that should be considered in future studies. *(For more information, please contact: Katerina Makri, University of Vienna, Austria: katerina.makri@univie.ac.at)*

*How Does Protectionism Impact Multinational Firm Reshoring? Evidence from the UK*

Yama Temouri, Khalifa University  
Vijay Pereira, NEOMA Business School  
Agelos Delis, Aston University  
Geoffrey Wood, Western University

There has been growing interest in the nature and possible extent of de-globalization. This paper explores the impact that protectionist measures have on multinational enterprise (MNE) reshoring back to the UK. Besides taking into account the global trends indicating a return to protectionism, the existing literature highlights various firm-level and structural country-level determinants of reshoring decisions. We test a conceptual model with bi-lateral firm-level data for the period 2009 to 2017. We conclude that firms that are more sensitive to wage costs in their overseas subsidiaries were more likely to reshope. We did not find that more capital intensive firms had a higher propensity to reshole. Hence, if reshoring to the UK may have increased, the quality of reshoring may be contested. We find that our results are mostly driven from UK MNEs with subsidiaries in EU. This result has clear implications for a potential Brexit effect. Theoretically, we base our findings in transactional cost economics to help explain why different types of firm behave in the way they do, and why different types of firm may respond in quite different ways to the same mix of institutions. *(For more information, please contact: Yama Temouri, Khalifa University, United Arab Emirates: yama.temouri@ku.ac.ae)*

*Social Construction of Power Dynamics in the Emergence of a Bipolar Global Value Chains Governance*

Magdalena Teissandier, TBS Education  
Martine Boutary, TBS Education

This research addresses two research questions: How do actors involved in the GVC perceive institutional change? What do their perceptions indicate about the relation between power dynamics and emergence of conditions for a bipolar GVC governance? To answer those questions, we extend the existing literature on power dynamics and multipolarity in the GVC governance through institutional logics perspective and carry out a single qualitative case study of the space Global Value Chains. The choice of this industry is motivated by the
existence of two potentially opposing ways of doing business in space, defined by social actors as Old Space and New Space. Our findings show that institutional change is perceived through four evidences: new ideation and scope of the GVC, and coexistence of different linkages and practices in the space GVC. Our further theorisation of those evidences results in a model which: first, exposes power dynamics in diffuse and direct transmission mechanisms generating four conditions of a bipolar GVC governance: additional root metaphor, additional source of legitimacy, parallel basis of strategy and parallel informal mechanism of control; and second, showcases a moderating role of the State preventing the emergence of a manifest bipolar GVC governance. (For more information, please contact: Magdalena Teissandier, TBS Education, France: m.teissandier@tbs-education.fr)

Supply Chain Responses to Disruptions and Complex Situations: An Institutional Analysis
David M. Herold, Queensland University of Technology
Lukasz Marzantowicz, SGH Warsaw School of Economics

While institutional scholars acknowledge that supply chains are exposed to multiple and often competing logics, existing research on institutional complexity has focused mostly on organizational responses with very little literature examining institutional complexity specifically in and for supply chains. We argue that the inherent complexity in supply chains, consisting of multiple organizations and multiple institutional environments, represents a different playing field and results in different responses, in particular when confronted with disruptions. As a response, we provide a systematic and a more structured understanding how the interactions of institutional logics, influenced by field-levels structures and processes, impact global supply chains and its constituents. Using existing literature on institutional complexity and works on the effects of institutional logics, we present not only field-level structures and attributes influencing and shaping institutional logics in the supply chain, but also discuss and contrast existing theories and concepts by highlighting the differences between supply chain and organizational responses both on an institutional and an overarching operational level. (For more information, please contact: David M. Herold, Queensland University of Technology, Australia: d.herold@qut.edu.au)

Session: 1.2.12 - Competitive
Track: 12. Knowledge, Innovation, and Technology

Knowledge Seeking FDI and Global R&D

Presented On: July 7, 2023 - 10:45-12:00

Chair: Sali Li, University of South Carolina

The World at Your Fingertips? Global Cities and Firms' Inventor Teams
Katiushca Lavoratori, University of Reading
Alessandra Perri, Luiss University
Vittoria G. Scalera, University of Amsterdam

Firms often establish linkages to geographically dispersed locations to source diversified knowledge. Not all locations offer similar opportunities for knowledge sourcing. To account for such heterogeneities, we investigate the relationship between inventors' global city locations and the spatial distribution of inventor teams. Also, we look into the effect that inventors' global city locations have on the teams' innovation performance. Building on the literature suggesting that global cities exhibit both properties of local clustering and global bridging, we analyze whether the distinctive connectivity features of global city locations are associated with a lower or higher spatial distribution of inventor teams and with a lower or higher quality of teams' innovation performance. Using USPTO patents between 1990 and 2015 and leveraging more than 1 million patent documents and 2.8 million inventors, our analyses highlight the predominance of the local clustering properties...
of global cities and the key positive effect the global cities’ connectivity features have on the teams’ innovation performance. (For more information, please contact: Vittoria G. Scalera, University of Amsterdam, Netherlands: v.g.scalera@uva.nl)

Delegating R&D Decisions Within Multinational Firms Amid IPR Downgrades
Daniel S. Andrews, Georgia State University

Multinational firms establish research and development (R&D) subunits in foreign markets, seeking new or augmenting existing resources and capabilities. However, it can be difficult to safeguard against knowledge misappropriation and value erosion, especially in institutional settings with weak intellectual property rights (IPR). Extant research identifies organizational mechanisms such as differentiating subunits across institutional contexts to arbitrage differences and mitigate risks, but this creates coordination challenges for corporate parents. In this study, I focus on a core facet of these challenges: decision delegation. Building on knowledge appropriation and management control literatures, I argue that IPR policies do not uniformly affect decision delegation. Instead, IPR policies shape how subunits generate and source knowledge to protect firm value, indirectly informing subunits’ adaptive decision-making rights. I find support for most of my predictions in a sample of 166 Central and Eastern European subunits. This study advances research on the complexities of coordinating global R&D activities. (For more information, please contact: Daniel S. Andrews, Georgia State University, USA: dsandrews@gsu.edu)

Jae-Yeon Kim, University of Portsmouth
David Pickernell, Swansea University
Myropi Garri, University of Portsmouth
Malcom Beyon, Cardiff University

This study uses a novel application of panel fuzzy-set Qualitative Comparative Analysis (fsQCA) in the International Management (IM) field. Specifically, using a unique database that captures sub-industrial Foreign Direct Investment (FDI), as well as its location, we explain location decisions of high-technology South Korean (henceforth Korean) Multinational Enterprises (MNEs), when first entering the USA, in the period from 1995 up until the 2008 financial crisis. We argue that a variety of home country perspectives, combined with a desire for technological upgrading, encouraged firms to seek complex locational advantages with regional characteristics, rather than investment being for a single purpose over time, revealing contextual specificities that allow a typology of reasons for Korean FDI to be developed. We show the evolving trends of Korean FDI in the US with home country and regional perspectives interacting to attract FDI into US states with different characteristics, and argue this is consistent with US policy which seeks to attract inward investment in order to foster economic development. (For more information, please contact: Jae-Yeon Kim, University of Portsmouth, United Kingdom: phd15jk@mail.wbs.ac.uk)

Evolution of International Business Activity across Technological Paradigms
John Cantwell, Rutgers University
Pallavi Shukla, Rutgers University

In this paper, we trace the long-term evolution of international business (IB) activity to improve our understanding of the patterns of knowledge development in multinational enterprises (MNEs) over time. Using the macro thread of technological paradigm to categorize historical eras as the mechanical, electromechanical, and digital ages, we examine broad patterns of IB activity in conjunction with changes co-occurring in the technological and institutional environment across the three time periods. As we move from one period to another, we observe that the patterns of knowledge development in MNEs have become increasingly complex, and each era incorporates key elements of previous eras in each subsequent phase of knowledge development.
We draw on the technological paradigm literature to make sense of these observed patterns of IB activity and propose a conceptual framework for explaining knowledge development in MNEs over time. We argue that IB researchers must analyze the coevolution of an MNE in conjunction with the elements of the broader technological paradigmatic system as opposed to taking a piecemeal approach focusing only on markets, institutions, or scientific breakthroughs. We conclude with case illustrations of two archetypal firms of their respective ages of origin to gain insights into the drivers of corporate longevity. (For more information, please contact: Pallavi Shukla, Rutgers University, USA: p.shukla.awasthi@gmail.com)

Session: 1.2.13 - Interactive
Track: 5. HRM, Leadership and Cross-Cultural Management

Cross-Cultural Management and Training

Presented On: July 7, 2023 - 10:45-12:00

Chair: Madeleine Bausch, University of Chile

Globalization and N-Culturalism Identities’ Impact on Trustees’ Trustworthiness – A Multiple Paradox Phenomenon and Agenda for Future Research
Andre Pekerti, University of Queensland
Catherine Kwantes, University of Windsor

Trust development processes involve conditions that place individuals’ cognitive-functions under high-demand due to situations characterized by unfamiliarity, uncertainty, vulnerability, anxiety, and time-pressure (U2VAT-Conditions) that require individuals’ cognitive-functions to be engaged at maximum capacity to attend to the conditions. In turn, however, these U2VAT-Conditions generally trigger the use of heuristics caused by both the conditions and information presented during trust development processes, to help establish the trustworthiness of others but with some caveats. Identity theories and perspectives of trust from economics, psychology, and sociology are presented to explore identity’s role in the trust development process. Five interrelated cognitive paradoxes are presented stemming from limitations in the human cognitive system and multiculturalism within individuals. Identifying and unpacking the complexity of conditions during the initial trust development process derived implications for future research in the field. Counter-intuitive propositions that reflect these paradoxes including inverted a U-curve phenomena and potential research avenues are discussed pertaining to the question - does trustees’ individual-level identity(ies) facilitate or hinder the perceived trustworthiness of trustees? (For more information, please contact: Andre Pekerti, University of Queensland, Australia: a.pekerti@business.uq.edu.au)

Five Plus Decades on the Culture ‘Train’: An Overall Meta-Analysis of Empirical Cross-Cultural Training Outcome Research
K. Skylar Powell, Western Washington University
Eunah Lim, Western Washington University
Mary Sass, Western Washington University

This study offers a meta-analysis on the overall cross-cultural training (CCT) outcome relationship based upon 450 relationships (k=450) from 144 different studies (K=144) with a combined sample of 60,898 (N=60,898). The results illustrate that there is a small positive relationship between CCT and desirable outcomes overall. There are also small positive relationships between CCT and specific outcome types including trainee ‘adjustment,’ ‘relationships,’ ‘learning,’ ‘behaviors,’ performance ‘results,’ ‘reactions’ to the training itself, ‘overall cultural intelligence’ CQ, ‘metacognitive CQ,’ ‘behavioral CQ,’ ‘cognitive CQ,’ and ‘motivational CQ.’ However, the magnitude of these relationships is reduced (negatively moderated) when the outcome of interest is motivational CQ. Additionally, the use of post-test only with a control group research design, as opposed to
research designs with pre- and post-tests, negatively moderated CCT-outcome relationships. Finally, the decade when research was conducted also moderates CCT-outcome relationships. (For more information, please contact: K. Skylar Powell, Western Washington University, USA: skylar.powell@wwu.edu)

Winning the War for HCN Talents in MNEs’ Foreign Subsidiaries in Emerging Markets: Social Cognition and Signalling Theoretical Perspective
Alfred Presbitero, Deakin University

Winning the war for host country national (HCN) talents is a pervasive issue among multinational enterprises’ (MNEs) foreign subsidiaries in emerging markets. In this study, we utilized social cognition theoretical perspective to establish how MNEs’ foreign subsidiaries in emerging markets can leverage on human resource (HR) oriented strategies to attract HCN talents. We further utilized signalling theoretical perspective to highlight the role of MNEs’ pursuit of United Nations Sustainable Development Goals (UN SDGs) to strengthen attractiveness among prospective HCN talents. To test our hypotheses, we conducted two studies in the Philippines (Study 1: survey study; Study 2: quasi-experimental study). Results showed that HR-oriented strategies relate to attraction of potential HCN talents in emerging market context and that foreign subsidiaries’ pursuit of UN SDGs strengthens the relationship. Implications for research and practice are discussed. (For more information, please contact: Alfred Presbitero, Deakin University, Australia: alfred.presbitero@deakin.edu.au)

Intersectionality Beyond Business Case: Novel Approaches To Cross-Cultural Management Cases
Henriett Primecz, Johannes Kepler University
Jasmin Mahadevan, Pforzheim University

Employing the theory of intersectionality, this paper discusses how diversity is applicable to the changing cultural contexts of international business. This conceptual paper analyses intersectional cases of cross-cultural management. The paper provides evidence from existing intersectional research that intersectionality alternates diversity dimensions into upgrading, downgrading or neutral direction, this is why intersectionality are to be considered. Practical implications of the analysis include that organizations (e.g. MNCs) are provided with tools of addressing diversity, equality/equity and inclusion (DEI) in a contextualized and intersectional manner. This paper contributes to the existing literature through distilling the benefits of context-rich qualitative empirical research, this paper contributes to the existing literature by questioning the universality of DEI dimensions and, thereby, of universally applicable DEI principles, and provides directions for theory and practice to incorporate intersectionality in cross-cultural situations. (For more information, please contact: Henriett Primecz, Johannes Kepler University, Austria: hprimecz@gmail.com)

A Comparative Analysis on IHRM Policies and Practices at Local Subsidiaries of MNCs in Transitional and Emerging Environment: The Case of Hungary and Turkey
József Poór, J.Selye University
Ugur Filiz, Hungarian University of Agriculture and Lifescience University
Allen D. Engle, Eastern Kentucky University
Vala Lale Tüzüner, Istanbul University

Foreign direct investment was very important for economic development, employment and economic growth of Central European countries (CEE) on their way to the market economy. Foreign direct investments (FDI) are very important for the Turkish economy, which depends heavily upon foreign capital as a percentage of national income and for the growth of the national economy. The data collected and the research model developed by an international research team will be the basis of the empirical section of the study. In this study, IHRM policies and practices were examined at local subsidiaries of MNCs in emerging and transition economies based on the data collected by local subsidiaries of MNCs operating in Turkey & Hungary. Some 87 MNE respondents from Hungary were compared to 105 firms from the local subsidiaries of Turkey. The firms were compared
based on a long standing standardized international research questionnaire on dimensions of Human Resource roles, practices, and responsibilities for MNEs. In conclusion, we can clearly see a pattern of the regional differences between the subsidiaries from Turkey and Hungary when it comes to adopted and implemented HR policies and practices at their subsidiaries. *(For more information, please contact: József Poór, J.Selye University, Slovakia: poorj@ujs.sk)*

**Multicultural Identities and Career Preferences**

Lee Martin, University of Sydney  
Jennifer Hui-Han Gao, University of Melbourne

Growing up at the interface of Eastern and Western cultural values, 1.5- and second-generation Asian immigrants are currently one of the fastest growing population groups of English-speaking societies. While Asian immigrants and their descendents are stereotyped as preferring traditional careers that are stable and high-status, in fields such as medicine and law, this could be shifting in 1.5- and second-generation immigrants who may identify more with Western values. Yet we know very little about how career preferences may be shaped by one’s multicultural identity. In this qualitative study, grounded in acculturation theory, we explore how the career orientations (preferences) of ethnic Chinese-Australian professionals are influenced by their multicultural identity. We identify multicultural identity patterns and examine how they interconnect with multiple career orientations. Informants seek to balance or experience tensions between cultural values underpinning their career orientations, which sometimes diverge from their multicultural identity pattern. We discuss how these research findings advance theory on multicultural identity, career orientations, and more broadly, the vocational behavior of Asian migrants in Western societies. *(For more information, please contact: Lee Martin, University of Sydney, Australia: lee.martin@sydney.edu.au)*

**Session: 1.2.14 - Interactive**
**Track: 1. Internationalization and Entrepreneurship**

**Decision-Making in International Entrepreneurship**

**Presented On:** July 7, 2023 - 10:45-12:00

Chair: Sokol Celo, Suffolk University

**Do Firms Change Their Decision-Making Logic in a VUCA Environment? Case Study Evidence From Italy**

Tiia Vissak, University of Tartu  
Niina Nummela, University of Turku  
Barbara Francioni, University of Urbino

This paper aims to find out if Italian firms’ decision-making changes towards effectual or causal decision-making logic during the Covid-19 pandemic, which is an illustrative example of a VUCA (volatile, uncertain, complex and ambiguous) environment. To reach this objective, a multiple case study, focused on three Italian exporters, was conducted. The results show that all three firms used hybrid decision-making logic in the VUCA environment; i.e., their decision-making was based both on some causal and some effectual elements. While two firms (a slow internationalizer and a born-again international) were more causal than effectual, one – a born global – was more effectual than causal. Overall, all three firms became somewhat more causal and more effectual during the pandemic. At the same time, the scores for some decision-making elements decreased. *(For more information, please contact: Tiia Vissak, University of Tartu, Estonia: tiia.vissak@ut.ee)*
Management Decisions and the Evolutionary Process of Internationalisation: A Qualitative Longitudinal Case Study Analysis
Manfred Fuchs, University of Graz

In this study, the theory of evolution is applied to examine the process of internationalisation in business firms defining this process as an iterative, constantly evolving, irregular but gradual, and dynamic process. The analysis is based on a longitudinal interpretative study of four business firms, using empirical data that extents 30 years. The conceptual model of evolutionary processes developed explains how iterative entry mode decisions are to be better understood as a process of selection and adaptation to continually and often randomly emerging contingent stages in the process of internationalizing. The study shows how the selection of adaptation strategies change previously made entry mode decisions in going through a process of trial and error, sequential learning, and co-evolving changes (firms and the environment). Success is defined in this study as finding a more appropriate fit in these evolutionary, but ongoing adaptation process in the co-evolving contingent environment. Findings in this study suggest that deliberate iterative decision-making drives adaptation in an emerging evolutionary environment, and that such decisions are affected significantly by managerial intention and unique idiosyncratic values. Finally, our conceptual model suggests that an entry mode decision are best understood, analysing it over time, in the context of the co-evolving environment to grasp the initiation, change, regulation, delay, blocking, and re-starting of internationalization as an evolutionary process of adaptation. (For more information, please contact: Manfred Fuchs, University of Graz, Austria: manfred.fuchs@uni-graz.at)

A Systematic Review of Decision Makers, Social Networks and Internationalization
Xiaomin Han, Université Paris-Saclay
François Goxe, Université Paris-Saclay
Susan Freeman, University of South Australia

This paper performs a systematic review of 141 papers on social networks and firm internationalization between 2016 and 2022. It presents a state-of-the-art understanding of how social networks influence firm internationalization. We classify networks into individual, organizational, and national levels, and link these networks and their characteristics with internationalization behavior, degree, and performance. We find that social networks promote internationalization through resources, trust, knowledge, and capabilities. They can also have side effects. In addition, we integrate boundary conditions from individual, firm, and environmental levels. Our findings suggest that few theories focus on the impact of decision makers’ psychological mechanisms on firms’ internationalization through social networks. Additionally, limited studies pursue dynamic research designs, with few adopting quasi-experiments and longitudinal qualitative methods. Therefore, we call for more creativity in dynamic models exploring managerial roles and strategic decisions in internationalization through extended social network syntheses and reflective methodologies. (For more information, please contact: Susan Freeman, University of South Australia, Australia: susan.freeman@unisa.edu.au)

The Role of Normative Institutional Distance and Direction on the Ownership Decisions of MNCs in Cross-Border Acquisitions
Fernando Jorge Moreira da Silva, ESPM
Mario Ogasavara, ESPM
Renato Pereira, ISCTE

This study investigates the role of normative distance and direction and its effects on ownership decisions in cross-border acquisitions. Firms prefer partial acquisition when entering less developed countries and when seeking targets in more developed countries at a greater normative distance. Additionally, this study shows that firms in high technology industries opt for partial acquisition in both more and less institutionally developed countries located at greater normative distances. The findings of this study contradict the results of previous research that analyzed the direct and indirect effects of regulatory, normative, and cognitive distances together. This study contributes to the International Business literature by examining an aspect which has thus far
received little attention - the impact of normative distance and direction alone on ownership strategy. The results point out the need for further studies using this construct to validate these findings in other contexts and with other objectives and perceptual measures of normative distance. (For more information, please contact: Fernando Jorge Moreira da Silva, ESPM, Brazil: fernando_jorge_silva@hotmail.com)

**Negative Performance Feedback, CEO Power and the Internationalization Decision of Newly Listed Public Ventures**

Tao Bai, University of Queensland  
Jingzi Zhou, University of Nottingham Ningbo China  
Shijin Zhou, University of Nottingham Ningbo China  
Peter Liesch, University of Queensland

We investigate the internationalization decision trigger in newly listed public ventures. Integrating the problematic search perspective from the Behavioral Theory of the Firm and the self-enhancement perspective, we propose that when facing negative performance feedback at home, CEOs with strong positioned (structural and prestige) power tend to follow a problem-solving approach and prefer more risky decisions of internationalization, while CEOs with strong inherent (ownership and expert) power may follow a self-enhancement approach rather than treating the performance shortfall as a problem that needs to be addressed. We further argue that self-enhancement or problematic search approaches to deal with negative performance feedback are strengthened if there is a positive performance prospect. An analysis based on a sample of 401 newly listed public ventures in China over the period 2009 and 2017 lends strong empirical evidence to our theoretical arguments. (For more information, please contact: Jingzi Zhou, University of Nottingham Ningbo China, China: abby.zhou@nottingham.edu.cn)

**Emotions and Internationalization Decision Satisfaction: A China-US Cross-Cultural Experimental Study**

Weichu Xu, East Stroudsburg University  
Yue Xi, East Stroudsburg University  
Daisy Wang, East Stroudsburg University

This paper examines how two emotions—guilt and pride experienced by managers influence their satisfaction from their strategic decision to enter foreign market. This study also investigates how culture moderates the relationship between emotions and satisfaction from this internationalization decision. This study’s hypotheses were tested using a 2 x 2 experimental design with two emotions (guilt & pride) and two cultures (US & China). A survey experimental design with scenario construction was used to elicit guilt or pride. Next, PANAS-X scale was used to check the effectiveness of emotion manipulation. Finally, respondents were asked to make a strategic decision about international market entry. The results show that higher levels of guilt lead to lower levels of decision satisfaction while higher levels of pride lead to higher levels of decision satisfaction. The results support the interaction effects of emotions and culture on strategic decision satisfaction. Managers from high collectivistic culture have low decision satisfaction at high levels of guilt while managers from high individualistic culture have same decision satisfaction either at low or high levels of guilt. Managers from high individualistic culture have high decision satisfaction at high levels of pride while managers from high collectivistic culture have same decision satisfaction either at low or high levels of pride. The findings not only provide evidence that emotions play an important role in managers’ decision satisfaction but also illustrate that culture interacts with emotions to influence the decision satisfaction. The last part of paper discusses the limitations of this study and offers suggestions for future research. (For more information, please contact: Weichu Xu, East Stroudsburg University, USA: websterxu@hotmail.com)
How Does the Different Types of Firms’ Prior Experiences Influence Their Re-Entry Decisions?
Yun Kim, Sungkyunkwan University
Sang Kyun Kim, Sungkyunkwan University

Drawing upon the organizational learning theory, this research is developed to examine how firms’ previous experiences impact the decision to re-enter the foreign market. We have specified two aspects of the firm’s experiences, specifically length and depth of experience. By using a sample of US-based multinational enterprises listed on Fortune 500 from various industries, similar to what we have expected our findings revealed that prior to market exit, firms that have managed its business for a lengthy period of time in a specific foreign market will less likely to adopt the re-entry decision. Whereas, for firms that have not only operated its business for many years but also accumulated an in-depth market experience will have increased probability of choosing to re-enter the market region that they have once withdrawn from. The paper discusses the theoretical implications and directions for future research on international business strategies. (For more information, please contact: Yun Kim, Sungkyunkwan University, Korea, South: yunlucykim@skku.edu)

Sustainable GVCs

Presented On: July 7, 2023 - 10:45-12:00

Chair: Yoo Jung Ha, University of Sheffield

The Role of NGOs in the Transition Towards More Sustainable and Innovative Agri-Food GVCs
Cyntia Vilasboas Calixto Casnici, University of Leeds
Germano Glufke Reis, Federal University of Parana
David Schulzmann, University of Leeds
Marina Papanastassiou, University of Leeds
Jeremy Clegg, University of Leeds

Multinational Enterprises (MNEs) in the agri-food sector are continuously innovating Global Value Chains (GVCs) to address sustainable development challenges of food security (SDG 2) and climate change (SDG 13). However, the central role of Nongovernmental Organisations (NGOs) in (re)creating GVCs across multilevel stakeholders through innovative approaches to solve sustainability challenges remains under investigated. Our explorative study investigates how international NGOs influence the transformation of large-scale industrial animal agriculture to a more sustainable (cell-based) agri-food GVC. We conducted a case study on the Good Food Institute (GFI), an international NGO that has been an active player in the transition to alternative sources of protein to solve animal-based agriculture sustainability issues. Our results show that an international NGO can contribute to the transition to a more sustainable GVC and can enhance the GVC’s innovation capabilities. (For more information, please contact: David Schulzmann, University of Leeds, United Kingdom: d.schulzmann@leeds.ac.uk)

Sustainability in Global Value Chains: An Orchestration Perspective on How MNEs Leverage 4.0 Technologies
Claire Kilpatrick, Queen’s University Belfast
Kieran Michael Conroy, Queen’s University Belfast

International business (IB) research on the sustainability practices of multinational enterprises (MNEs) has advanced rapidly in the last decade. One of the emerging issues in this body of work is understanding how MNEs utilise 4.0 technologies to promote sustainability throughout global value chains (GVCs). Drawing on insights from orchestration theory and connecting with IB literature on sustainability and 4.0 technologies, we
conceptualise sustainability orchestration as a distinct challenge for MNEs that requires balancing both coordination and collaboration-related activities for sustainability along GVCs and illuminate how 4.0 technologies may be crucial tools which strengthen an MNE’s orchestration capabilities. Our conceptual arguments are demonstrated using three illustrative case studies across industries (agriculture, energy and retail) where we identify how 4.0 technologies may augment MNE orchestration. Specifically, we find that by improving knowledge acquisition, knowledge combination and monitoring activities, 4.0 technologies enable MNEs to orchestrate sustainability more effectively throughout the GVC. This paper enriches and advances emerging debates in the field of IB regarding the role of 4.0 technologies on MNE sustainability orchestration while also setting out a future research agenda. (For more information, please contact: Claire Kilpatrick, Queen’s University Belfast, United Kingdom: c.kilpatrick04@qub.ac.uk)

Sustainability Practices for Value-Related Activities Within International Entrepreneurial Ecosystems
Tiina Leposky, University of Vaasa
Peter Gabrielsson, University of Vaasa
Brian Chabowski, University of Tulsa

Firms operating in entrepreneurial ecosystems are interconnected with partner organisations for the purposes of generating new ventures and business opportunities. The way the firms engage with their partners – ranging from international suppliers to customers to government and non-government organisations – and the actions they take in daily operations for creating, delivering and capturing value determines whether the firm behaves sustainably or not. Therefore, this paper considers sustainability as a practice that is evident in value-laden activities or routines, and firm interactions with others. Unpacking the sustainable practices in terms of what they are, the process of how they come to being, and the way they connect to the firm’s value activities is necessary to understand sustainability as a core business practice rather than an added, optional, extra feature that firms provide. Utilising a qualitative approach, this paper suggests a case study methodology to investigate ecosystem partners to discover their viewpoints rising from organisational and cultural differences. (For more information, please contact: Peter Gabrielsson, University of Vaasa, Finland: peter.gabrielsson@uwasa.fi)

Sustainability in the Apparel Industry: The Promise of Industry 4.0 Technologies for Developing Country Apparel Manufacturers
Denanjalee Gunaratne, University of Glasgow
Noemi Sinkovics, University of Glasgow
Rudolf R. Sinkovics, University of Glasgow

This paper explores the promise of Industry 4.0 technologies for the sustainability of developing country apparel manufacturers. There is some evidence that Industry 4.0 technologies can facilitate the alignment of economic, social, and environmental pillars of sustainability in manufacturing organisations. However, most trends observed thus far are from developed economies. For these reasons, we take stock of the existing literature on the sustainability outcomes of adopting Industry 4.0 technologies in the apparel industry. Then, we extrapolate this understanding into developing countries. Our analysis reveals that although Industry 4.0 technologies can promise sustainability outcomes for developing country apparel manufacturers, their institutional voids and firm- and individual-level constraints impede fulfilling this promise. Further, we go beyond the firm level and explore the positive and negative spillovers of adopting Industry 4.0 technologies. Finally, we outline a few avenues for International Business and Global Value Chain research. (For more information, please contact: Denanjalee Gunaratne, University of Glasgow, United Kingdom: d.gunaratne.1@research.gla.ac.uk)
Session: 1.2.16 - Interactive 
Track: 2. Marketing Strategy and Consumer Research

**Consumer Shopping Behavior, Retail Chains, and Social Influencers Across Markets**

**Presented On:** July 7, 2023 - 10:45-12:00

Chair: Tetsuya Usui, Gakushuin University

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**Tapping Unintentional Signals: Customer Segmentation Based on Country of Origin Choice in Their Purchase History**

Rafid Ur Rahman, University of Leeds
Martin Heinberg, University of Leeds
Sourindra Banerjee, University of Leeds
Constantine S. Katsikeas, University of Leeds

Abundant consumer data have complicated rather than simplified decision making for marketers. A plethora of data raises the question of which variables—readily accessible for retailers—contain reliable information about future consumer purchase value to guide strategic decisions. To address this issue, this study builds on signalling theory and explores Brand Country of Origin (COO) and COO diversity as analytical tools to extract insights from consumer purchase data. Importantly, authors theorise that a specific Brand COO as well as COO diversity in a consumer’s purchase basket can predict consumer purchase value for retailers. This study observes over a million transactions of 327,863 consumers across 600 brands. Our findings suggest that Brand COO and COO diversity allow retailers to successfully distinguish high from low purchase value consumers. Furthermore, this study identifies boundary conditions related to high-involvement product categories and purchase frequency. *(For more information, please contact: Rafid Ur Rahman, University of Leeds, United Kingdom: bn18rur@leeds.ac.uk)*

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**Role of Social Factors in Influencing Consumer Xenocentrism Towards Impulsive Buying Behavior Among Millennial Female Cosmetic Users**

Abdul Ghaffar, University of Karachi
Tahir Islam, Silesian University of Science and Technology
Tomas Kincl, Prague University of Economics and Business
Niaz Muhammad, Mohammad Ali Jinnah University Karachi

This study aims to ascertain what makes millennials xenocentric. This study investigates the mediating impact of consumer xenocentrism in the relationship between social factors and impulsive buying based on the stimulus organism response model. The quantitative approach research method that includes a survey and convenience sampling has been used. The study comprises 328 female cosmetic consumers of the millennial generation drawn from four higher education institutions in the urban area of Sindh, Pakistan. A self-administered questionnaire is used to collect information from the respondents. This study employed the partial least squares technique to examine the data. The study validates evidence that those high in xenocentrism are more prone to impulsive behavior. This study found that social comparison, materialism, and status consumption are responsible for xenocentric behavior among female cosmetic consumers of the millennial generation. Results indicate that consumer xenocentrism is a mediator between specific factors (i.e., social comparison, materialism, and status consumption) and impulsive buying. *(For more information, please contact: Abdul Ghaffar, University of Karachi, Pakistan: ghaffarscholar@gmail.com)*
Mapping Research on International Marketing Ethics: Knowledge Base and Research Front
Qun Tan, Xiamen University
Carlos Sousa, Molde University College

The challenges of ethical issues in international marketing have long been acknowledged by both international practitioners and academic researchers. Previous review literature has examined the conceptual definition, theoretical frameworks, and statistical methods of extant studies on international marketing ethics (see Javalgi & Russell 2018), there is a general lack of review on the knowledge base, intellectual structure, and research front, etc. Considering this, our research aims to complement previous review studies by conduct a bibliometric review of the literature on international marketing ethics. (For more information, please contact: Qun Tan, Xiamen University, China: qun.tan@xmu.edu.cn)

Session: 1.2.17 - Interactive
Track: 14. Theme: IB Resilience under Global Disruptions

Resilience Under the COVID-19 Pandemic

Presented On: July 7, 2023 - 10:45-12:00

Chair: Andres Velez-Calle, Universidad EAFIT

Internationalization and Organizational Resilience to COVID-19 Crisis: The Moderating Effect of Digitalization
Yueqi Wang, Tongji University
Shouming Chen, Tongji University
Yuanyuan Hu, Tongji University

Organizational resilience is the capability that a firm recovers from and adapts to unexpected environmental shocks. This study investigates the impact of firm’s pre-shock internationalization on its resilience following COVID-19 crisis. We analyze how global supply chain hinders firm’s maintaining stability and react flexibly to recover from and adapt to the pandemic. Using 2363 Chinese listed companies as samples with a time window from 20 January 2020 to 10 June 2020, we find that internationalization prior to the shock has a negative effect on organizational resilience after the shock, and high degree of digitalization before the shock can alleviate this negative effect. (For more information, please contact: Yueqi Wang, Tongji University, China: njwangyq@tongji.edu.cn)

COVID-19: The Breakdown of Global Citizenship at the Systems Level: Reflections for IB
Melodena Stephens, Mohammed Bin Rashid School of Government
Immanuel Azaad Moonesar, Mohammed Bin Rashid School of Government
Jose Berengeures, UAE University

Global citizenship and systems thinking seems to be key for an international business community. The COVID-19 pandemic highlighted the breakdown of both resulting in a death, polarization and increased inequality. This study looks at the early days of the pandemic response and country policy response. We track 87 policies across 17 countries from 31 December 2019 to 16 May 2020. In terms of policy prioritization and sequencing we find no similarity across countries and even in countries. We find country first polices were prioritized. The study reinforces the need to teach systems thinking and to embed global citizenship in business, government business and education practices. (For more information, please contact: Melodena Stephens, Mohammed Bin Rashid School of Government, United Arab Emirates: melodena.stephensb@mbrsg.ac.ae)
This paper investigates the internationalisation status of SMEs located Kent, UK. In particular, the study assesses the impact on exporting activities of Kent SMEs since the start of the Covid-19 pandemic. Further, the study assesses the effectiveness and relevance of internationalisation business support policies and services against the evolving needs of SMEs in the context of the current economic climate, whilst identifying gaps and opportunities for policy making. Finally, the study makes recommendations about how to increase export activity and capacity among Kent firms in a post-Brexit, post-Covid-19 environment with a particular focus on the types of business support interventions which would boost exports levels among businesses in Kent and the identification of key markets on which to focus. (For more information, please contact: Fragkiskos Filippaios, University of East Anglia, United Kingdom: f.filippaios@uea.ac.uk)

Purpose – The ability of companies to develop organizational resilience before, during, and after crises is crucial for their development, endurance, and growth. While a lot of new crisis literature arises, only a few studies have examined how this concept evolved during COVID-19, which is crucial since there will be new crises in the future.

Design/methodology/approach – Based on a review of Web of Science and Scopus, we analyzed the content of a sample of twenty-seven studies discussing organizational resilience during COVID-19 (December 2019 - June 2022). Following a content analysis, we identified the main topics of interest for researchers at the moment.

Findings – Main findings indicate that topics referring to adaptation, innovation, capabilities, performance, and the use of new technologies have been discussed a lot when talking about resilience in COVID-19 times. The results presented in this paper also include an analysis of the papers by demographics, topic analyses per usage in documents and relationships between these topics.

Originality/value – New crises and global disruptions will keep arising and knowing what the primary issues are in the literature could help practitioners in fostering resilience as much as researchers in identifying new ways to advance and maintain resilience. (For more information, please contact: Thea Paeffgen, HTW Berlin, Germany: thea.paeffgen@htw-berlin.de)

In this paper, we try to answer the question: "Has a scientific background helped leaders against COVID-19?". To do so, we use a regression discontinuity design in close mayoral races between STEM (science, technology, engineering and math) and Non-STEM candidates to estimate the causal impact of having a mayor with scientific background on COVID-19 epidemiological outcomes in Brazil. We find that leaders with scientific training reduced COVID-19 deaths and hospitalizations and one of their mechanisms was increasing the number of non-pharmaceutical interventions (NPIs), especially face mask obligatory usage. We also show that this estimated impact is not due to other observable mayoral characteristics, such as years of education, ideology, or gender. Our findings suggest that, overall, municipal leaders with STEM training better handled a scenario involving emergencies and small amounts of data and evidence. We argue that our results may indicate that investment in science and technology-related human capital produces non-expected externalities by reducing
COVID 19 Pandemic and International Business: Does Context Matter? A Literature Review

Julia Baranova, UNIVALI - Universidade do Vale do Itajaí
Glaucia Grellmann, UNIVALI - Universidade do Vale do Itajaí
Dinorá Eliete Floriani, University of Vale do Itajaí (UNIVALI)

The pandemic has affected many human activities, including social, political, economic, industrial, and even the routines of people's daily lives. Academic studies were included in these changes. Many scholars have focused on studying the impact of COVID-19 on the theory and practice of International Business, questioning if the theoretical constructs used over the last years are still valid in the face of a new reality. These questions raised the need to revisit the mainstream assumption that IB studies should be context-free. We released a systematic review of the literature about the implications of the pandemic on International Business based on 86 articles published between 2020 and 2022. We argue that context analysis is essential for adapting International Business studies to the new reality. In the face of further complexity, the context should contemplate several levels of analysis and follow the concept of polycontextuality. We contribute to the literature by suggesting a tool for polycontextuality analysis, summarizing the recent literature on the implications of the COVID-19 pandemic on International Business, and setting a new agenda for future IB research in a post-pandemic context. (For more information, please contact: Glaucia Grellmann, UNIVALI - Universidade do Vale do Itajaí, Brazil: glauciagrellmann@hotmail.com)
The advent of Industry 4.0 offers an important vision for tomorrow’s economy and workplace, centered on connectivity among intelligent machines and people. It also blurs geographic, industry and technological boundaries. This session will focus on the following questions: What the implications of these changes for MNEs? How will they capitalize on the changes brought about Industry 4.0.? What are the implications of these changes for IB theories?

Session: 1.2.20 - Special Session  
Track: 16. Clinics and Cafés  

**Fellows Café: International Partnerships - What it Means for Student and Faculty Success**

**Presented On:** July 7, 2023 - 10:45-12:00

Facilitator: Sumit Kundu, Florida International University

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

International Partnerships and Programs is an important aspect for Business Schools. What do we know and the relevance of it for student and faculty success?

Session: 1.3.1 – Special Session  
Track: 15. Special Sessions  

**AIB Fellows International Educator of the Year Special Session**

**Presented On:** July 7, 2023 - 13:00-14:15

Chair: Bodo Schlegelmilch, WU Vienna & Thammasat University

*Introduction to the AIB Fellows International Educator of the Year Award*

Lorraine Eden, Texas A&M University

*Keynote Speech by the 2023 International Educator of the Year:*

Salvador Carmona, IE University Business School

*Reflections:*

Igor Filatotchev, Kings College London  
Maria Tereza Fleury, FGV-EAESP

*(For more information, please contact: Bodo Schlegelmilch, WU Vienna & Thammasat University, Austria: bodo.schlegelmilch@wu.ac.at)*
International Business Under Sanctions

Presented On: July 7, 2023 - 13:00-14:15

Chair: Ajai Gaur, Rutgers University

Panelists:
- Tony Fang, Stockholm University
- Klaus Meyer, Ivey Business School
- Andrei Panibratov, Ecole de Management Léonard De Vinci
- Chris Jones, Aston University

There has been an increasing use of sanctions as a tool to force certain countries, firms or individuals to alter their behavior by denying them access to international markets (Economist 2021). Sanctions are often nonmilitary coercive measures that have the potential to disrupt the international business (IB) environment on short notice and change the rules of the game. Research on sanctions has so far been dominated by political scientists and economists (e.g., Felbermayr et al., 2021; van Bergeijk, 2021). Despite the increasing frequency and scope of sanctions, there has been a lack of systematic analysis of sanctions and their impact from the vantage point of IB scholarship (Meyer & Thein, 2014). The panel aims to debate what sanctions are, why sanctions take place, how sanctions disrupt the institutional framework for IB, and how firms respond to sanctions by synthesizing the available evidence on the political and economic impacts of sanctions. In so doing, we respond to the call for revisiting the political nature of MNEs in the context of IB–government relations (Boddewyn, 2016).

Methodological Challenges and Approaches in International Nonmarket Strategy Research

Presented On: July 7, 2023 - 13:00-14:15

Chairs: Maria A. De Villa, Universidad EAFIT; Tazeeb Rajwani, University of Surrey; and George O. White III, University of Michigan-Flint

Panelists:
- Maria A. De Villa, Universidad EAFIT
- Tatiana Lukoianove, University of Calgary
- Andrew K. Delios, National University of Singapore
- Peng Zhang, Simon Fraser University
- Marleen Dieleman, National University of Singapore

The goal of this panel is to showcase and discuss a range of methodological challenges and approaches in nonmarket strategy research in international business. This panel will bring together a selected group of scholars who will offer a granular understanding of methodological challenges and discuss innovative and non-traditional methodological approaches to overcome these challenges. (For more information, please contact: Maria A. De Villa, Universidad EAFIT, Colombia: mdevilla@eafit.edu.co)
Session: 1.3.4 - Special Session
Track: 15. Special Sessions

Master Class A on ‘Publishing in International Marketing

Presented On: July 7, 2023 - 13:00-14:15

Instructor: Gary Knight, Willamette University

Research and publications in scholarly IB journals are vitally important to an individual’s growth, development, and success in academia. Various philosophical approaches underpin international business (IB) research. A key challenge to researching and writing scholarly work is developing the theoretical dimension of academic research papers. In this master class, I will explain the role of philosophy and theory, and the critical skills involved in identifying and including appropriate theory in research articles. I will also discuss developing novel theoretical contributions in IB research.

These Master Classes are being offered through the generous contributions of the Sheth Foundation.

Session: 1.3.5 - Panel
Track: 5. HRM, Leadership and Cross-Cultural Management

GLOBE 2020 on National Cultural Norms and Leadership Ideals in Poland and Hungary

Presented On: July 7, 2023 - 13:00-14:15

Chair: Mansour Javidan, Thunderbird School of Global Management

Panelists:
Stacey Fitzsimmons, University of Victoria
Mansour Javidan, Thunderbird School of Global Management
Michal Szymanski, Moscow School of Management
Richárd Kása, Budapest Business School (BGE)

Increasingly since around 2015, there has been much discussion of the demise of globalization. Despite such declarations and in spite of a global pandemic the world of business continues to globalize. In our panel, we address the AIB 2023 conference theme, International Business Resilience under Global Disruptions. Working effectively with a multitude of stakeholders despite hiccups and obstacles requires collaboration and rigorous studies of the various aspects of international management. In this panel, we will provide a review of our theoretical framework and research methodology of the GLOBE 2020 research study and also share the latest findings regarding cultural norms and leadership ideals with special insights from researchers in Poland and Hungary. (For more information, please contact: Mansour Javidan, Thunderbird School of Global Management, USA: mansour.javidan@thunderbird.asu.edu)
Session: 1.3.6 - Competitive
Track: 11. Sustainability in International Business

**Investing in Sustainability**

Presented On: July 7, 2023 - 13:00-14:15

Chair: Pooja Thakur-Wernz, Washington and Lee University

*How Do Location Characteristics Moderate the Sustainability-FDI Nexus? Evidence from the MENA Region*

Anna Dimitrova, ESSCA School of Management, Paris
Dora Triki, ESCE
Alfredo Valentino, ESCE

This study examines the impact of sustainability on host-country FDI attractiveness and how this relationship is moderated by location-specific factors, namely terrorist attacks, natural resource endowment and political regime type. Building from the location choice literature and institutional theory, we highlight the importance of considering sustainable development as a complex host-country location determinant. Using data on 15 Middle East and North African (MENA) countries from 2001 to 2020, our analysis reveals that countries with higher levels of sustainability attract more FDI, and that this effect is positively moderated by the presence of natural resources and hybrid political regimes. We also find that, counterintuitively, terrorist attacks appear to accentuate the positive relationship between FDI and sustainability, which could be explained by firms’ prior experience of investing in politically unstable countries. Our findings suggest that pursuing sustainable development goals by governments could be beneficial because it allows them to improve their countries’ attractiveness for foreign investors. Moreover, our moderation analysis reveals that location characteristics matter, which implies that foreign investors should integrate them in their investment strategies. *(For more information, please contact: Anna Dimitrova, ESSCA School of Management, Paris, France: anna.dimitrova@essca.fr)*

*How Far Has COVID-19 Impacted the Investors’ Drive for ESG Adoption*

Nick Hajli, Loughborough University

Environmental, social, and governance (ESG) factors have risen to the forefront important for protection and resilience in volatile capital markets. These factors became all the more important during the COVID-19 pandemic, which has illuminated the interconnectedness of a globalized world, spreading not only as a viral contagion but also spreading economic shock. There has been a significant impact on the real economy, but financial markets have largely rallied. Using a mixed methods research approach, this study investigates the impact of COVID-19 on the ESG strategies of transnational institutional investors, highlighting the impact of foreign ownership in translating ESG perception into action. Examining this issue is important because the financial flows of institutional investors are global, and foreign institutional investors have a material impact on firm valuation. Evidence from two surveys, one pre and the other during COVID-19, of global institutional investors and semi-structured interviews held during the crisis highlighted the importance of the social pillar of ESG and the interconnectedness of each pillar. In response to the complexity and ambiguity of ESG, transnational institutional investors utilised quantitative data and storytelling to communicate a holistic view of the role of ESG strategies to invested companies during this time of crisis. This study also introduces the concept of investor reflexivity to capture the recursive relationship between field constituents and conceptualises institutional investors as both producers and consumers of ESG information. *(For more information, please contact: Nick Hajli, Loughborough University, United Kingdom: n.hajli@lboro.ac.uk)*
The Impacts of ESG on Financial Analyst Forecasts Accuracy: International Evidence from the Role of Firm’s Accruals Quality and Financial Opaqueness

Feng-Jui Hsu, National Taichung University of Science and Technology, Taichung
Sheng-Hung Chen, National Kaohsiung University of Science and Technology
Ca-Pham Van, National Kaohsiung University of Science and Technology

Using global sample from public firms with 11,285 firm-year observations from 19 countries over 2005 to 2020, we investigate the relationship between the accuracy of analysts’ forecasts and the environmental, social, and governance factors (ESG score). We document that ESG scores are positively related to forecasting accuracy, suggesting that analysts are more likely to predict firms’ fundamentals better; hence, forecast accuracy is improved, with a reduction in earnings forecast error and optimistic dispersion. We also construct comprehensive interaction of ESG with accruals quality and the three-way interaction terms of ESG with accruals quality and financial opaqueness and find that strong interactive relationship generates higher forecast accuracy. This finding is consistent with the hypothesis that firm’s accounting information quality plays significant moderating role on the association between ESG and analyst forecast accuracy from global evidence. (For more information, please contact: Feng-Jui Hsu, National Taichung University of Science and Technology, Taichung, Taiwan: rickhsutw@nutc.edu.tw)

Internationalization of Social Ventures: A Business-Model-Change Perspective

S M Feroj Mahmood, University of Vaasa
Tamara Galkina, Aalto University
Peter Gabrielsson, University of Vaasa

There has been progressed in social ventures throughout the past few decades, but the field is still developing. This research area will advance as a result of a better understanding of the internationalization trajectories of social ventures from the business model perspective. Every company’s business model evolves as a result of internationalization, but these modifications can be more difficult for international social ventures (ISV) with a business model that include social and economic factors. The purpose of this study is to detect trends in ISV and core entrepreneurial internationalization, research orientations, and developing international entrepreneurship research issues. This paper discusses the theoretical approach to internationalizing BMs, which are companies that engage in venture capitalism and social entrepreneurship. In addition, in the context of businesses that are internationalizing, this study develops a theoretical approach to business models (BM) of internationalizing enterprises and BMs of social entrepreneurial corporations. This study also discusses the ways in which the economic models of social ventures evolve over time and the significant factors that drive these shifts. (For more information, please contact: S M Feroj Mahmood, University of Vaasa, Finland: s.mahmood@uwasa.fi)
How the Foreign Market Entry Mode Choice Affects Radical and Incremental Innovation in Small and Medium-Sized Enterprises

Niklas Jarisch, WU Vienna
Florian B. Zapkau, WU Vienna
Andreas Moosdorf, FH Aachen

Despite a growing number of studies on the internationalization-innovation relation, we know little how foreign market entry modes shape different innovation outcomes in SMEs. The present paper studies how foreign market entry mode choices influence incremental and radical innovation in SMEs. Drawing on a resource availability perspective, our study explains how different levels of foreign market resource commitment and foreign market closeness – associated with SMEs’ entry mode choices – spur incremental and radical innovation. Testing our hypotheses on a sample of 208 German SMEs, we find evidence that equity entry modes foster incremental innovation in SMEs. Our findings contribute to the literature on the outcomes of firms’ foreign market entry mode choices, the broader literature on the internationalization-innovation relationship, and to the SME internationalization literature. (For more information, please contact: Niklas Jarisch, WU Vienna, Austria: niklas.jarisch@wu.ac.at)

Which Way to Grow? Startup Internationalization and Innovation in Latin America and Europe

Ilka Weichert, University of Tuebingen
Katja Bringmann, Ghent University

Internationalization and innovation are critical for growth-oriented startups. Whereas uncertainty and unique learning challenges in emerging markets such as Latin America make startups set their preference on internationalization, and only thereafter on innovation, in developed markets like Europe internationalization and innovation are regarded as reinforcing each other. This suggests that the institutional context of firms shapes the priorities set on innovation and internationalization. In this paper, we investigate entrepreneurial internationalization and innovation strategies in Latin America and Europe by having a closer look at the legal business context in a startup’s home country. Our paper contributes to the literature on international and strategic entrepreneurship and the institutional context startups face in their home countries. Relying on proprietary data of a globally operating European ICT corporation that is listed at the EUROSTOXX 50 index, we analyze the strategic choices between internationalization and innovation in an unbalanced panel of 359 (336) ICT startups and 1,613 (1,422) observations from seven Latin American countries and five European countries during the years 2014-2016. Our findings suggest that the legal business context in a startup’s home country influences the likelihood of startup internationalization. (For more information, please contact: Ilka Weichert, University of Tuebingen, Germany: ilka.weichert@uni-tuebingen.de)
International Business Model Schemas as Forces for Early Internationalization and Later Transitions: Lessons from A World Leader Born Global

Pedro Sena-Dias, Nova School of Business and Economics
Miguel Pina e Cunha, Nova School of Business and Economics

More and more often we see businesses arise by targeting an international market from the onset. Yet we do not have a good understanding of how firms establish an international business model without a domestic one. Neither do we fully comprehend what drives an internationalized firm into changing its international business model and its established international architecture. We reclaim managerial schemas as forces towards the design of new and change of existing international business models. We propose a particular kind of cognitive, easy-to-formulate linguistic schema, which we call an idée fixe, as transition push between internationalization states. The case of Nelo, an all-world leader in the design and production of performance kayaks and canoes, is used to ground our emergent theoretical model. (For more information, please contact: Pedro Sena-Dias, Nova School of Business and Economics, Portugal: pedro.sena-dias@novasbe.pt)

Session: 1.3.8 - Competitive
Track: 2. Marketing Strategy and Consumer Research

Digital Platforms and Artificial Intelligence in International Marketing

Presented On: July 7, 2023 - 13:00-14:15

Chair: David W Pan, Fort Hays State University / Texas A&M University, Texarkana

Selling on Digital Platforms Abroad: Modes of Control and Dual Liabilities of Foreignness and Complementorship
Jiatao Li, Hong Kong University of Science and Technology
Ziyi Chen, Hong Kong University of Science and Technology
Ohchan Kwon, Hong Kong University of Science and Technology

Digital commerce platforms have created a new channel for multinational enterprises (MNEs) to sell in foreign markets. They can sell on such platforms as a third-party seller (also called a complementor) or as a supplier to the platform owner. The first approach gives better control of the marketing mix but it entails two challenges. The first is the liability of foreignness, and the second is the disadvantage of being a complementor on the platform, termed in this study as the liability of complementorship. The latter challenge arises from the competitive pressure from the platform owner who sets the rules of the platform and has data and algorithmic advantages. Data from Amazon are analyzed to show that maintaining control by selling as a third-party seller tends to predict lower sales compared to serving as a supplier to the platform owner. Yet the penalty associated with retaining control will be smaller for firms with more host-country experience and a stronger brand. In addition, an experimental study shows that consumers’ brand loyalty and readiness for digital commerce influence the chances of success using the two modes of control. These findings provide new insight into how MNEs leverage digital platforms to expand global reach. (For more information, please contact: Jiatao Li, Hong Kong University of Science and Technology, Hong Kong, SAR-PRC: mnjtli@ust.hk)

Privacy Literacy and Privacy Protection Behavior: The Mediating Roles of Privacy Concern and Privacy Self-Efficacy
Xiaojuan Hu, Tongji University

The Internet has penetrated people's daily life, but privacy issues have also attracted people's concerns. Applying protection motivation theory to the online context, this study investigates how privacy literacy influences privacy protection behavior. We identify two different psychological mechanisms and examine the mediating roles of privacy concern and privacy self-efficacy. We conducted an online survey and collected 674
data through the Amazon Mechanical Turk service. The results show that privacy literacy impacts privacy protection behavior through privacy concern and privacy self-efficacy. These findings contribute to privacy literacy and privacy literature and provide important implications for practitioners. (*For more information, please contact: Xiaojuan Hu, Tongji University, China: huxiaojuan@tongji.edu.cn*)

**Digital Payments Across Nations: Longitudinal Analysis of Regulatory, Business and Technological Antecedents**
Manjula S. Salimath, University of North Texas
Vidhi H. Jain, University of North Texas
Robert Pavur, University of North Texas

E-commerce is an important factor in the comparative advantage of nations, with significant implications for internationalization and global business. Despite the ease of use of digital payments, and its apparent ubiquity, the rate of adoption by consumers is not uniform across the world. As extant research within the domain of international business is largely silent on this phenomenon, we examine the reasons for this variation between countries by focusing on three nation level antecedents that reflect the ecosystem of digital payments. Specifically, we analyse the role of Information Communication Technologies (ICT) infrastructure, Business environment, and Regulatory environment. Based on insights from institutional and signaling theory, we predict positive effects of both ICT infrastructure and business environment on digital payments, moderated by regulation environment. Using longitudinal, multi-source, secondary data, we test our hypotheses on 114 nations over three time periods (2014, 2017 and 2021). Our model was significant with a moderately high R-square of .7949. By demonstrating a nuanced moderation that varies at high and low levels of regulation, our study makes an initial, yet novel contribution towards advancing understanding of the complex ecosystem of digital payments among nations, and its implications for regulatory policy. (*For more information, please contact: Manjula S. Salimath, University of North Texas, USA: manjula.salimath@unt.edu*)

**Session: 1.3.9 - Competitive**  
**Track: 11. Sustainability in International Business**

**Partnerships for Sustainability**

**Presented On:** July 7, 2023 - 13:00-14:15
Chair: Martina Barbaglia, Politecnico di Milano

**The War on Drugs: How Public, Private, and Nongovernment Sectors Can Transform a Drug-Based Economy Into an Alternative Sustainable Economy**
Hee-Chan Song, Chulalongkorn University

Multi-stakeholder research suggests that multiple stakeholders across different sectors can resolve societal problems when they unite their complementary resources and skills. The studies highlight that global multi-stakeholder initiatives play a pivotal role in building such partnership processes. However, geographically and culturally isolated regions, such as ethnic minority areas, are often in a blind spot concerning the dissemination of the global initiatives and the relevant stakeholders’ attention. Drawing upon a long-term fieldwork that took place in ethnic minority villages near the Thailand and Myanmar border, this study investigates how collective interventions of multi-stakeholders transformed the illicit drug-based economy of the region into an alternative sustainable economy. The region once supplied 60% of the illicit drugs distributed worldwide, yet a series of cross-sector interventions transformed the region into a non-drug-driven, sustainable economy over the last 60 years. This study reconstructs the process, and in doing so discloses the role of multinational enterprises that facilitated government and non-government sectors to effectively tackle the problem. The findings of this study shed light on the importance of authentic cross-sector partnerships in dealing with sustainability issues of ethnic
MNC-CSO Engagement To Prevent and Remedy Human Rights Violations in GVCs – A Collective Action Problem Approach

Myriam Celine Rapior, University of Hamburg
Marc Oberhauser, ESCP Madrid

Multinational Corporations (MNCs) are faced with the grand challenge of human rights violations occurring along their Global Value Chains (GVCs) and often struggle to provide remedy. The voices of right holders, who are affected negatively by human rights standards at MNCs’ suppliers, oftentimes remain unheard. Theorizing grand challenges as a result of collective action problems, this study shows how civil society organization (CSOs) can play an important role within the remedy of human rights violations along GVCs. Based on 54 interviews with CSOs representatives from emerging and developed economies we conduct method triangulation by combining qualitative analysis with social network analysis. We find that CSOs from emerging and developed economies build transnational networks in order to bridge the geographical and psychic distance between right holders, MNCs and suppliers. CSOs engage in a set of different activities, i.e. forwarding complaints, entering into negotiations and conducting collaborative monitoring and auditing with MNCs. Taking in the CSO perspective it this study, allows us to identify MNC-CSO engagement as a potential solution to achieve a transnational governance form for MNCs human rights due diligence. (For more information, please contact: Myriam Celine Rapior, University of Hamburg, Germany: myriam.rapior@uni-hamburg.de)

Partnering for Impact: How Multinationals and Startups Collaborate to Create Shared Value in Africa

Shameen Prashantham, China Europe International Business School
Gerard George, Georgetown University

Multinational enterprises (MNEs) can play an important role in fostering social impact and thereby contribute to accomplishing the Sustainable Development Goals (SDGs). However, little is known about how MNEs might engage with and support SDG-relevant startups. This exploratory study addresses the question: How do MNEs support SDG-relevant startups? Based on over 40 interviews, startup programs of four MNEs – Alibaba, Bayer, Microsoft and Millicom – were studied in Africa. A three-fold partnering process was identified: (1) conceiving SDG-relevant synergy, (2) programmatizing SDG-relevant intervention, often with non-market partners) and (3) showcasing SDG-relevant outcomes. Additionally, the study identifies a typology of the nature of support which was found to vary in terms of content with its locational advantage of capabilities (whether the MNE originated in an advanced or emerging economy) and in terms of format with its local embeddedness of activities (whether driven by a local subsidiary or global headquarters). The study contributes by unearthing how the division of entrepreneurial labor manifests in an interorganizational process that can create shared value, and by shedding light on how startups could harness globalization (embodied by MNEs) to achieve common good outcomes. Thus a holistic view of partnerships for the SDGs that incorporates startup-MNE partnering is warranted. (For more information, please contact: Shameen Prashantham, China Europe International Business School, China: sprashantham@ceibs.edu)

Understanding the Nature of Social Innovation Projects: A Structuration Perspective

Ewa Sonta-Draczkowska, Warsaw School of Economics

Increasingly organizations or founder teams purposefully address social problems through projects aiming at achieving social impact. However, little is known on the specifics of social innovation projects and practices which contribute to its success. This study applies a project management view on social innovation and explores its dynamic nature using the lens of structuration theory. The research design applies a longitudinal approach based on a single embedded case study of an international non-profit organization fostering social entrepreneurship at the intersection of academia and business. This study identifies patterns of social practices,
which may support or inhibit social innovation projects. Moreover, it discovers the intended and unintended outcomes of social innovation. As a result, the study contributes to a better understanding of the interorganizational setting, actors, and practices which may support the emergence and long-term (For more information, please contact: Ewa Sonta-Draczkowska, Warsaw School of Economics, Poland: esonta@sgh.waw.pl)

Session: 1.3.10 - Competitive
Track: 9. Emerging Markets and Emerging Market MNEs

Managing Liabilities ofEmergingness

Presented On: July 7, 2023 - 13:00-14:15

Chair: C. Annique Un, Northeastern University

How Does Liability of Origin Impact the Performance of Post-Merge Integration of EMNEs?
Wenting Li, Central South University
Ding Wang, Central South University
Dayuan Li, Central South University

Recently, the emerging market multinational enterprises (EMNEs) adopt the cross-border M&A for technological catch-up and value creation. However, the EMNEs are faced the unique challenge of liability of origin, which challenges the cross-border M&A of EMNEs. We combine organizational identity and legitimacy perspective conceptualize the liability of origin as the institutional-related and product-related liability of origin and examined the impacts these two dimensions of liability of origin on the performance of post-merge integration of EMNEs respectively. Utilizing the sample of Chinese firms’ cross-border M&A events, we found that the institutional-related and product-related liability of origin can negatively impact the performance of post-merge integration performance. Moreover, the organizational identity maintenance strategy positively moderates the relationship between product-related liability of origin and the organizational reconstruction strategy positively moderates the relationship between institutional-related and product-related liability of origin. Our findings extend the literatures on liability of origin and the literatures of post-merge integration of EMNEs. (For more information, please contact: Ding Wang, Central South University, China: 11620042@zju.edu.cn)

Innovating by Acquiring: Configuring Liability of Emergingness on Strategic Asset-Seeking Acquisitions
Yanze Liang, University of Groningen
Xinli Huang, Vienna University of Economics and Business

We study the impact of liability of emergingness (LOE) on the innovation performance of emerging market multinationals’ (EMNEs) strategic asset-seeking acquisitions. EMNEs adopt strategic asset-seeking acquisitions as a means of developing their competitive advantages and catching up. However, when EMNEs enter their target countries, they suffer from multiple liabilities (e.g., LOE), such that not all EMNEs are able to improve their innovation performance through acquisitions. In this study, we aim to disentangle the LOE into internal and external liabilities and test how these liabilities jointly affect EMNEs’ post-acquisition innovation performance. Empirically, we utilize the fuzzy-set Qualitative Comparative Analysis (fsQCA) to analyze 162 acquisitions issued by Chinese multinationals between 2013 and 2017. The empirical results indicate four strategic scenarios with different innovation performance conditions for Chinese multinationals’ strategic asset-seeking acquisitions. Our study contributes an extension of the concept of LOE and sheds light on the strategic configurations that allow for high innovation performance. (For more information, please contact: Yanze Liang, University of Groningen, Netherlands: y.liang@rug.nl)
Public Value Creation, Competitiveness, Legitimacy, and Survival: How To Balance Liabilities and Stakeholders’ Expectations When One Is an Emerging Market Multinational?

Ana Maria Gomez-Trujillo, Tecnológico de Monterrey
Maria Alejandra Gonzalez-Perez, Universidad EAFIT
Olga Patricia Castaño Díaz, ISA
Juan Velez-Ocampo, Universidad de Antioquia

This study provides empirical evidence on the role of sustainability as a mechanism to overcome liability of foreignness (LOF), contribute to sustainable development, and create public value. We contribute to the LOF literature by demonstrating how a sustainability strategy helps create public value and helps multinational companies from emerging markets (EMNEs) deal with the disadvantages of operating in foreign markets despite coming from a country with poor reputation. The paper uses a single-case methodology. We used triangulation through multiple sources. We collected primary qualitative data from five Latin American countries and used secondary data from company reports and third-party communications. We used first- and second-order analysis to synthesize data and contrast it with existing theoretical frameworks. Finally, we organized, analyzed, and generated a theoretical contribution from our data. (For more information, please contact: Juan Velez-Ocampo, Universidad de Antioquia, Colombia: juan.velez28@udea.edu.co)

Session: 1.3.11 - Competitive
Track: 3. Finance, Accounting and Corporate Governance

Institutions, Internationalization, and Capital Structure

Presented On: July 7, 2023 - 13:00-14:15

Chair: Alan J Pan, Fort Hays State University

Do Firms Benefit from Taking Heterogeneous Debt? International Evidence from Capital Structure and Product Market Interactions

Ying Zheng, Bryant University
Sadok El Ghoul, University of Alberta
Omrane Guedhami, University of South Carolina

An extensive body of debt structure research explores the coordination failure among creditors of taking heterogeneous debt. This paper, in contrast, provides empirical evidence for the positive role played by debt heterogeneity in reducing stakeholder-driven costs of high leverage. Using a sample of 25,633 firms from 48 countries over the 1989–2018 period, we find that debt heterogeneity alleviates high leverage costs by simultaneously moderating the adverse responses of competitors, customers, suppliers, and employees. These benefits are more pronounced for countries with weak contracting environments or strong creditor rights, industries with low levels of recovery, and firms with high information asymmetry. Our study contributes to the debate on whether debt heterogeneity adds value to firms, and provides an international lens through which to better understand debt structure. (For more information, please contact: Ying Zheng, Bryant University, USA: czheng@bryant.edu)

International Competition from Inward FDI and Import, Productivity, and Domestic Firm’s Capital Structure: Evidence from China

Tongtong Hong, Korea University
Ju Hyun Pyun, Korea University

This study investigates the impact of international competition on the capital structure of domestic firms. We find that types of international competition, such as imports and inward foreign direct investment (IFDI), matter...
in shaping a firm's leverage using Chinese firm-level data. In particular, when faced with high import competition, domestic firms reduce their leverage ratio, but increase it in response to IFDI penetration. This suggests that while international competition can lower the profitability of domestic firms and exert downward pressure on their leverage, IFDI penetration associated with positive productivity spillover can lead to a higher net present value of the expected future profitability and thus higher leverage based on the trade-off theory of capital structure. Our instrumental variable approach using the industry exchange rates and import tariffs supports the main results. Further analyses show that the positive effect of IFDI on the leverage ratio of local firms is stronger when local firms possess stronger absorptive capacities and when they are exposed to more human capital transfers from foreign rivals. Also, relatively weak evidence indicates that firms with direct foreign capital infusions adjust to higher leverage ratios than purely local firms. (For more information, please contact: Tongtong Hong, Korea University, Korea, South: tttht314159@korea.ac.kr)

The Nature, Regulation and Internationalization of Private Equity Firms
Chris Pitelis, Leeds University
Ilias Anthopoulos, University of Athens
Eleni Piteli, University of Sussex
Nikolaos Sfakianos, University of Athens

We argue that Private Equity (PE) firms possess several Firm Specific Advantages (FSAs) that help them mitigate the liability of foreignness and challenges from institutional voids, and take advantage of cross-border opportunities in international markets. These allow them to outperform alternative investment opportunities in the short to medium terms. Over time their advantages are moderated by regulatory and several other challenges, while their investments help improve the performance of other investment opportunities in host countries. This renders their comparative long term performance an open question. We propose that PE firms are unlikely to beat longer term (e.g. ten years) stock market returns. We back are arguments up with in depth interview with a major PE investor in Russia, conclude and discuss opportunities for further research. (For more information, please contact: Chris Pitelis, Leeds University, United Kingdom: c.pitelis@leeds.ac.uk)

Session: 1.3.13 - Interactive
Track: 4. Global Strategy, Organization and Value Chains

Operating Across Business and Entrepreneurial Ecosystems

Presented On: July 7, 2023 - 13:00-14:15

Chair: Rui Torres de Oliveira, Queensland University of Technology

The Structural Determinants of Foreign Operations: Reassessing Coase’s Influence on Hymer’s Thesis
Francisco Figueira de Lemos, FGV EAESP

The latent need for a novel macro framework on the control of foreign operations may explain the recent reassessment of Hymer’s (1960/76) seminal study on Foreign Direct Investment (FDI) by influential researchers in International Business. Indeed, the extant literature reveals a disproportionate amount of existing research at the micro level over macro level studies. As observed by Buckley and Casson (2009), the lack of multilevel analyses has caused the 'big picture' of international business as firstly brought to light by Hymer to fade out. This conceptual paper aims, therefore, to offer a framework to explain the degree of control of international operations within the core theories of economics and management, such as Coase’s view of firms and market, Williamson’s Transaction Costs Economics (TCE) and Buckley and Casson’s Internalization Theory (INT). The intended contribution is to fill the gap claimed in Yamin’s (1991) first call for research on the structural dimension of Hymer’s reasons for control of foreign operations. In this sense, we adopt his structural view of market failure wherein ‘removal of conflict’ arises as the main determinant to explain the control of foreign
Performance of Serial Acquirers: A Configurational Analysis of Firm’s Multilevel Acquisition Rhythms

Cong Cheng, Zhejiang University of Technology
Lulu Yan, Zhejiang University of Technology
Fuming Jiang, RMIT University

Serial acquisitions, as strategic initiatives, often execute streams of mutually interrelated acquisitions aimed at specific strategic objectives. However, serial acquirer encounters the change-stability paradox as well as at their own rhythms or entrain with external environment. While interest in exploring temporal rhythms in serial acquisitions has gained momentum, it has fallen short on providing insights about interdependence of rhythm conditions and multilevel rhythms on acquirer performance. Using a fuzzy-set Qualitative Comparative Analysis of 129 firms engaged in 891 acquisitions during the 10 years between 1 January 2010 and 31 December 2019, we discover that intra- and inter-organizational rhythm can influence acquirer performance and identify four patterns of multilevel temporal rhythm patterns (i.e., Adaptive-orientation, Routine-orientation, Experimental-orientation, Analytical-orientation) that can result in high performance. Our findings contribute to multilevel temporal acquisition rhythms research and respond to calls to balance change-stability paradox across hierarchies by proposing the temporal rhythms that serial acquirer may balance the internal need for rhythms with the entrainment need for responses to environmental change. Our study also enriches the implications for practitioners who influence acquisition decisions. (For more information, please contact: Lulu Yan, Zhejiang University of Technology, China: luluyan@zjut.edu.cn)

Riding the Digital Ecosystem Wave: Orchestration Strategy for Global Expansion

Samrat Bagchi, IIM Indore
Kamal Sharma, IIM Indore

Our study explores the linkages between digitalization, ecosystem orchestration, and global expansion by emerging market digital firms. It further investigates the role of host country digital policies, the local embeddedness of the focal firm, and the moderating effect of environmental dynamism faced by key participants in light of changes in the internal & external environment. In an empirical case study analysis of an emerging market multinational firm’s globalization of services, we investigate the actors, activities, and their motivation for ecosystem orchestration through semi-structured interviews and other archival sources. From a theoretical perspective, the study extends the understanding of boundary conditions of digitalization and global expansion strategy through ecosystem co-creation in the host country. Also, it adds to the existing literature on non-traditional entry modes in international business, aided by digital technologies. Thus, adding contextuality to the extant conceptual understanding of digital ecosystem orchestration. The study is also useful for practitioners and policymakers as it provides insights into managing interdependencies among the ecosystem participants, and antecedents of digital ecosystem co-creation through digital transformation initiatives by emerging market entities. (For more information, please contact: Samrat Bagchi, IIM Indore, India: f20samrb@iimidr.ac.in)

Ecosystem Structure, Institutional Restrictions and Best Practice Adoption: A Study of Apple’s Ecosystem

Kijong Kim, University of South Carolina
Sali Li, University of South Carolina

Ecosystem governance of activities has become an important pillar in scholarly research. While the extant literature is largely focused on the coordination of actor’s activities in the downstream, we examine how the ecosystem leader may promote certain practices to upstream actors such as suppliers. Departing from the traditional network relationships, we address the multilateral interdependencies within an ecosystem and how the ecosystem leader can motivate the suppliers to adopt best practices. Based on a sample of 201 Apple’s
suppliers between 2015 and 2020, we find that the suppliers with industrial proximity to the ecosystem leader is more likely to adopt the zero-waste certification. Moreover, the suppliers with higher levels of relative centrality to the adopter has a higher likelihood of certification adoption. However, this effect diminishes when the suppliers are located in institutionally restricted countries, entailing alignment challenges by the ecosystem leader. This article provides new insights on networks, ecosystem structure, and promotion of best practices in an ecosystem perspective. (For more information, please contact: Kijong Kim, University of South Carolina, USA: kijong.kim@grad.moore.sc.edu)

Influences to Reshoring Implementation Outcomes: An Exploration of the Experience of the Reshoring Implementation Efforts of Four Manufacturing Firms
Daniel Pedroletti, Uppsala University
Olof Lindahl, Uppsala University

Research on reshoring has predominantly focused on factors influencing the reshoring decision. While much intriguing research has emerged from this stream, less light has been shed on what happens after the reshoring decision is made in terms of the implementation of reshoring, the reshoring decision has been found to be influenced by numerous factors, but there is little to suggest that the implementation of such decision should be straightforward. To address this lack of research, this paper adopts an exploratory multiple-case study approach, with the purpose of identifying the challenges to such implementation. In doing so, this paper unearths interesting aspects of the implementation of reshoring that have great consequences for reshoring outcomes and cast novel light on the reshoring phenomenon. Specifically, it highlights how a lack of competence of the reshoring firm may complicate reshoring implementation, but that this also is the case for the firm’s suppliers. Together these overarching challenges question both the ease of evaluating what reshoring may require of a firm, but also questions whether the correct unit of analysis in reshoring is the firm or the network. In line with these findings, the paper makes important contributions to both theory on reshoring and managerial practice. (For more information, please contact: Olof Lindahl, Uppsala University, Sweden: olof.lindahl@fek.uu.se)

Entrepreneurial Ecosystems for Scaling Businesses: Understanding Scaling Ecosystems
Vanessa Bretas, Dublin City University
Esther Tippmann, University of Galway
Jonathan Levie, University of Galway

Entrepreneurship and International Business research consider ecosystems as an important enabler for venture success. However, focused mainly on the productive entrepreneurship of start-ups, it has been under-explored how ecosystems support scaling organizations. Our goal is to understand ecosystems for scaling organizations and how they operate to help them in accessing required scaling expertise and support. A single-case study of an ecosystem was conducted with key stakeholders involved in supporting scaling activities of indigenous and foreign-owned organizations in Ireland. We identify the scaling ecosystem (SE) as distinct from EEs for start-ups and reveal the specific actors, mechanisms and dynamics of a SE. Further, our findings show that scale-ups can access specific supports by being part of an internationalized, loosely coupled SE that is distinctly different to EEs. This study contributes by elaborating the concept of SE as a unique ecosystem and by advancing insights on the impact of digitization on ecosystems supporting entrepreneurship. (For more information, please contact: Vanessa Bretas, Dublin City University, Ireland: vanessa.bretas@dcu.ie)
Entrepreneurial Networking Strategies for Resilience and Venture Establishment in the Context of Regime Change

Julia Ivy, Northeastern University

Through the qualitative study of carefully selected ventures established in Belarus in the years immediately following the collapse of the Soviet Union, this study examined entrepreneurs’ actions, and later sensemaking reflections on those actions, to identify strategies the entrepreneurs acknowledged were effective for establishing their business presence. Focusing on entrepreneurs’ selection of market actors for networking and the nature of their interactions with these actors, the study demonstrates how three variables—the social nature of entrepreneurship, the desire to quickly establish a presence for their ventures, and the context of regime change—interconnect in entrepreneurial sensemaking regarding networking. The study concludes that “assigned selectivity” proved the most powerful networking strategy for a venture’s success and resilience within the context of regime change. (For more information, please contact: Julia Ivy, Northeastern University, USA: j.ivy@northeastern.edu)

Network (Over)embeddedness in International Business: A Systematic Literature Review and Integrative Framework

Giulia Galizzi, University of Vienna
Emmanuella Plakoyiannaki, University of Vienna
Ulf Andersson, Mälardalen University

Despite research on the role of network (over)embeddedness in the international business context is gaining momentum, a lack of consistency in the underpinnings of its conceptualization characterizes the field. Prior research has indeed investigated embeddedness under an array of different perspectives, contributing to the fragmentation of both its theoretical and empirical investigation. This paper objective is to provide a complete overview of the conceptualization and investigation of embeddedness in IB scholarship. We conduct a systematic literature review of 111 conceptual and empirical articles published over the past two decades. Ultimately, the study advances an integrative framework summarizing the bright and dark sides of embeddedness at four level of analysis, as well as future research avenues for international business scholars. (For more information, please contact: Giulia Galizzi, University of Vienna, Austria: giulia.galizzi@univie.ac.at)

The Influence of Network Relationships on SME Internationalization Failure

Tai Leis, University of Tartu
Niina Nummel, University of Turku
Karl Erik Õim, University of Tartu

Internationalization is a complex process in which companies search for and exploit new opportunities in foreign markets. Although internationalization can be very lucrative, it can also pose various risks to companies, which are multiplied in the volatile, uncertain, complex, and ambiguous (VUCA) business environment. This study focuses on the influence of network relationships on internationalization failure among Estonian companies. Based on our qualitative study in three SMEs, we found that inefficient networking can increase companies’ risks, lead to a lack of information, and to wrong decisions as well as prevent them from
finding good partners. Our findings suggest that companies are significantly dependent on their network, particularly on the information flows to which they have access via their network. The networks are also important enablers of internationalization, and an appropriate and effective network can prevent companies from failing. *(For more information, please contact: Tairi Leis, University of Tartu, Estonia: tairi.leis@ut.ee)*

**The Impact of Institutional Support on the Efficacy of Exporting and Pre-Export Commitment of Domestic SME Owners in Sri Lanka**

Chanaka Wijewardena, University of Adelaide  
Hussain Rammal, University of Adelaide  
Ryan Tang, University of South Australia

This paper examines whether institutional support acts as an external resource that foster the positive effects of prior international exposures on the efficacy of exporting and pre-export commitment of domestic SME owner-managers located in rural Sri Lanka. Data from 300 domestic SME owner-managers in the manufacturing sector were used to test the hypothesized relationship between prior international exposures and their pre-export commitment through the mediating mechanism of efficacy (of exporting) and the moderating effect of institutional support on the said relationship. The findings of the study indicate that prior international exposure increases pre-export commitment and fosters the confidence (efficacy of exporting) of domestic SME owner-managers. On the other hand, institutional support increases the positive influence of prior international exposure on pre-export commitment through the efficacy of exporting. These findings suggest that domestic SME owner-managers should build strong links with government institutions to obtain support for their export activities. In addition, government export promotion programs should target domestic SME owner-managers with prior international exposures to increase the effectiveness of such programs. This paper contributes to the literature by testing a model that explains the initiation of exporting by firms that previously only operated in their domestic markets. *(For more information, please contact: Chanaka Wijewardena, University of Adelaide, Australia: chanaka.wijewardena@adelaide.edu.au)*

**Basic-Needs Social Protections and Informal Entrepreneurship: Implications for Policy and Comparative Analysis**

Joshua Kennedy Ault, Arizona State University  
Andrew Spicer, University of South Carolina

While a growing number of researchers have theorized that a lack of access to basic-needs social protections in many developing countries drives mass entry into the informal economy as a means of basic survival, few studies have conceptually or empirically disentangled this welfare-based effect from alternative institutional and economic explanations. In this paper, we find evidence for an independent welfare-based policy channel in explaining cross-national variation in the size of a country’s needs-based informal economy, thus supporting an emerging consensus that basic-needs social protections require separate analysis in both comparative entrepreneurship research and in entrepreneurship-related policy making. We further show that the significance of welfare-based effects in filtering who becomes a needs-based and informal entrepreneur is only fully observable if the poorest countries of the world are included in the comparative sampling frame. *(For more information, please contact: Joshua Kennedy Ault, Arizona State University, USA: josh.auilt@thunderbird.asu.edu)*

**One Is the Loneliest Number: When SME Exporters Choose Multiple vs. Single Channels for Entering Foreign Markets**

Edith Ipsmiller, WU Vienna  
Desislava Dikova, WU Vienna

While it has been acknowledged by researchers that firms use multiple distribution channels to serve their customers – the literature speaks about plural forms of distribution or, more generally, about foreign operation mode combinations – very little is known so far about when firms use multiple distribution channels in foreign
markets. This study aims at contributing to this stream of literature by investigating multiple export channel choice and performance from two different theoretical perspectives – transaction cost economics and game theory. We find that while both theories are useful for explaining the choice between single (integrated and non-integrated) channels and multiple channels (i.e. combinations thereof), coherence with the theories’ predictions does not contribute to enhanced performance at the export venture’s level. (For more information, please contact: Edith Ipsmiller, WU Vienna, Austria: edith.ipsmiller@wu.ac.at)

**Session: 1.3.15 - Interactive**  
**Track: 10. MNE State Relations and IB Policy**

**Geopolitics and Firm Strategy**

**Presented On:** July 7, 2023 - 13:00-14:15

Chair: Stefano Elia, Politecnico di Milano

*Geographic Diversification of Firms, Corporate Investment and Populism*  
Margherita Corina, NEOMA Business School  
Alfonso Carballo, NEOMA Business School

We investigate how multinational firms strategically respond to their corporate investments when faced with increased uncertainty in their home country. In particular, we investigate how multinationals react in their investment decisions when a populist ruler takes office. We show that the presence of a populist leader at the helm of the government undermines single-country firm’s investment, given the uncertainty triggered by populist rhetoric. However, this negative effect is less detrimental for multinational firms that diversify geographically in a greater number of countries. Furthermore, we also find that at higher levels of geographic diversification, the reduction in the negative effect of populism on home investment is less pronounced: for each additional country that the multinational diversifies, the positive marginal effect of diversification will be smaller. We contribute to the literature on international business, by providing theory and empirically testing our hypotheses using a sample of multinational firms in 23 democratic countries from 1998 to 2020. Finally, we also contribute to the study of populism by proposing an empirical strategy based on instrumental variables, which addresses the problem of endogeneity that arises between populism and uncertainty. (For more information, please contact: Margherita Corina, NEOMA Business School, France: margherita.corina@neoma-bs.fr)

*Geopolitical Power Relationships and Foreign Investment Patterns*  
Michael H. Wolfesberger, WU Vienna  
Jonas Puck, WU Vienna

Geopolitical developments and power wrestling between countries assume an increasingly important role for MNCs and their international investments. We draw on theoretical insights from political science on global country governance to study how different types of power relationships between countries influence foreign investment patterns of MNCs. Specifically, we suggest that a country with direct power – influence via dyadic dependencies – provides countries with coercive means in international politics and thus propels its MNCs to assume more depth in their foreign investments by concentrating in single countries. Conversely, we expect that a country with diffuse power – influence mediated via formal and informal institutions – has more legitimacy concerning its economic and institutional interests and thus propels its MNCs to assume more breadth in their foreign investments by spreading investments across multiple countries. Additionally, we expect MNCs to pay more attention to these power relationships when they have political connections to their home-country. We test our hypotheses on a sample of 42,934 firm-year observations (2009-2018) combining different investment databases. We find support for most of our hypotheses. This study, therefore, extends theory on how influence of an MNC’s home-country in international politics bears different implications depending on the

Christian Stutz, Jyväskylä School of Business and Economics
Saara Matala, Chalmers University of Technology

International business (IB) researchers have long studied how multinational companies use political tactics to shape policies in their home and host countries. Yet, this literature has largely ignored the return of industrial policies—i.e., governmental plans and activities to allocate public resources to private firms aligned with national objectives—as a new avenue for political activities. In this article, we redress this oversight from an IB perspective by examining Finnish industrial policy-making concerning export-oriented shipbuilding from 1952 to 2014. Drawing from neo-institutional theory, the empirical findings challenge the idea that the current rise of industrial policy is a temporary triumph of state interventionism over market ideology. Instead, the findings show the persistence of the operation over time although it occasionally took more hidden forms. We identify the industry’s multi-generational political strategy to work with political leaders to legitimize and coordinate industrial policy-making under the influence of multiple institutional pressures (geopolitics, supranational institutions, local society). Our primary contribution is to unpack the corporate political activity nature of industrial policy-making from an IB perspective. Moreover, the study responds to calls for incorporating historical methods in IB scholarship and demonstrates a key methodological potential: Exposing biases in current research paradigms. (For more information, please contact: Christian Stutz, Jyväskylä School of Business and Economics, Finland: christian.stutz@jyu.fi)


Iiris Saittakari, Aarhus University
Perttu Kahari, Aalto University
Jo Angouri, Warwick University
Dominic Savolainen, United Kingdom Government Economic Service

National identity is a concept that is widely studied in social sciences. It has implications for individuals’ sense of belonging and social order which influences how citizens react to multinational companies’ business decisions. In this paper, we advance the concept of national identity in international business research. We use the concepts of ‘us vs. them’ to examine the national identity claims in the context of a highly visible business decision—the relocation of British technology company Dyson’s corporate headquarters from the United Kingdom to Singapore. Our findings illustrate that the social construction of national identity is fluid and dynamic. In our data, ‘them’ often referred to the affluent elite who pioneered Brexit ideologies, perpetrators, right wing, or leave-voters but never foreigners. There are thus multiple national identity constructions within one country, which MNCs need to be aware of and ensure the society’s needs are acknowledged when business decisions are made. Acknowledging them is also key in better understanding the new rise of nationalism and re-evaluating the role of MNCs in globalization more generally. (For more information, please contact: Iiris Saittakari, Aarhus University, Finland: iiris.saittakari@aalto.fi)
Global Entry: Re-Conceptualizing Multinational Investments as Two-Sided Matches between Governments and Firms

Sinziana Dorobantu, New York University
Thomas Lindner, University of Innsbruck
Laurenz Tinhof, WU Vienna

Research in international business conceptualizes the selection of investment locations as unilateral decisions made by multinational firms, without acknowledging that, in most industries, local governments play a critical role in approving foreign investments. We develop a theoretical framework that conceptualizes a multinational investment as a two-sided match between a multinational firm interested in a particular location and a local government interested in the investment of that firm. Our two-sided framework accounts for the strategic goals of both multinational firms and local governments that can either incentivize or block multinational firms from entering their markets, incorporating the dynamics of competition among firms for the best investment locations and competition among governments for the best firms. Empirically, we use statistical simulations to assess the relative explanatory power of matching and binary choice models, and we show that in the global power generation market, matching models to outperform significantly binary choice models. (For more information, please contact: Laurenz Tinhof, WU Vienna, Austria: laurenz.tinhof@wu.ac.at)

The Role of MNC Subsidiary Ownership on Subsidiary External Embeddedness

Hami Usta, Florida International University
Marcelo Alvarado-Vargas, University of Toledo
Dasol Sim, Florida International University
Tareq Alharbi, Florida International University

Prior evidence suggests that subsidiary external embeddedness is contingent on multiple factors, but the antecedents of subsidiary external embeddedness have been tested almost exclusively for subsidiary level factors. To extend our understanding of this prominent role of subsidiaries, we explore the impact of MNC factors (e.g., MNC ownership) on the subsidiary external embeddedness. Our results show that that MNC ownership is negatively associated with subsidiary external embeddedness. This study further suggests that headquarters may relinquish their subsidiary ownership in order to unfold the potential of subsidiaries. (For more information, please contact: Dasol Sim, Florida International University, USA: dsim@fiu.edu)

Session: 1.3.16 - Interactive
Track: 14. Theme: IB Resilience under Global Disruptions

Adverse Environments and Resilience

Presented On: July 7, 2023 - 13:00-14:15

Chair: K. Skylar Powell, Western Washington University

Expected Geopolitical Threat, Not Actual Economic Benefit, Leading to the Deep-Level US-China Decoupling

Yuxuan Zhao, Tsinghua University
Zhenzhen Xie, Tsinghua University
Peter Ping Li, Copenhagen Business School

What decouples a perfect couple like China and the US? Building upon the perspectives of global supply chain (in the domains of merchandise trade and technological collaboration) and coopetition (related to value creation and value capture), we seek to answer the above question. First, we make a general argument that the China-US decoupling could be better explained by the geopolitical logic rather than the economic logic, reflecting different motivational intentions, with the former being largely conflicting or competing, while the latter being
largely interdependent or cooperative. Second, we propose and show support with data during 2008~2020 for the specific argument that the diverse effects of geopolitical and economic forces on the China-US decoupling effectively explain the dynamics in both merchandise trade and technological collaboration, reflecting different bargaining powers, with the former being largely symmetrical about interdependence, and the latter being largely asymmetrical about the dependence by China on the US. Further, we examine the moderating effect of friend-shoring on the link between the antecedents (i.e., the economic and geopolitical forces) and the outcomes (i.e., the decoupling in merchandise trade and technological collaboration). (For more information, please contact: Yuxuan Zhao, Tsinghua University, China: zhaoyx21@mails.tsinghua.edu.cn)

Study of Normative Organizational Resilience in Adverse Environments: Exit Decisions and ESG Criteria of MNEs Doing Business in Russia
Viatcheslav Avioutskii, ESSCA School of Management
Roth Fabrice, Lyon 3 Jean Moulin University

Our study focuses on normative organizational identities of MNEs that, on moral and ethical grounds, have decided to withdraw from the Russian market. More specifically, we wonder to which extent these strategic decisions reflect their normative organizational resilience in a context of global disruption related to the invasion of Ukraine and adverse institutional pressures. We test the impact of macro- (level of democracy, institutional quality, political position of states) and micro-variables (listing, ownership, ESG criteria) that define organizational identities of MNEs on their withdrawal from Russia. Our main results confirm the ethical foreign divestment literature when host countries are characterized by national values which are incompatible with organizational values of MNEs. Today MNEs need to be considered as ideational entities endowed with sense and intentionality, behaving in conformity with their foundational values and expressing social responsibility to a broad range of stakeholders. (For more information, please contact: Viatcheslav Avioutskii, ESSCA School of Management, France: avioutskii@yahoo.fr)

Nested Local, National, and Global Identities in the Context of Existential Threat
Anna Katherine Ward Bartlett, VirginiaTech
I-Heng Wu, University of South Alabama
Nancy Buchan, University of South Carolina
Sophia Jeong, New York University, Abu Dhabi
Nasima Mohamed Hoosen Carrim, University of Pretoria
Isis Olimpia Gutierrez Martinez, UDLAP
Changya Hu, National Chengchi University
Sofia Johan, Florida Atlantic University

Although various theories on identity exist, each with its own vast literature, the extant research does not fully address change in nested identities in the presence of an existential threat – one that threatens both sub- and superordinate identity groups. Further, the identity literature lacks attention to workplace consequences of nested identity in the context of existential threat. We conducted a mixed-methods investigation to address these gaps. All data were collected in the presence of sub- and superordinate identity group threatening forces including Covid-19, supply chain disruptions, and social protests. In Study 1, we asked 27 adults working in the United States about their identification with their local community, nation, and world as a whole both pre-Covid and during the Summer of 2020. Their responses allowed us to develop a deeper understanding of how these nested identities changed in response to threat. In Study 2, we tested workplace implications of identification at each level by administering two surveys (separated by one month) to 337 adults working in Mexico, South Africa, Taiwan, and the United States. Results supported global identification as a useful tool for coping with existential threat, as it showed a positive influence on both satisfaction and performance. (For more information, please contact: Anna Katherine Ward Bartlett, VirginiaTech, USA: akward@vt.edu)
Justifying Your De-internationalization Decisions: The Discursive Legitimation of International Strategic Changes
Alex Brinkmeier, Saint Louis University
Yeon Jae Choi, Saint Louis University
Nitish Singh, Saint Louis University

The Russia-Ukraine war has influenced the divestment decisions made by multinational corporations (MNCs) as they try to mitigate risks and lower uncertainty. The resiliency of firms during this geopolitical conflict is complex and needs further evaluation. Therefore, this study addresses the conference track of reliance by exploring the legitimation strategies employed by MNCs to justify their divestment decisions. Using a critical discourse analysis method, the authors examine an extensive number of company announcements detailing their de-internationalization decision following the start of the Russia-Ukraine war. The study provides evidence of firms’ implementation of legitimation strategies during global disruptions, identifies the types of strategies used by firms to justify their de-internationalization decisions, analyzes the relationship between the type of decision made and legitimization strategy used and provides a first attempt at examining the de-internationalization decision process from a discursive perspective. The results indicate the active role firms take in geopolitical conflicts shifting their legitimation strategies to new international contexts to cope with the closure of foreign operations. Implications for the de-internationalization framework, legitimation literature, and future research directions are offered. (For more information, please contact: Alex Brinkmeier, Saint Louis University, USA: alex.brinkmeier@slu.edu)

Liability of Origin and Co-evolutionary Business Network Strategies in Selective Deglobalization/Decoupling
Hongzhi Gao, Victoria University of Wellington
Simone Guercini, University of Florence
Monica Ren, Macquarie University

This research paper aims to analyze the effect of recent deglobalization trends on international business networks, with reference to liability of origin (LOR) as a particular aspect of firm internationalization. The issue of origin is seen not in relation to a specific type of country, such as emerging countries, but as an effect of the geopolitical conflict in deglobalization. The topicality of this theme is due to the increasing pressures from deglobalization and the US-PRC decoupling. Methodologically, the paper proposes a literature review and case study on co-evolution in the semiconductor industry. Selective deglobalization brings attention to the issue of boundaries and structures of a firm’s international business networks, and in this context proposes a type of liability for corporate actors that are connected to the country of origin, but in new terms related to selective deglobalization, which we trace to the concept of liability of origin. The elaboration of the results leads to the formulation of some propositions as the main contribution of the paper also in terms of future research agenda. (For more information, please contact: Simone Guercini, University of Florence, Italy: simone.guercini@unifi.it)

Resilience through Collective Agency? Policymakers’ Perspective on Advancing Sustainability and Security Together with Businesses
Eini Haaja, University of Turku
Anna Karhu, University of Turku
Hanna Mäkinen, University of Turku

Enhanced resilience is on the agenda of business managers and policymakers. Given the grand challenges faced by both, resilience refers both to advancing security as well as environmental sustainability and preparing for related challenges. This study explores the policymakers’ perspective on advancing resilience objectives in international business. Building on literature on socio-political networks and collective agency, the empirical data was collected from individual and focus group interviews with policymakers dealing with sustainability and security issues. The study shows that while trying to advance resilience as well as the global competitiveness of European industries, policymakers face both synergies and controversies between these objectives. Moreover, they are faced with three dilemmas in pursuing them: (1) How to share information for more efficient policies? (2) Who pays the price for resilience investments? (3) How to balance regulation and need for innovations? By
thus enlightening the complexity of objectives and processes of collective agency, the study opens up new avenues for research particularly on international business policy, and offers recommendations to both business managers and policymakers aiming at strengthening the resilience of individual businesses and economies at large. (For more information, please contact: Anna Karhu, University of Turku, Finland: anna.karhu@utu.fi)

Session: 1.3.17 - Interactive
Track: 9. Emerging Markets and Emerging Market MNEs

**IB Strategy in Emerging Markets**

**Presented On:** July 7, 2023 - 13:00-14:15

Chair: Zhu Zhang, University of International Business and Economics

*MNE Responses to Institutional Voids in Emerging Markets: Evidence from the Hospitality Sector*

Salma Soliman, Middlesex University
Paul Gooderham, Middlesex University & Norges Handelshøyskole

This paper explores the influence of the MNE country of origin on its responses to institutional voids in emerging markets. We study the cases of four MNE subsidiaries of international hotel chains from liberal, coordinated and emerging market economies, operating in the same host emerging market. We explore and compare how these different international hotel chains operate IHRM in response to the same sets of institutional voids experienced in the host country; Egypt. Our results show different degrees of convergence/divergence across different HR measures for subsidiaries of different types of market economies. Our findings contribute to the discussion MNE responses to institutional voids in emerging markets and more generally to IHRM in the hospitality sector. (For more information, please contact: Salma Soliman, Middlesex University, United Kingdom: s.s.soliman@mdx.ac.uk)

*Connected and Compatible: Institutional Investors, Board Interlocks and R&D Investments in Emerging Market Firms*

Saneesh Edacherian, University of Birmingham Dubai
Vidya Sukumara Panicker, Loughborough University

The impact of institutional investor shareholdings on R&D investments in emerging market firms has received scant attention in the literature. By integrating institutional agency and resource dependence perspectives, we examine the role of different institutional investors and their interactions with board interlocks in shaping their preference for R&D investment. On a sample of 2478 Indian firms from 2005 to 2019, we find that different categories of institutional investors have distinct preferences for R&D investment. Various institutional investors interact with board interlocks, a key source of external knowledge in emerging economies, to affect R&D investment differently. We contribute to understanding the role of heterogenous groups of institutional investors in emerging economy. We add to an integrated institutional agency-resource dependence perspective by examining how the effect of institutional investors approached through an institutionalized agency lens interacts with relational capital provided by board interlocks examined from a resource-dependence perspective. Our study highlights the need for a strong legal framework in emerging economies to provide confidence and protection to FIIs for a long-term focus in their portfolio. Managers need to identify the right combination of institutional investments and interlocked boards for ideal outcomes. (For more information, please contact: Saneesh Edacherian, University of Birmingham Dubai, United Arab Emirates: s.edacherian@bham.ac.uk)
Sweet Home or Bitter Journey? Home Country Antitrust Regulations and Global Expansion of Emerging Market Firms

Zhihong Wen, University of Sydney
Vikas Kumar, University of Sydney

Antitrust regulations served as an increasingly critical component of the institutional environments in emerging countries. However, the study about its role in affecting the behaviors of emerging market firms (EMFs) remains scant. Drawing on the institutional escapism and springboard perspective, this study examines the role of industrial antitrust enforcement on the decision-making process of EMFs’ internationalization. We argue that antitrust enforcement improves the institutional environment in the home country, mitigating emerging market firms’ tendency to conduct first internationalization. However, this effect is contingent on the market dynamics as the focal firm needs to adapt to the competitive landscape of industrial peers. Using 3,765 Chinese publicly listed firms from 2001 to 2018, we conducted the survival analysis and find that antitrust enforcement has a negative effect on the likelihood of the first cross-border acquisition of emerging market firms, but the global expansion of the industrial peers can positively moderate this effect. (For more information, please contact: Zhihong Wen, University of Sydney, Australia: zhihong.wen@sydney.edu.au)

The Contingent Effects of Challenge Stressors and Hindrance Stressors on Multinational Corporations’ Subsidiary Performance

Chong Yu, Middlesex University London
Matthew Robson, Cardiff University
Zahleb Najafi-Tavani, University of Leeds
Ghasem Zaefarian, University of Leeds

The present study addresses a lacuna in research on the effects of subsidiary work stressors within headquarters–subsidiary relationships. Based on the differentiated job demands–resources (JD-R) theory, it investigates the mediating role of work engagement in the associations of challenge-hindrance stressors and subsidiary performance (i.e. operating revenue and local responsiveness). It also tests if and how slack resources moderate the links between challenge-hindrance stressors and work engagement. The survey results from 222 Chinese subsidiaries confirm work engagement mediates the positive relationship between challenge stressors and subsidiary performance, and it mediates the negative relationship between hindrance stressors and subsidiary performance. Moreover, slack resources strengthen the effect of challenge stressors on work engagement. Implications of findings for theoretical development and managerial practice are also discussed. (For more information, please contact: Chong Yu, Middlesex University London, United Kingdom: c.yu@mdx.ac.uk)

Reexamine the Effect of Government Subsidies on Firm Performance: The Mediating Role of Strategic Change

Jialin Song, Tongji University
Sihong Lu, Swinburne University of Technology

A stream of resource-based view (RBV) literature indicates the importance of including firm actions in the efficient utilization of resources. By applying the resource-action-performance framework, we argue that action has a significant effect on heterogeneous performance among recipients of government subsidies. By using data from 2,135 Chinese publicly listed firms, we examine the effects of organizational-level strategic changes on government subsidies and firm performance. Our results suggest that the level and direction of strategic change have a strong mediating effect on a firm’s efficiency utilize government subsidies. This study provides new insights into the RBV literature and highlights the importance of managers’ attention to firm strategic change on resource utilization. (For more information, please contact: Jialin Song, Tongji University, China: sdsongjialin@tongji.edu.cn)
How does business group identity affect affiliate performance? Integrating social identity theory and embeddedness theory, we extend the scope of embeddedness of business group affiliates from interfirm embeddedness (reflected in internal and external business ties) to include business group embeddedness (reflected in perceived group identity) and intrafirm embeddedness (reflected in trust among employees inside an affiliate). A research model is proposed to explain the relationships among the various forms of embeddedness and the performance of affiliates. We verify the proposed model based on a survey on 192 firms affiliated with 38 business groups in Taiwan using moderated mediation regressions. Results supported a direct effect of perceived business group identity on affiliate performance and a mediating effect of internal business ties between perceived business group identity and affiliate performance. However, the mediating effect of external business ties is supported only when trust among employees is high. Finally, results also supported a stronger positive relationship between perceived business group identity and affiliate performance when trust among employees is higher. Implications to research on business group, organizational identity, and embeddedness are discussed. (For more information, please contact: Chia-Ling (Eunice) Liu, National Taiwan University, Taiwan: euniceliu66@ntu.edu.tw)

Session: 1.3.18 - Special Session
Track: 16. Clinics and Cafés

Teaching Café: Teaching IB in Emerging Markets

Presented On: July 7, 2023 - 13:00-14:15

Facilitators:
Cyntia Vilasboas Calixto Casnici, University of Leeds
Diego Finchelstein, Universidad de San Andres

In this teaching cafe we will discuss the challenges of teaching international business in emerging markets. In addition, how to explore the local specificities in order to understand the impact of IB in the local context and increase student engagement. We will share our experiences in different countries, and are willing to hear from participants their approaches and initiatives in the classroom. (For more information, please contact: Cyntia Vilasboas Calixto Casnici, University of Leeds, United Kingdom: c.casnici@leeds.ac.uk)
Session: 1.4.1 - Panel
Track: 7. Teaching and Education

The Role of Business Schools in Educating Future Leaders in International Business

Presented On: July 7, 2023 - 14:30-15:45

Chair: Bodo Schlegelmilch, WU Vienna & Thammasat University

Panelists:
Salvador Carmona, IE University Business School
S. Tamer Cavusgil, Georgia State University
Sumit Kundu, Florida International University
Pipop Udorn, Thammasat University

Salvador Carmona, the Rector of IE University and Dean for faculty affairs at the IE University Business School in Madrid Spain, is the recipient of this year's AIB Fellows International Educator of the Year Award. This panel discussion links to Salvador Carmona’s Key Note address during the Award Ceremony. Senior academics from Africa, Asia, Europe and North America discuss the changing role of business schools in educating future leaders in international business with the award winner. A Q&A with the audience rounds off the session. Each panel member explores different facets of the future with Salvador, such as the role of business schools in pursuing the UN’s sustainability goals, the impact of technology on how business schools will educate international managers, the influence of value shifts on the business school’s curricula, and the future competitive landscape of business schools among other providers of management education. The panelists offer insights from the perspective of a European based international accreditation agency that accredits business schools in more than 70 countries worldwide; from a large research focused business school in the US, from a prestigious Asian business school, and from an African business school that faces a challenging development agenda. (For more information, please contact: Bodo Schlegelmilch, WU Vienna & Thammasat University, Austria: bodo.schlegelmilch@wu.ac.at)

Session: 1.4.2 - Special Session
Track: 9. Emerging Markets and Emerging Market MNEs

International Entrepreneurship From Emerging Economies

Presented On: July 7, 2023 - 14:30-15:45

Chair: Markus Taussig, Rutgers University

Panelists:
Ishtiaq Pasha Mahmood, National University of Singapore
Maria Alejandra Gonzalez-Perez, Universidad EAFIT
Yanbo Wang, University of Hong Kong
Martina Musteen, San Diego State University
Shaker Zahra, University of Minnesota

Much of previous research has viewed emerging economies (EEs) as presenting challenges to firm internationalization given their un- or underdeveloped institutions. However, while viewed as distinct from advanced economies, EEs have been treated as a relatively homogeneous context with studies downplaying the unique regional aspects of EEs influencing the internationalization of EE firms, young firms in particular. In this special panel, we aim to take a closer look at international entrepreneurship originating in EEs by adopting a
regional perspective and discussing key recent developments in EEs affecting international venturing and establishment of new international ventures. (For more information, please contact: Markus Taussig, Rutgers University, USA: mtaussig@business.rutgers.edu)

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**Session: 1.4.3 - Panel**

**Track: 8. Research Methods**

**Are Conventions Limiting Innovation in Qualitative Research in IB? A Round-Table Discussion on the Gioia Method and Its Alternatives**

**Presented On:** July 7, 2023 - 14:30-15:45

Chairs: Jacqueline Mees-Buss, University of New South Wales and Catherine Welch, Trinity College Dublin

Discussants: Catherine Welch, Trinity College Dublin and Rebecca Piekkari, Aalto University

**Panelists:**
- Giovanna Magnani, University of Pavia
- Duc Nguyen, University of Manchester
- Tine Koehler, University of Melbourne

In the discussion around qualitative research methods, the so-called ‘Gioia Method’ has been attracting renewed attention. The research strategy has been around for more than two decades and rose to the fore as the preferred template for ‘rigorous’ qualitative interpretive research. In recent years Gioia has been publishing multiple articles re-explaining his eponymous method. In a recent publication in the International Business Review (Magnani & Gioia, 2022), Magnani and Gioia present the method as highly suitable to dealing with the challenges of international business (IB) and international entrepreneurship (IE) thus promoting even greater uptake. These claims stand in contrast with what some of its critics have been saying. They have raised concern that the method and its popular ‘data structure’ are primarily inductive and limiting methodological pluralism, innovation, flexibility, and creativity in theorizing in our field. The debate we need to have as a discipline is: Is the Gioia Method indeed – as the IBR paper suggests – a route for IB towards more creative and interesting theory, or is it holding us back? In the proposed debate, we plan to address this question by juxtaposing the Gioia Method to some of the alternative ways of theorizing in IB. (For more information, please contact: Jacqueline Mees-Buss, University of New South Wales, Australia: j.meesbuss@unsw.edu.au)

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**Session: 1.4.4 - Panel**

**Track: 4. Global Strategy, Organization and Value Chains**

**When IOM Meets IB: Creating Frameworks to Answer to the Resilience Challenges**

**Presented On:** July 7, 2023 - 14:30-15:45

Chair: Afonso Fleury, University of Sao Paulo

Panelists:
- Afonso Fleury, University of Sao Paulo
- Yongjiang Shi, Cambridge University
- Yang Cheng, Aalborg University
- Thomas Friedli, University of St Gallen

A recent McKinsey report announces that “The COO (Chief Operations Officer) is back”, a fact that “is justified by the need of recreating the companies’ operations for them to become more resilient” (McKinsey Report,
In other words, the Production/Operations function (re)gains a strategic role in multinational companies, whereas it was previously considered essentially tactical. Resilience is directly associated to Operations. So this is the perfect time for a (re)approximation of International Operations Management (IOM) and IB. In the IB literature, Production and Operations Management is rarely considered a strategic asset or a dynamic capability. It is taken that this function is of minor importance or even a black box. That is partly related to POM's intrinsic characteristics, but also to assumptions derived from the outcomes of the initial IB studies. On the other hand, within the POM's discipline, which prioritizes the Production function, a gradual concern with International Operations emerged in the late 1980s, the time of accelerated globalization. More recently, the POM community, like the IB community, started to address today's grand challenges like Resilience, Sustainability, Climate Change, Circular Economy, Geopolitical Changes, Digitization and its social consequences, among others.

This panel aims to close the gap between studies looking at multinational enterprises adopting an IB approach versus an IOM one. We will advocate that there is a gradual convergence, a partial overlap, and strong complementarity between IOM and IB. In addition, while IB is theory-driven, IOM is practice-oriented. This might add more real-world complexity to research and increase the benefit for practitioners. (For more information, please contact: Afonso Fleury, University of Sao Paulo, Brazil: acfleury@usp.br)

**Session: 1.4.5 - Special Session**  
**Track: 15. Special Sessions**

**Teaching Innovations in International Business**

**Presented On:** July 7, 2023 - 14:30-15:45

Chairs: Ausrine Silenskyte, University of Vaasa and Marleen Dieleman, National University of Singapore

**Panelists:**

- Salomao Alencar Farias, Georgia State University
- Narentheren Kaliappen, Universiti Utara Malaysia
- Filip De Beule, University of Leuven
- Maxim Grib, Friedrich-Alexander-Universität Erlangen-Nürnberg
- Jelena Cerar, WU Vienna University of Economics and Business

(For more information, please contact: Ausrine Silenskyte, University of Vaasa, Finland: ausrine.silenskyte@uwasa.fi)
**Session: 1.4.6 - Panel**  
**Track: 11. Sustainability in International Business**

**Multinationals’ Solutions to Grand Challenges**

**Presented On:** July 7, 2023 - 14:30-15:45

Chairs: Grazia D. Santangelo, Copenhagen Business School and Alvaro Cuervo-Cazurra, Northeastern University

Multinationals’ Solutions to Grand Challenges  
Jonathan Doh, Villanova University  
Xufei Ma, Chinese University of Hong Kong  
Lemma Senbet, University of Maryland  
Laszlo Tihanyi, Rice University

Grand Challenges are complex problems with no easy solutions, which transcend national borders and affect future generations. The cross-sector collaboration among multinationals, governments, transnational organizations, and not-for-profit organizations can yield new solutions. The panelists will discuss with the audience how multinationals can be part of the solution to Grand Challenges. The panel aims to create an opportunity for scholars interested in multinationals’ solutions to Grand Challenges to exchange their views and get insights on the JIBS Special Issue call on the topic. *(For more information, please contact: Grazia D. Santangelo, Copenhagen Business School, Denmark: gs.si@cbs.dk)*

**Session: 1.4.7 - Competitive**  
**Track: 14. Theme: IB Resilience under Global Disruptions**

**Institutional Context and Global Value Chain Resilience**

**Presented On:** July 7, 2023 - 14:30-15:45

Chair: Michael Witt, King’s College London

Deep Trade Integration and the Resilience of GVC Participation in Uncertain Times: Firm-Level Evidence  
Zarlasht Muhammad Razeq, McGill University

Does comprehensive trade integration increase the resilience of firms' GVCs linkages against supply chain disruptions? Using the COVID-19 episode as a test case, this paper examines whether comprehensive (deep) trade agreements help firms to maintain their production linkages to GVCs. The paper argues that because institutionalized trade integration strengthens the certainty and continuity of trade relations, firms in countries with deep trade agreements experience less decline in their export after a major disruption in supply chains caused by stringent lockdown measures. In assessing this argument, the paper uses a quarterly dataset that includes micro and macro data on firm-level export, levels of GVC integration, PTAs, COVID-19, and other country and firm characteristics for a panel of 13015 firms in twenty-two developing and developed countries. Results show that the depth of the trade agreement reduces the disruptive impact of lockdowns and closures on firms' export, especially for firms that were more integrated with GVC trade before the pandemic. The implication is that more comprehensive trade integration increases the resilience of supply chains in times of major shocks. This paper contributes to the micro-study of GVC integration and trade institutions in uncertain times. *(For more information, please contact: Zarlasht Muhammad Razeq, McGill University, Canada: zarlasht.muhammadrazeq@mail.mcgill.ca)*
Category-dilution Strategy and the Effect of a Trauma Event: The Case of the Nuclear Sector
Yoo Jung Ha, University of Sheffield
Hitoshi Mitsuhashi, Waseda University

This paper explores factors that determine a firm’s use of category dilution strategy in the stigmatized sector. We found that in the nuclear sector key human capital has been redeployed from stigmatized to stigma-free technologies, confirming evidence of category dilution at the resource level. Category dilution strategy is slowed down during a trauma event. The negative effect on category dilution strategy however will be decreased by spatial proximity from the trauma event and stigma spillovers from the general public to national policy-making. We offer a theoretical explanation about reasons of oscillation in a firm’s category dilution strategy by building on category theory and multiple-goal theory. (For more information, please contact: Yoo Jung Ha, University of Sheffield, United Kingdom: y.j.ha@sheffield.ac.uk)

Safety Net: The Safeguarding Effects of Country Trade Network on Exporters
Ziliang Deng, Renmin University of China
Runqiong Wang, Renmin University of China

International trade constitutes complex global networks between countries. Does the network position of a country influence the business prosperity of its exporters? Drawing on social network theory, we hypothesize that the centrality and non-substitutability positions of the home country reduces the likelihood of its exporter to exit from international business because of efficiency, cost, and power effects. We also hypothesize that international diversification of a firm weakens the negative relationship between country network position and exporter exit. Using large longitudinal datasets of Chinese manufacturing firms and their export transactions on product as well as over 81 million data on global trade flows, we find strong support for the hypotheses. This study contributes to the international business literature by highlighting the country network as an important dimension of the home country effects in international business, and particularly in de-internationalization. This study also contributes to the social network theory by exhibiting the value of encapsulating network analyses at different levels of network. This study offers rich implications for internationalized firms in the era of de-globalization. (For more information, please contact: Ziliang Deng, Renmin University of China, China: ziliang.deng@ruc.edu.cn)

Global Value Chain Disruptions: The Response of the Valencian Textile Cluster to the COVID-19
Andrea Pallás-Rocafull, University of Valencia
José Pla-Barber, University of Valencia
Cristina Villar, University of Valencia
José Luis Hervás-Oliver, Polytechnic University of Valencia

We examine whether localization in districts enhances firms’ resilience in the face of global, external shocks. In particular, we examine what is the role of clusters in favouring firms’ position to confront global disruptions. Utilizing the COVID-19-related disruptions of global value chains, which distorted the normal flow of inputs from China to the European textile industry, we focus on the responses of SMEs situated in a cluster. Specifically, we analyse the firm- and cluster-level responses to the lack of textile inputs. Using qualitative research methods, we shed light on the processes through which location within a cluster enhances firms’ resilience, defined as the capability to adapt to major shocks. Our results show that the focal cluster’s institutional infrastructure facilitated the reorganization of the cluster’s cognitive structure to confront these global, pandemic-related disruptions. Local collective actors playing the role of brokers enhanced firms’ resource position and organizational processes. Hence, both the collective actors and the collective actions created a competitive advantage for SMEs. We enhance our understanding of the relationship between clusters and firm resilience in the face of global disruptions, as well as of the concept of resilience. (For more information, please contact: Andrea Pallás-Rocafull, University of Valencia, Spain: andrea.pallas@uv.es)
The Interplay between Environment, Resources and Firm Behavior

Presented On: July 7, 2023 - 14:30-15:45

Chair: Sivakumar Venkataramany, Ashland University

Speed of Decision-Making Process: The Role of Inconsistent Performance Feedback and Organization Inertia
Xiaoning Ma, University of International Business and Economics
Yu Li, University of International Business and Economics

Performance feedback research has alluded that different feedback can lead to various strategic behaviors. We complement this research by conducting how performance feedback influences decision-making speed. To respond to recent calls for multiple reference points of performance feedback, we focus on the inconsistent situation between positive historical feedback and negative future prospects, which may cause important distortions in performance assessment, make decision makers particularly confronted with challenges and influence the decision-making processes. Using the Chinese list firms’ outward FDI data, we test the relationship between this feedback inconsistent and decision-making speed to entering new countries. The result show that the inconsistent between positive historical feedback and negative future prospects prompt the decision speed because poor prospects urge decision makers to speed up the firm’s pace to explore new opportunities to reverse poor future. Besides, good historical performance makes decision makers have capacity confidence to the firm and strategic confidence to themselves, which also support them to make more fast decision. From organization characteristics perspective, we further develop a more complete picture of the relationship between performance feedback and decision speed by revealing the moderating role of the organization inertia for this relationship. (For more information, please contact: Xiaoning Ma, University of International Business and Economics, China: evamxn@163.com)

Identifying the First Building Block of Competitive Advantage in the International Business: A Resource Repositioning Framework
Tetsuya Usui, Gakushuin University
Masaaki Kotabe, Waseda University

In the process of internationalization, home-based non-location-bound firm-specific advantages (NLB-FSAs) play a critical role by building the first core of its business model. However, previous studies have not been clear on how firms identify and selectively employ value achieving home-based resources. Our embedded case study on a firm’s concurrent foreign market entry strategies reveals a critical process of NLB-FSAs selection. The process helps an international manager accurately observe and predict the possibilities of utilizing home-based resources and deliver value to local customers as soon as they enter foreign markets as the first building block of competitive advantage. (For more information, please contact: Tetsuya Usui, Gakushuin University, Japan: tee1usui@gmail.com)
Export Resilience, Firm Capabilities, Prior Export Commitment and Environmental Hostility – The Case of Post-transition Country Firms in the Context of the COVID-19 Pandemic
Piotr Trapczynski, Poznan University of Economics and Business
Marian Gornyia, Poznan University of Economics and Business
Jan Nowak, European University of Business
Radoslaw Wolniak, University of Warsaw

While economic crises have reinforced the academic interest for organizational resilience as such, less attention has been paid with regard to the resilience of exporting activities under crisis conditions. Meanwhile, export resilience has rather been addressed from the point of view of its continuity or survival, rather than accounting for a more proactive view on the firms’ approach to exports under conditions of environmental hostility. We integrate insights from the organizational capabilities perspective, internationalization process theory and literature on environmental hostility to create a conceptual framework exploring how firm capabilities drive export resilience. We propose that this relationship is moderated by prior export commitment and environmental hostility. We test our propositions on a sample of 500 exporters from the post-transition economy of Poland under COVID-19 conditions. We find empirical support for the interaction of firm capabilities with environmental hostility on export resilience. A number of theoretical practical and practical implications are presented, as well as several directions for future studies. (For more information, please contact: Piotr Trapczynski, Poznan University of Economics and Business, Poland: piotr.trapczynski@ue.poznan.pl)

In Search of Conceptual Precision: Some Considerations on the Locus and Antecedents of Psychic Distance
Emre Yildiz, Malardalens University
Aswo Safari, Malardalens University

Psychic distance is one of the most popular concepts in IB literature, with both its proponents and critics. Much of the extant debate can be attributed to the lack of common agreement and consensus regarding the definition of psychic distance and the reference points to consider when operationalizing psychic distance. We claim this (false) debate stems from a locus problem since the concept has been dissociated from its original definition. To address this, we take the firm and the market as the relevant endpoints of psychic distance. We shed light on how psychic distance can emerge and evolve by identifying distinct mechanisms that shape the firm, the market and the interaction between the two. Similar to the debate surrounding the distance concept, majority of the conceptual and methodological criticisms levied against distance could be alleviated once this locus problem. This paper aims to take the preparatory steps toward that end. (For more information, please contact: Emre Yildiz, Malardalens University, Sweden: emre.yildiz@mdu.se)

Session: 1.4.9 - Competitive
Track: 12. Knowledge, Innovation, and Technology

Global Open Innovation

Presented On: July 7, 2023 - 14:30-15:45

Chair: Jaeyong Song, Seoul National University

The Relationship between Innovation Management Practices and Sustainable Innovation Projects
Alireza Mahmoodzadeh, ESADE
Ivanka Visnjic, ESADE
Felipe Monteiro, INSEAD

The ability to introduce more sustainable products and services is increasingly becoming a determinant of corporate success, while concurrently presenting challenges for multinational corporations (MNCs). Despite the
recognition of the potential benefits of the adoption of sustainability-oriented innovations (SOI) by firms, the necessary transformation and adjustments to operations often pose difficulties. This study examines a unique sample of 914 SOI projects from one of the largest MNCs in the energy sector to investigate the relationship between the adoption of innovation management practices and the probability of successful scaling of SOI projects. Our findings indicate that projects related to digital innovation, partnerships with international collaborators, cooperation with business partners, and project-level agility are positively correlated with the likelihood of successful scaling of SOI projects. This research offers novel perspectives and empirical evidence on how innovation practices can impact scaling decisions in MNCs. (For more information, please contact: Alireza Mahmodzadeh, ESADE, Spain: alireza.mahmodzadeh1@esade.edu)

Dare To Sell! Impacts of "Make and/or Buy" Decision Strategies on Outbound Open Innovation
Omid Aliasghar, University of Auckland
Jarod Haar, Auckland University of Technology
Arash Sadeghi, University of Leicester
Vahid Jafari-Sadeghi, Aston University

This study adds to the previous literature on external knowledge commercialization (EKC) by integrating the impact of internal capability and firm’s openness. Despite the benefits of EKC, many firms experience challenges in profiting from innovation. Managers are still not sure when and under what circumstances they can enjoy the benefit of the outflow of knowledge. Therefore, in this empirical paper, we focus on the importance of an array of identified determinates of EKC. We test our hypotheses based on 468 firms operating in New Zealand. We find that R&D investment is more associated with EKC in large and more established firms than smaller firms. In contrast, external knowledge sourcing is more important than internal R&D in smaller firms. Inbound open innovation (OI) is also positively related, emphasizing the potential synergies between inbound and outbound OI. However, the strength of this link reduces as the number of collaborating nations enhances. Regarding appropriation strategies, small and medium sized enterprises (SMEs) are more involved in formal mechanisms (mostly through patents and long-term collaboration contracts), and large firms focus more on informal strategies (mostly through secrecy). (For more information, please contact: Omid Aliasghar, University of Auckland, New Zealand: omid.aliasghar@auckland.ac.nz)

Examining the New Features of National Technological Specialization in the Information Age
Wenli Ding-Elliott, Rutgers University
John Cantwell, Rutgers University

This paper is a continuous work on this research topic. In the past, we have found that for any given size countries, the trajectory towards an increase in the degree of national technological specialization across countries has been sustained into the 21st century, and the trend towards less diversified or narrowly concentrated technological specialization has become further intensified in the information age. Emerging market countries are less hindered by the institutional requirements of the past and can begin from a more focused form of technological specialization from the outset because of the spread of global value chains and international business knowledge networks. Our recent work proposes that the late industrializing countries rely on international knowledge connectivity to develop technological innovation. They have established international knowledge connectivity in these fields from the outset, while 23 late industrializing countries share of citable patent stock has more than doubled over time. (For more information, please contact: Wenli Ding-Elliott, Rutgers University, USA: wenli.ding@rutgers.edu)
MNCs are perceived as cooperating networks for innovation as purposively managed internal knowledge flows around the world allow them to gain the competitive advantage. The literature points out that internal relations within an MNC favor its organizational innovativeness, however, the problem of internal research and development (R&D) cooperation and organizational innovativeness is still under-researched. Thus, the study aims to answer the question about the relationship between different R&D cooperation types and innovativeness of an MNC in the quantitative manner. Authors used the survey data from MNCs in Poland listed on the Warsaw Stock Exchange. The research results show that organizational innovativeness of MNCs studied is relatively low which confirms low innovativeness of Polish economy. Most of MNCs studied cooperate in R&D and they apply mostly the vertical and network R&D cooperation. The study shows that the R&D cooperation types differentiate MNCs in terms of organizational innovativeness (vertical R&D cooperation favors organizational innovativeness more than no R&D cooperation and network R&D cooperation), but it is not confirmed by the non-parametric Kruskal–Wallis test. (For more information, please contact: Patryk Dziurski, SGH Warsaw School of Economics, Poland: pdziur@sgh.waw.pl)

Session: 1.4.10 - Competitive
Track: 10. MNE State Relations and IB Policy

Institutions, Institutional Change, and Complexity

Presented On: July 7, 2023 - 14:30-15:45

Chair: Tazeeb Rajwani, University of Surrey

The MNE-State Compact and Inequality
Khadija van der Straaten, Erasmus University Rotterdam
Rajneesh Narula, University of Reading
Elisa Giuliani, University of Pisa

The potential of Multinational Enterprises (MNEs) to impact inequality between countries has been a preoccupation of International Business (IB) scholars since the inception of the field. Indeed, their role as a potential engine for economic development is well established in IB literature. Historically, states have sought to influence development by actively engaging foreign capital in industrialization. This MNE-state compact has been, and continues to be, significant in both setting and achieving the objectives of the state. In recent years, the rising levels of within-country income inequality has seen policymakers and researchers focusing more closely on inequalities within countries. We bring this theme into an IB context, and argue that to advance the debate on MNEs and inequality, IB needs to consider the antecedents of within-country income disparities, which are highly contingent on the MNE-state compact. We explicitly highlight that the MNE-state compact is dynamic, continuously changing with the evolving political and socio-economic landscape. MNEs can have a wider impact on inequality, contingent on the nature of their engagement with states and other stakeholders. (For more information, please contact: Khadija van der Straaten, Erasmus University Rotterdam, Netherlands: vanderstraaten@rsm.nl)
Containment Measures and Spillover Effects in Covid Times: A Global Study on Business Confidence
Diego Finchelstein, Universidad de San Andres
Paula Margaretic, Universidad Adolfo Ibáñez
Agustin Sotelo, Universidad de San Andres

In this paper we take a global perspective to assess the impact of the exogenous COVID pandemic shock on business confidence. Through a quantitative analysis of 43 emerging and advanced economies over the period from January 2018 to December 2020, we provide a novel investigation of a unique worldwide event, in contrast to the most frequent exogenous shocks, which typically have a more limited local or regional scope. We proxy business expectations with the business confidence indicator or BCI. First, we find that the containment measures for the COVID pandemic have negatively affected business confidence, with the compulsory policies having a greater negative effect on BCI than the voluntary ones. Second, we find positive spillover effects on the local BCIs from the containment measures implemented in neighboring countries. This suggests that business people are not against compulsory measures per se, but rather that they are less inclined to assume the costs of these. Third, we find that while the severity of the containment measures has been greater in emerging countries, the negative impact on BCI of these containment measures has been larger in advanced economies. (For more information, please contact: Diego Finchelstein, Universidad de San Andres, Argentina: dfinchelstein@udesa.edu.ar)

Joseph Clougherty, University of Illinois at Urbana-Champaign
Nan Zhang, California State University Stanislaus

The enforcement of antitrust policy potentially affects the level of foreign investment experienced by a nation. Yet the literature focusing on the impact of antitrust on inward foreign direct investment (FDI) is inconclusive with respect to the nature of this relationship, as antitrust involves properties that can both promote and deter foreign investment. In line with these countervailing conceptual underpinnings, the empirical literature on this topic also presents mixed findings. We argue that distinguishing between the policy risk and policy uncertainty characteristic of antitrust allows reconciling these competing perspectives. Specifically, antitrust-policy risk fosters inward FDI, while antitrust-policy uncertainty deters inward FDI. We test these priors by employing sector-level data on U.S. antitrust and inward-FDI flows over the 2002–2018 period. Our panel-data empirical results indicate that the policy-risk elements of antitrust enforcement encourage inward FDI, while the policy-uncertainty elements of antitrust enforcement deter inward FDI. (For more information, please contact: Joseph Clougherty, University of Illinois at Urbana-Champaign, USA: jaclough@illinois.edu)

Multi-Level Nonmarket Strategies: A Case Study of Datacentres in the Netherlands
Ans Kolk, University of Amsterdam
Vaclav Ocelik, University of Amsterdam

Extant academic literature posits that digitalisation facilitates and expedites internationalisation, and that digital firms are influenced to a lesser extent by the investment risks related to liability of foreignness compared to physical-product based firms. However, recent times also underscore the significance of deglobalization and locational factors in terms of managing risks and sensitivities, such as techno-nationalism and digital sovereignty. In this paper, we advance the notion that MNEs in the digital sector are subject to an expanding set of regulations and sustainability requirements that originate from multiple levels of government. This multi-level regulatory activity transforms and obscures MNEs’ institutional environment, prompting them to engage pre-emptively with policymakers at the local, national and supranational level. Our study contains an illustrative case, datacentres based in the Netherlands, and the range of multi-level stakeholder pressures exerted on the firms establishing themselves across this country. We unravel the different firm dynamics and multi-level nonmarket strategies, and leverage these insights to make a theoretical contribution in connection to the (international) business and digitalisation literatures, while introducing conceptual approaches from the broader
policy and governance areas. (For more information, please contact: Ans Kolk, University of Amsterdam, Netherlands: akolk@uva.nl)

Techno-Nationalism and Skilled Job Creations: The Role of Foreign Diplomacy in MNES’ Global R&D Projects
Hyungseok Yoon, University of Leeds
Evis Sinani, Copenhagen Business School
Marina Papanastassiou, University of Leeds
Ioannis Economou, Texas A&M University at Qatar

In light of resurgent techno-nationalism linking technological capabilities to a country’s national security and economic prosperity, MNEs (Multinational Enterprises) expanding their international R&D activities are increasingly facing challenges and scrutiny in host-countries. This study explores how MNEs serve the national interest of host countries in response to techno-nationalism. Drawing from legitimacy theory, we theorize and examine the relationship between diplomatic relations (between home and host countries) and skilled job creation (in host countries) by MNEs’ international R&D investments. We argue that MNEs internationalizing their R&D in countries with weaker diplomatic relations will create more skilled jobs to mitigate legitimacy threats in host countries. Further, we explore several industry and institution-specific boundary conditions that change the core relationship. Employing a unique data set of R&D investment projects for the period 2003-2019, we find support for our hypotheses. We contribute to the understanding of how knowledge-intensive MNEs respond to techno-nationalism and manage their legitimacy in host-countries. (For more information, please contact: Hyungseok Yoon, University of Leeds, United Kingdom: h.yoon@leeds.ac.uk)

Session: 1.4.11 - Competitive
Track: 9. Emerging Markets and Emerging Market MNEs

Family Control in EMNEs

Presented On: July 7, 2023 - 14:30-15:45
Chair: Abdul-Kadir Ameyaw, Florida Atlantic University / Saint Petersburg State University

Role of HQ-Subsidiaries’ Institutional Distance on the Speed of Internationalization in Family Firms
Atul Karwasara, IIM Ahmedabad
Chitra Singla, IIM Ahmedabad

In this study, we examine the role of family-owned emerging market multinational enterprises (FoEMNE) existing headquarter-subsidiaries (HQ-subs) institutional distance on the subsequent speed of internationalization (SOI). We focus on HQ-subs governance, knowledge, and administrative distances on the FoEMNE’s SOI. Drawing on the organizational learning theory and springboard perspective, we argue that existing institutional distance negatively impacts FoEMNE’s SOI. However, the relationship gets weakened if family owners belong to the trading community and the presence of the founder CEO. We test our hypotheses on a longitudinal panel data set of FoEMNEs listed in the NSE500 (National Stock Exchange) over a 15-year period from 2005-2020 and find support for our hypotheses. (For more information, please contact: Atul Karwasara, IIM Ahmedabad, India: phd18atulk@iima.ac.in)
Do emerging market (E)MNEs have different motives and strategies for FDI when compared to developed market (D)MNEs? These questions have risen to prominence in light of EMNE expansion and the perceived inadequacies of international business theories to explain qualitative differences in EMNE outward FDI strategies. Here we hypothesize that institutional arbitrage and the gravitational pull of protected home markets inclines EMNEs (compared with DMNEs) towards industrially unrelated international acquisitions. Business group affiliation, moreover, positively moderates this relationship as it facilitates domestic market exploitation of non-location-bounded foreign acquisitions in weak institutional environments. DMNEs, by contrast, are hypothesized to have a stronger tendency towards horizontal, specialised deals. We use ordered logit modelling to compare deal relatedness in a sample of 15,554 international M&A deals (2009-2017). Our results generally support our hypotheses. We thus identify a distinctive, often overlooked characteristic of EMNEs. Additionally, we show business group affiliation qualitatively influences EMNE internationalization strategy. Finally, we highlight a paradox this raises. While EMNEs engage in unrelated international deal-making, DMNEs are now becoming ever more specialised and focused: can this enable EMNEs to catch-up? Our findings sit somewhat uneasily with popular theories like the ‘springboard’ perspective and Link Leverage Learn framework, which highlight the importance of firm-level catch-up as a motive for outward FDI. (For more information, please contact: Dylan Sutherland, Durham University, United Kingdom: dylan.sutherland@durham.ac.uk)

In cross-border acquisitions, whether family firms differ from non-family firms in their choice of the host-country regulatory environment, influencing international location choice, is an under-researched question in international business. We address this question by integrating insights from the socio-emotional wealth (SEW) perspective and institutional theory. We argue that a strong regulatory environment in the host country positively impacts family firm owners’ perceptions of SEW gains vis-à-vis risks. As a result, compared to non-family firms, family firms tend to prefer stronger regulatory environments while pursuing cross-border acquisitions. We test the above hypothesis on a sample of 620 cross-border acquisition deals initiated by NSE500-indexed Indian firms (representing more than 95% of the free float market capitalization of the stocks listed on the National Stock Exchange, as of March 2019) between 2002 and 2021. The empirical results support our hypothesis. Further, we find that political affinity between home and host country and family business legitimacy in the host country strengthen family firms’ preference for stronger regulatory environments. This study offers implications for theory and practice and contributes to both international business (IB) and family business literature. (For more information, please contact: Sumit Chakraborty, IIM Ahmedabad, India: phd19sumitc@iima.ac.in)
Institutional Discrimination Against Female Managers as a Barrier to Firm Internationalization
Felix Hoch, University of Münster
Jonas Rudsinske, University of Göttingen

We show that firm internationalization is affected by the interaction between the board of directors’ female share and gender-related institutions in foreign countries. The combination of a high share of female directors and gender-discriminating institutions in a destination reduces sales in that foreign country relative to less discriminatory destinations. We deal with potential endogeneity due to omitted variable bias by including firm-year and origin-destination-year fixed effects, while an event study exploiting the appointments of new female board members addresses endogeneity due to reverse causality. This firm-level relationship transfers to the country level when using countries’ aggregate share of female directors and bilateral exports in a structural gravity framework including origin-year, destination-year, and origin-destination fixed effects. Our findings suggest that institutionalized discrimination against female managers is a barrier to firm internationalization on the micro level and international trade on the macro level. This might give rise to disadvantages for female managers even in non-discriminatory countries. (For more information, please contact: Felix Hoch, University of Münster, Germany: felix.hoch@wwu.de)

Institutional Forces and Transnational Transfer of Diversity Management to Subsidiaries of Multinational Enterprises in Pakistan
Sabeen Imran Ahmad, King’s College London

Informed by institutional and power/interest perspective, this paper analyses transnational transfer of diversity management to the context of Pakistan. Drawing findings from semi structured interviews conducted with diversity/HR professionals of 30 subsidiaries of multinational enterprises in Pakistan, this study indicates that presence of competent women in the labour force, business case, top management support and commitment, precise structure and effective functioning of subsidiaries’ diversity/HR units and desire/pressure to gain legitimacy with global and local institutional environment are key institutional forces that play a vital role in transferring and adopting DM practices and initiatives. At the same time resistance from line managers & employee groups and lack of significant commitment of diversity/HR professionals are found to be the prominent opposing institutional forces which creates obstacles in adoption of diversity initiatives. It is argued that distinct institutional context of the host country (Pakistan) provides subsidiary actors with power capabilities with the help of which they facilitate and modify transfer of DM practices. This study makes both theoretical and empirical contributions. By combining insights of power and interest perspective with institutionalism, this study contributes to new knowledge within diversity management literature, especially in the domain of emerging economies. (For more information, please contact: Sabeen Imran Ahmad, King’s College London, United Kingdom: sabeensabeen@hotmail.com)
Global Supply Chain Practices and Inequality
Ari Van Assche, HEC Montréal
Vivek Soundararajan, University of Bath
Hari Bapuji, University of Melbourne
Gokhan Ertug, University of Adelaide

Global value chains (GVCs) have been heralded as tools to support Sustainable Development Goals and achieve economic development. However, concerns have also been raised that they can increase societal economic inequalities, underscoring the need to better understand and manage the inequality consequences of GVCs. Toward this end, we theorise that four GVC practices – arbitrage, acceleration, rationalisation, and standardisation – can contribute to economic inequalities in low- and middle-income economies by fostering the “unequal inclusion” and “unequal exclusion” of marginalised groups. However, lead firms can alleviate inequality-aggravating consequences of GVC practices by adopting equality-contingent and equality-responsive sourcing strategies. By explicating the inequality consequences of GVC practices and how they can be addressed, our study contributes to research, practice, and policy on GVCs so that they can make positive contributions toward sustainable economic development. (For more information, please contact: Ari Van Assche, HEC Montréal, Canada: ari.van-assche@hec.ca)

The Organizational and Cultural Boundaries of Gender Homophily in Microfinance
Ronny Manos, College of Management Academic Studies
Amir Shoham, Temple University
Israel Drori, Vrije Universiteit Amsterdam
Estefania Santacreu-Vasut, ESSEC Business School & THEMA

This paper studies the roles of women in various positions in microfinance organizations and the ways in which their presence affects social performance. We accomplish this goal by studying the interaction between the roles played by women (on the board, as managers and as loan officers) and the culturally rooted conditions under which women clients are traditionally excluded from financial services, which are measured in terms of linguistic gender marking. We find evidence consistent with homophily toward women clients among women board members, women managers, and women loan officers. We rely on role congruity theory to study the extent to which homophily is either constrained or salient in cultures featuring traditional gender norms, thus allowing us to make a further distinction between ‘induced homophily’ and ‘choice homophily’. We find evidence consistent with ‘choice homophily’ and draw implications regarding organizational strategy with respect to gender diversity, specifically with respect to ways in which such strategy could be deployed across microfinance organizations that operate in different cultural environments by making it contingent on those environments. We conclude by discussing broader lessons for management regarding the emergence of a female leadership advantage. (For more information, please contact: Ronny Manos, College of Management Academic Studies, Israel: rmanos@colman.ac.il)
Is Media Richness Dead? Communication Medium Selection in Cross-Cultural Global Virtual Teams
Wendy Farrell, Management Center Innsbruck
Vas Taras, University of North Carolina at Greensboro
Malika Richards, Penn State University, Berks
William Johnson, Penn State University, Behrend

This exploratory study examines media richness, social presence, and communication medium alignment in the context of self-led global virtual teams, where members have never met and are not likely ever to meet face-to-face. The study considers the need for social presence, in addition to routineness and equivocality, as predictors of computer-mediated communication (CMC) medium choice and the corresponding efficacy of this choice on team satisfaction and team performance. Furthermore, it controls for cultural values and team diversity. In general, we find that team members often do not choose their preferred CMC for a given task, even when the Media Richness theory suggests that they should. This is important because our results show that matching CMC medium to a given task is associated with team satisfaction and performance. We discuss the implications of these interesting findings. (For more information, please contact: Wendy Farrell, Management Center Innsbruck, Austria: wendy.farrell@mci.edu)

Augmenting Employee Experience and Engagement Through Digitalized HR Ecosystem in an Emerging-Market MNE
Amonrat Thoumrungroje, Mahidol University International College
Wallapa Suengkamolpisut, Mahidol University International College

Amid VUCA (Volatility, Uncertainty, Complexity and Ambiguity) of world environment, multinational enterprises (MNE’s) are struggling for sustainable competitive advantage. With recent technological advancements, coupled with the recent COVID-19 pandemic, human resources practices have been greatly disrupted. Recruiting and retaining talents has become of utmost concern during such great attrition. Hence, this study proposes a model aiming to investigate how MNEs can successfully create a digitalized HR ecosystem to improve employee experience in hope for increasing employee engagement. It is also hypothesized that such relationships are moderated by structural and cultural contingencies, including employee cohorts, administrative levels, functional divisions, and cultural backgrounds (high versus low-context cultures). (For more information, please contact: Wallapa Suengkamolpisut, Mahidol University International College, Thailand: wallapa.sue@mahidol.ac.th)

App-work in Context: Conceptualizing Digital Work in Chile, Germany, and the United States
Jesus Juyumaya, Universidad Santo Tomás
Madeleine Bausch, University of Chile

App work has become a common form of labor on a global scale. Even though the gig economy assumes app work to converge as a global phenomenon, research and practice show that the app work differs across countries and cultures. While most of research has been carried out regarding technological and legal enablers or constraints of digital platforms and app work, little is known about the influence of cultural and institutional factors on app workers’ engagement. We draw on Parker and Grote’s (2020) 5-dimensional model of digital work characteristics and assess whether and how the cultural and institutional context of Chile, Germany and
The Effects of Pandemic-Induced Remote Work on Employee Satisfaction: A Four Country Analysis

Joerg Bueechl, Reutlingen University
Rosalie Schwörer, Aalen University

Enriching the cross-cultural employee satisfaction literature in the remote work context, our qualitative study develops a cross-cultural and multi-dimensional model illuminating how four dimensions affect employee satisfaction. Our analysis is based on a complex qualitative research design comprising in total 74 semi-structured interviews of employees and managers from Germany, Italy, Georgia and Japan. Findings reveal that employee satisfaction and the underlying cultural, contextual and personal factors and ramifications extensively vary across the countries under investigation. As part of our model, we identified a series of national, organizational, managerial, and individual dimensions that influence employee satisfaction in a multiple way. Our data attest that cultural aspects have a significant impact on employee satisfaction on three of the dimensions which emerged from our data (organizational, national, and individual). Based on our findings we formulate specific propositions, guiding future research and practice. (For more information, please contact: Joerg Bueechl, Reutlingen University, Germany: joerg.bueechl@reutlingen-university.de)

Session: 1.4.14 - Interactive
Track: 2. Marketing Strategy and Consumer Research

Global Digital Platforms, Technologies, and Social Media Marketing

Presented On: July 7, 2023 - 14:30-15:45

Chair: Jiatao Li, Hong Kong University of Science and Technology

Determinants of Charitable Behavior on Crowdfunding Platforms: A Cross-Cultural Analysis

Piotr Zaborek, SGH Warsaw School of Economics
Anna Napiórkowska, SGH Warsaw School of Economics
Anna Grudecka, SGH Warsaw School of Economics
Marzanna Katarzyna Witek-Hajduk, SGH Warsaw School of Economics

Charitable crowdfunding on digital platforms has become a viable way for NGOs to raise funds. This study aims to investigate determinants of charitable behavior (CB) on digital crowdfunding platforms (DCPs), including national culture dimensions, motivations, crowdfunding platform attitude, and donors’ personal characteristics. Data were collected through a CAWI survey of 680 Amazon MTurk users from Europe, the Americas, and Southern Asia. Findings indicate that of the three national culture dimensions considered, CB on DCPs is positively associated with collectivism and negatively with uncertainty avoidance. The link between power distance and CB could be either positive, neutral or negative, due to the interactions with motivations for charity, uncertainty avoidance, and age. Extrinsic and intrinsic motivations do not show significant direct effects on CB but appear to exert their influence through interactions with other motivations, national culture dimensions and respondents’ attributes. People with higher incomes tend to donate more the better is their attitude towards the DCP. CB is stronger among donors more involved in voluntary activities and those living in the Americas as compared to Europe and Asia. The study addresses the knowledge gap concerning the antecedents of CB on DCPs and suggests how NGOs could improve their fundraising effectiveness. (For more
The Dark Side of Social Media Communication in Cross-Border B2B Exchanges

Shadab Khalil, National Dong Hwa University
Teera Pongruen, National Dong Hwa University
Chin-Jung Luan, National Dong Hwa University
Pubali Chatterjee, National Central University

Despite the rising interest in cross-border B2B social media communication (SMC), little empirical knowledge exists on the relational and performance implications of SMC. This research investigates the effect of suppliers’ SMC on importers’ engagement and its subsequent effect on partnership quality, relationship value, and strategic and financial performance. The research proposes an inverted U-shaped relationship between suppliers’ SMC and importers’ engagement and investigates the moderating effects of acquisition orientation, relationship orientation, and psychic distance. Initial research data collected from 152 importers based in Taiwan were analyzed using Partial Least Squares. The findings indicate that SMC frequency, social content, and use of emoticons have an inverted U-shaped relationship with engagement. Engagement is found to increase importers’ satisfaction, trust, and affective commitment towards exporters and decrease their calculative commitment. All partnership quality variables (except for calculative commitment) increase relationship value, which in turn increases strategic performance and financial performance. The two SMC orientations are found to moderate the effect of SMC variables on engagement. Psychic distance is found to negatively interfere with the non-linear effect of SMC on engagement. The research advances the theoretical and managerial understanding of how SMC could be used effectively in psychically distant and complex international exchanges. (For more information, please contact: Pubali Chatterjee, National Central University, Taiwan: pubali.chatterjee18@gmail.com)

Evaluation of Hotel Services in Online Reviews Through the Lens of the National Culture of Visitors

Elzbieta Wasowicz-Zaborek, SGH Warsaw School of Economics

The purpose of this research is to compare the opinions of consumers from various national cultures regarding hotel services. The study used a mixed-methods approach to examine 11089 online reviews of 3-, 4-, and 5-star hotels in Warsaw that were published on the Hotels.com website and collected with a custom-built web scraper. The dataset included individuals from 32 nations characterized by diverse levels of Hofstede’s cultural dimensions. The results showed that the main drivers of guest satisfaction are perceptions about room, breakfast, location, cleanliness, and staff. These drivers have different effects on customer attitudes depending on the level of power distance, individualism, and, to a lesser extent, masculinity and independence. The study’s practical implications include identifying the elements of hotel company offerings that are likely to be the most impactful for customers from a given national culture, which could be used in the formation of quality policies and managing customer experience. A literature review revealed that only a few articles were published about cultural differences in online reviews of hotel services. No other studies were found to have investigated the same research objectives as the one in this article, and there was no research with a similar geographical scope. (For more information, please contact: Elzbieta Wasowicz-Zaborek, SGH Warsaw School of Economics, Poland: ewasowi@sgh.waw.pl)
International Entrepreneurial Decision-Making and Entrepreneurial Marketing in the Digital World: A Longitudinal Perspective

Peter Gabrielsson, University of Vaasa
Man Yang, Hanken School of Economics
Mika Gabrielsson, University of Eastern Finland

We lack information on how international entrepreneurial marketing (IEM) affect firm performance over time. Hence, we develop a model and hypotheses based on the resource-based view that depicts how IEM influence on performance initially and in the long term. Moreover, we examine two important contextual factors that may moderate this relationship, namely the decision-making logic applied, being effectual or causal, and the role of digital technology capability. We conclude by discussing our contribution to IB and managerial implications. We propose that future research should investigate the developed hypotheses by conducting longitudinal empirical studies. (For more information, please contact: Peter Gabrielsson, University of Vaasa, Finland: peter.gabrielsson@uwa.fi)

Decomposing the Multidimensionality of Product Distinctiveness Under Audience Heterogeneity: A Moderation Model and Evidence From Global Film Products

Yue Jia, Zhejiang University
Ziyan Tan, Zhejiang University
Bin Guo, Zhejiang University

How do global movies gain legitimacy while maintain distinctive? An increasing body of research has highlighted an “optimal distinctiveness” trade-off and an inverted-U shape of the relationship between distinctiveness and performance. In this paper, we state that the counteraction of distinctiveness to the attainment of legitimacy is only half of the story, and propose that by decomposing product feature into functional and affective dimensions, distinctiveness and legitimacy can benefit each other. Besides, we explore the effect of audience heterogeneity on optimal distinctiveness by revealing how external evaluation inconsistency moderates the relationship between distinctiveness and performance. We examine our theoretical arguments in global film industry of 5929 movies, and find a linear relationship between functional feature distinctiveness and market performance, as well as an inverted-U shape relationship between affective feature distinctiveness and market performance. Besides, external evaluation inconsistency has a weakened effect for functional feature distinctiveness and a steepened effect for affective feature distinctiveness. Our work contributes to global product design strategy and consumer perception. (For more information, please contact: Yue Jia, Zhejiang University, China: jiayue333@126.com)

Session: 1.4.15 - Interactive
Track: 4. Global Strategy, Organization and Value Chains

M&As and the Role of Institutions

Presented On: July 7, 2023 - 14:30-15:45

Chair: Eric Tsang, University of Texas at Dallas

The Role of CEO Cognition in Cross-Border Acquisition Pace: Evidence From US Serial Acquirers

Olivier Bertrand, FGV-EBAPE
Marie-Ann Betschinger, HEC Montréal
Kyeong Hun Lee, Norwegian School of Economics
Emma Qianying Xu, University of New Mexico

The fast pacing of cross-border acquisitions (CBAs) can be critical to a firm’s competitiveness. But the antecedents of a firm’s ability to quickly execute serial CBAs and thus build a strategic momentum have been
disregarded in the international strategy literature. We focus on the role of CEO cognition in serial CBAs and argue that firms are better able to compress the time between deals in a target country when a CEO has more acquisition experience in the focal firm in the target country and when this CEO shares a similar cognitive frame with the target country due to cultural ancestry links. Using a sample of CBAs by 348 US serial acquirers and 428 CEOs in 34 host countries, our findings support most of our predictions. CEO acquisition experience matters. A similar cultural heritage magnifies the CEO acquisition experience effect, thus increasing the CEO’s absorptive capacity in experiential learning. (For more information, please contact: Olivier Bertrand, FGV-EBAPE, Brazil: olivier.bertrand@fgv.br)

The Role of Identity Leadership in Constructing Post-Merger Identity: The Case of a French Acquisition in China
Anna Lupina-Wegener, ZHAW
Rolf van Dick, Goethe University Frankfurt

Extant research reveals that identity construction in cross-border M&As is particularly complex where multiple identities are salient and where leaders and other central actors play an important role. The role of leaders (such as CEO, chair, or senior executive member) and their effects on intergroup dynamics and identity change in post-merger integration remain empirically under-investigated. We will address this gap, building on the social identity approach and using a qualitative, longitudinal case study. Focusing on a Chinese target allows us to theorize on identity construction and identity leadership acts in an intergroup context embedded in a culture of high-power distance and collectivism. We found that with the target’s identity change over time, identity leadership acts changed as well, triggering top management teams (TMTs) to further negotiate boundary permeability. The target firm became successful because of identity leadership acts that fostered local identification (T1) and post-merger global identity (T2), which in turn helped the French multinational corporation Green (MNC). (For more information, please contact: Anna Lupina-Wegener, ZHAW, Switzerland: lupi@zhaw.ch)

Sectoral and Institutional Characteristics of Acquirers and Targets: A Dyadic Approach to Deal Completion
Rimi Zakaria, University of Wisconsin-Whitewater
Eylem Ersal-Kiziler, University of Wisconsin-Whitewater

The path to conceptualizing the intricacies of the merger and acquisition deal-making processes remain largely uncharted in strategic management and international business research. In this study, we take a relational and dyadic approach to explaining this phenomenon. Acknowledging the socio-cognitive (e.g., intangibility and contextuality) idiosyncrasies, we theorize that some acquirer-target dyads have a superior ability to complete complex relational transactions in an M&A deal. Specifically, deals are successful when an acquirer and a target: a) are similar considering sectoral characteristics, b) have distinctive deal-making competencies, and c) are familiar with one another given sectoral and institutional features. We find that service sector acquirers are more competent than their manufacturing counterparts in general, and particularly in same-sector and same-country deals. Whereas service sector acquirers have a relative disadvantage vis-à-vis their manufacturing counterparts in cross-national deals. These findings indicate that acquirers draw on their firm-level socio-technical and cognitive capacities in completing high-stake deals. Furthermore, acquirers face complex challenges and are susceptible to contextual shocks--resulting in a lower likelihood of deal completion. Analyzing a sample of 37,560 merger and acquisition deals, we find empirical evidence in support of the dyadic and relational logic to deal completion. Considering the theoretical and managerial implications, we identify new avenues for future research that can deepen our knowledge of inter-firm transaction processes. (For more information, please contact: Rimi Zakaria, University of Wisconsin-Whitewater, USA: zakaria@uw.edu)
An Integrative Conceptual Framework of MNC Performance: The Roles of Institutional Profile, Institutional Distance, and Social Capital

Daniel Rottig, Florida Gulf Coast University

A large body of research has focused on the examination of the performance determinants of multinational corporations (MNCs), and scholarly attention has particularly been directed toward the impact of the institutional environment on the success of these companies. Conceptual accounts and empirical findings suggest that the institutional environment—in form of regulatory, normative and cultural-cognitive rules of the game—affect the internationalization and performance of MNCs, yet not much research has been directed toward the examination of how MNCs can effectively manage different facets of the institutional environment, and how they can curtail the adverse impact of different types of institutional effects on performance. This paper sets out to develop an integrative conceptual framework of MNC performance based on institutional and social capital theories. More specifically, to gain a better understanding about MNC performance, this paper proposes a conceptual model that explores (a) the effects of an institutional profile and institutional distance on the adaptation of an MNC to external institutional environments in which subsidiaries are embedded as well as on the integration of foreign subsidiaries into an MNC’s internal institutional environment, and (b) the moderating effects of internal and external social capital on these relationships. (For more information, please contact: Daniel Rottig, Florida Gulf Coast University, USA: drottig@fgcu.edu)

Uneasy Lies the Head that Wears a Crown? A Multi-Stakeholder Perspective on Acquirer Reputation and the Completion of Cross-Border Acquisitions

Wei Luo, Peking University
Jieyu Zhou, Xiamen University
Weiguo Zhong, Peking University
Ding He, China University of Political Science and Law

This study focuses on the dark side of reputation in the international business context. Taking a multi-stakeholder perspective, we propose that the desire to preserve their reputation and meet multiple stakeholders’ expectations drives multinational companies (MNCs) to take a prudent approach in cross-border acquisitions (CBAs). Moreover, MNCs’ high reputation in one specific stakeholder group (e.g., business elites) may threaten the interests of other stakeholders and invoke resistance in the host country, thereby resulting in prolonged or even deterred CBAs. Based on a sample of cross-border M&A deals initiated by publicly listed firms from 16 countries between 1998 and 2015, we find that acquirers listed in the Fortune’s World’s Most Admired Companies have lower CBA completion rates than other acquirers. Furthermore, the relationship is stronger when employee rights protection in the target’s country is stronger, when the acquirer belongs to the same industry as the target firm, and when the acquirer is from a community with different religious beliefs to that of the target firm. Taken together, our study contributes a multi-stakeholder view on reputation and CBAs and uncovers how high reputation may actually hurt firm strategy. (For more information, please contact: Jieyu Zhou, Xiamen University, China: jiez@xmu.edu.cn)

Political Networking: Consequences for Cross-Border Acquisitions of Peer Firms

Wenjiao Cao, Erasmus University
Zhiyan Wu, Erasmus University

Using a regression discontinuity design in a sample of U.S. congressional special elections, we investigate how political networking by one firm (networking firm) will affect the cross-border acquisition activity by its peers (peer firms) which compete in the same product market. Relying on the victory or failure of political campaigns with a narrow margin of votes, we find that when the networking firm had donated to a politician who just marginally won a special election, the cross-border acquisition activity by its peer firms in the following year is 18.75% higher than that of the peer firms when the networking firm had donated to a politician who just lost a special election by a small margin. The effect appears even stronger when the product similarity between the networking firm and peer firms is higher and when the winning politicians secured senior positions in the
Understanding the Role of Institutions in Cross-Border Acquisition Success through a New Institutional Economics Lens

Vincent Kunst, Utrecht University
Johannes Kleinhempel, Copenhagen Business School
Riccardo Valboni, Utrecht University

While the importance of institutions for cross border acquisitions has been widely acknowledged, the current approach towards understanding the impact of them silos in either studying the host country environment or the distance between environments. In this paper, we suggest that to gain a better understanding of the impact of institutions we need to consider both distance and host country effects simultaneously. We discuss the interactions between both and how they augment our understanding of the impact of institutions on cross-border acquisitions. Our findings show that distance and host country environment effects interact, such that negative effects of host country quality can be overcome by a small distance to the market and negative effects of a large distance can be overcome by operating in a market with well-functioning institutions. (For more information, please contact: Vincent Kunst, Utrecht University, Netherlands: v.e.kunst@uu.nl)

Session: 1.4.16 - Interactive
Track: 12. Knowledge, Innovation, and Technology

How to Create Knowledge?

Presented On: July 7, 2023 - 14:30-15:45

Chair: Ulf Andersson, Mälardalen University

Fostering Product Innovation through R&D Grants and Public Procurement: Evidence from European Countries
Marzenna Anna Weresa, SGH Warsaw School of Economics
Marek Lachowicz, Doradztwo Strategiczne

This paper aims at determining the role of public support in increasing innovation outputs. The focus is on outputs from product innovations. The effects of two different policy instruments, a supply-side, i.e. R&D grants, and a demand side one, i.e. public procurement, are studied for 15 European countries. The analysis employed 2014 CIS micro-data in a logit model, which was verified using Bayesian Model Averaging. Our findings provide a new empirical evidence about the use of supply-side and demand-side innovation policy instruments, comparing their role in product innovation. We confirmed that both, R&D grants and public procurement matter for returns to product innovation, and public procurement outperforms the other instrument, however the impact of grants depends on the source of funding. Furthermore, some positive effects of cooperation on returns from product innovations were confirmed. The study indicates that there is a need to transform innovation policy instruments by integrating supply-side measures with demand-side ones as well as wisely matching national and the EU funding, with more emphasis on problems to be solved. Thus, our findings support the need for experimentation with new policy instruments pointed out in the mission-oriented approach to innovation policies. (For more information, please contact: Marzenna Anna Weresa, SGH Warsaw School of Economics, Poland: marzenna.weresa@sgh.waw.pl)
Uses and Application of Agile Project Management Methodology: A Systematic Review and Agenda for Future Research

Christian Tabi Amponsah, Yorkville University
Samuel Adams, GIMPA-Ghana

This paper provides a systematic review of literature on Agile Project Management (APM) approach to gain understanding of how the approach has been used to unravel the complexities and uncertainties of contemporary market conditions along with its widespread applications in various industries. Using the abductive research approach combined with novel survey practices, the study investigates the uses and applications of Agile project management approach to gain insights into how various industries have adopted APM and to set a research agenda for APM in non-software development creative companies. APM is a relatively new approach compared to the traditional approach but one of the most widely discussed topics within the annals of project management. The approach capitalizes on the idea of TEAM (Together Everyone Achieves More) with teams consisting of developers who work collaboratively with the owner in the project environment. Notwithstanding the burgeoning popularity of Agile project management, huge research gap exists in the area of development of agile methods for contemporary challenges such as emergencies. The study reveals several definitions and frameworks of agile that have been proposed in different forms used by companies to work in the volatile business environment characterized by rapid changes in market, technology, competition, etc. The study explains the impediments of adopting agile methodology in various industrial sectors under various circumstances and concludes that uses can be spread to other areas by a consolidated concept of the agile approach presented to guide organizations in their implementation of the agile methodology. (For more information, please contact: Christian Tabi Amponsah, Yorkville University, Canada: chris_tabi@hotmail.com)

How do the Talent Management Architecture and Socially Relevant Objectives Affect Innovation: Lessons from an Emerging Country

Mehmet Demirbag, University of Essex
Alison J. Glaister, University of York
Ekrem Tatoglu, Gulf University for Science and Technology
Smitha Nair, Amrita Vishwa Vidyapeetham

In response to the need for an understanding of how organizations respond to paradoxical tensions via their talent management architectures, this paper examines the impact of socially responsible objectives on innovation climates and the role of such architectures within the emerging market of Turkey. Drawing on a survey of 238 organizations and via the theoretical lens of dynamic capabilities, findings show that when faced with competing objectives, organizations foster a range of innovation processes and support and create ambidexterity, developing a central role for talent management architecture. The paper contributes to an understanding of the role that talent management architectures play in concert with a set of socially responsible ideals that foster a positive innovation climate. It shows how socially responsible objectives and their inherent tensions are mirrored within the talent management architecture. When viewed in isolation, the critique of the potential inequity of talent management holds. However, any such critique is offset when talent management architectures are nested within a range of innovation processes and supports, highlighting the centrality of context and support ecosystems to discussions of talent engagement. (For more information, please contact: Mehmet Demirbag, University of Essex, United Kingdom: mdemirc@essex.ac.uk)

Knowledge Creation for Performance of Emerging Economy MNEs

Joan Lilian Ogendo, Technical University of Kenya

The study examines knowledge creation and performance on emerging economy MNEs. Using a questionnaire, data were obtained from 25 listed MNEs and analyzed using descriptive and inferential statistics. The study reveals that knowledge creation has significant effect on performance. A theoretical implication reveals that the dynamic theory of knowledge creation and the knowledge-based theory of the firm have significant effect on stakeholders’ theory. Methodological implication confirms the operationalization of knowledge creation as
independent variable and sustainable performance as dependent variable, the use of cross-sectional survey and the application of regression analysis for the study. The researcher recommends future research on knowledge retention and other knowledge management concepts using longitudinal and case studies. (For more information, please contact: Joan Lilian Ogendo, Technical University of Kenya, Kenya: joan_lilian@hotmail.com)

Managing International Knowledge in MNEs – What Aids Its Effectiveness and Efficiency?
Hina Mehreen, University of Technology Sydney
Stewart Clegg, University of Sydney

Knowledge transfer in multinational enterprises (MNEs) is a critical skill that can provide organizations with a competitive advantage across markets worldwide. However, knowledge-intensive organizations find it challenging to transfer technology due to the tacit nature of the knowledge, especially in intra-organizational settings. The transfer requires a degree of sensemaking and sensegiving interactions between the knowledge source and recipient. This study addresses how knowledge is translated in MNEs and critically reviews the knowledge and technology transfer literature. Using the knowledge-based view of the firm and organizational knowledge creation theory, we conceptualize that prioritizing personalization and socialization of tacit knowledge can help minimize the challenges involved in tacit knowledge translation. This is because for effective translation of tacit knowing there must be a realization that as knowledge travels it changes, and these changes depend on subtle tacit cues. We find that if knowledge source attractiveness, recipient learning intention, and relationship quality are well-aligned then the translation of tacit knowledge is more likely and sensegiving and sensemaking likely to be closer. (For more information, please contact: Hina Mehreen, University of Technology Sydney, Australia: hina.mehreen@uts.edu.au)

Regional Geographic Diversification and MNEs’ Innovation Capability: Do Headquarters’ Human Capital Resources Matter?
ChanHyuk Shin, Korea University
DuckJung Shin, Korea University

This study investigates the role of the stock and flows of human capital resources in multinational enterprise (MNE) headquarters in achieving innovation capability through regional geographic diversification. By integrating the knowledge-based view with human capital resources theory in the context of international business, we suggest that human capital resources lie at the core of the knowledge generation process. First, we postulate that regional geographic diversification helps MNEs obtain learning opportunities and innovation capabilities; however, as the level of regional geographic diversification increases, the knowledge benefits from regional geographic diversification diminish, thereby resulting in an inverted curvilinear relationship between regional geographic diversification and innovation capability. We further propose that the inverted curvilinear relationship between regional geographic diversification and innovation capability is moderated by MNE headquarters’ human capital resources stocks and flows (i.e., knowledge sharing within headquarters and churn in human resources). To empirically validate our hypotheses, our research uses a multi-sourced longitudinal dataset obtained from 386 Korean firms (including 28,946 managers and employees) during a seven-year period across diverse manufacturing industries. We find support for our predictions. Our findings suggest the theoretical and managerial importance of human capital resources in enhancing innovation capability through regional geographic diversification. (For more information, please contact: ChanHyuk Shin, Korea University, Korea, South: king6056@korea.ac.kr)
Cross-Border Innovation Ecosystems in a Bifurcated World Order: A Literature Review for Future Research
Jiuhua Cherrie Zhu, Monash University
Eleanor Zhai, Monash University
Mingqiong Zhang, Monash University
Davina Dias, Monash University
Peter Mellor, Monash University

This study is an effort to take stock of the extant body of knowledge in relation to innovation ecosystems. The primary objectives of this study are: (1) to understand the conceptualizations of innovation systems and innovation ecosystems in the literature, and (2) to identify potential directions for future research on cross-border innovation collaboration in the context of the bifurcated world order. We adopt a literature review method based on bibliographic mapping and thematic analysis to synthesize and categorize findings from prior research. Through mapping the extant body of knowledge on this topic, a nomological structure of innovation ecosystems will be presented; thus, the study will provide a starting point for future research. (For more information, please contact: Peter Mellor, Monash University, Australia: peter.mellor@monash.edu)

Session: 1.4.17 - Interactive
Track: 10. MNE State Relations and IB Policy

Institutions, Institutional Change, and Complexity

Presented On: July 7, 2023 - 14:30-15:45

Chair: Anna Grosman, Loughborough University

Cultural Antecedents of the Two Dimensions of Country-Level Corruption: Do the Pervasiveness and Arbitrariness of Corruption Really Differ?
Martyna Jacenko, Florida International University

This study examines the impact of national culture on two dimensions of country corruption, examines how the two corruption dimensions are different in terms of the cultural antecedents, and proposes a new measure for quantifying corruption. Using the explanatory power of institutional theory, theory of two dimensions of corruption, and Hofstede’s cultural dimensions, I investigate the impact of power distance, individualism/collectivism, masculinity, and uncertainty avoidance on pervasiveness and arbitrariness of the country-level corruption. I create the measure for the two respective corruption dimensions by using the firm level data of about 56,000 firms from World Bank Enterprise Survey. I use the average of responses to questionnaire questions as an indicator of pervasiveness, while the sum of responses’ standard deviations as arbitrariness. I arrive at the final sample of 57 countries. I use OLS regression to test my hypotheses. I find that the pervasiveness and arbitrariness of corruption differ in terms of their cultural antecedents. Pervasiveness of corruption is weakly negatively associated with individualism and uncertainty avoidance, and weakly positively with masculinity. Arbitrariness shows stronger positive association with power distance and stronger negative relationship with uncertainty avoidance, compared to pervasiveness. These relationships hold with control variables of Gini index and participation in anti-corruption convention. (For more information, please contact: Martyna Jacenko, Florida International University, USA: mjace001@fiu.edu)
Home Country Institutional Voids and Nonmarket Political Strategy Effects on EMNEs Foreign Location Choice
Cinara Gambirage, University of Groningen
William Newburry, Florida International University
Wlamir Xavier, Biola University
Ronaldo Parente, Florida International University
Jaison da silva, FGV

This study investigates how home country institutions affect on Emerging Markets Multinationals Enterprises EMNEs’ (EMNEs) foreign location choice and how these MNEs strategically respond to these effects. Draw on institution-based view, we argue that home country institutional voids, paradoxically, provide an incentive for EMNEs escape from home country institutional voids and that these voids create barriers to EMNEs enter in foreign and developed markets. On the other hand, nonmarket political strategy provides institutional support that may help EMNEs to overcome the barriers created by home country institutional voids on their foreign location choice into developed markets. Our hypotheses are tested using an original database on cross border mergers and acquisitions (CBM&A) by Brazilian firms between 2002 and 2017. We found robust empirical evidence that home country institutional voids and nonmarket political strategy affect foreign location choice of EMNEs. Our findings regarding the moderate role of nonmarket political strategy have been non-conclusive. This study contributes to the literature of EMNEs foreign location choice and bring new insights regarding the role of home country institutional voids and nonmarket political strategy for the foreign location choice of EMNEs. (For more information, please contact: Cinara Gambirage, University of Groningen, Netherlands: c.gambirage@rug.nl)

Investments as Bargaining Chips
Minyuan Zhao, Washington University in St. Louis
Shixiang Wang, Shanghai University of Finance and Economics

Institutional environments are often considered exogenous in firms’ investment decisions. While the non-market strategy literature has discussed various approaches that firms may adopt to influence their interactions with institutions, such discussion is mostly absent in the analysis of firms’ location decisions. In this paper, we argue that in countries with significant government discretion, firms may obtain better treatment from the local institutions by locating R&D or manufacturing—the types of investments usually welcomed by the local governments—in the host countries. Using a sample of global patenting and litigation records of the Fortune Global 500 companies from 2007 to 2014, we find that firms tend to have a better chance at obtaining patents, or reversing unfavorable patenting decisions at patent authorities, after their increased local R&D or manufacturing presence. The results are only significant in countries with weak legal institutions, and in countries with relatively weak domestic industries. The effect of investment on firm-specific experience with local institutions thus offers an alternative explanation for location decisions that may seem suboptimal when environments are treated as exogenous. (For more information, please contact: Minyuan Zhao, Washington University in St. Louis, USA: minyuan@wustl.edu)

The Cost of Political Risk Events: Variation by Risk Class, Exposure and Asset Specificity
Anne Spencer Jamison, Copenhagen Business School
Witold Henisz, University of Pennsylvania
Anastasia Gracheva, Wharton School
Xuchong Shao, Vanguard

We extend recent advances in political risk research by devising daily text-based measures of a wide array of political risks in 75 countries from 2013-2020. We identify structural breaks in these country-day data series which yield a population of thousands of discrete political risk events. We estimate the cumulative abnormal returns associated with such events for the 729 firms in the S&P 500 inclusive over that time period with substantial operations in the countries in which the events occurred. We then demonstrate that the magnitude of these negative returns varies by political risk class, exposure and asset specificity. Specifically, political risk
events associated with policy, government and institutional stability are viewed as more material by investors than are events associated with security, social polarization or economic development. Next, we show that firms with greater exposure to a country experiencing a given political risk event suffer greater losses. Finally, we show that these losses also vary across industries in a manner consistent with variation in the level of asset specificity. Our analyses and methodology offer substantial promise in shifting the focus of political risk research from the demonstration of financial impacts to the identification and assessment of the efficacy of managerial responses to mitigate those impacts. (For more information, please contact: Anne Spencer Jamison, Copenhagen Business School, Denmark: aj.egb@cbs.dk)

**Does the Belt and Road Initiative Make Up for the Lack of Institutional Quality in Host Countries?—Micro-Evidence From Chinese Firms’ OFDI**

Xuxu Li, Tongji University
Yanan Zhang, Tongji University
Taoyong Su, Tongji University

Based on a conditional logit regression model, this paper takes a sample of 1310 greenfield investment projects by Chinese enterprises in 57 Belt and Road participating countries between 2011 and 2018. The Belt and Road Initiative, as a regional institutional arrangement, can make up for the lack of institutional quality in the Belt and Road countries and attract Chinese enterprises to invest abroad. In addition, the compensating effect of the Belt and Road Initiative on the institutional quality of host countries is more pronounced in the sample of large enterprises, manufacturing enterprises, and inland enterprises. The results of this study expand the application of regional institutional arrangements in the field of international business and have important policy implications for how to better build "One Belt, One Road" and empower Chinese enterprises to "go global". (For more information, please contact: Xuxu Li, Tongji University, China: lee1230@tongji.edu.cn)

**OFDI and Innovation Performance of Emerging Market Firms: The Role of Political Connections**

Carlos Sousa, Molde University College
Can Meng, Molde University College
Jieke Chen, Leeds University

This study examines the impact of political connections on OFDI of emerging market firms. It also explores how political connections interact with OFDI to influence firms’ innovation performance. The model was tested with a Chinese sample of 24,116 firm-year observations with 3,228 firms. Using zero-inflated negative binomial model and negative binomial model, the findings show that: (1) political connections increase firms’ OFDI; (2) the positive effect of political connections on OFDI is driven by central political connections, but not local political connections; and (3) firms which undertake OFDI have better innovation performance if they are with local political connections, but not central political connections. (For more information, please contact: Carlos Sousa, Molde University College, Norway: carlos.sousa@himolde.no)

**Session: 1.4.18 - Special Session**

**Track: 16. Clinics and Cafés**

**Teaching Café: Engaging Experiences in the Classroom**

**Presented On:** July 7, 2023 - 14:30-15:45

**Facilitators:**
Karen Lynden, University of North Carolina Wilmington
Mikael Soendergaard, Aarhus University

Let’s discuss and share ideas on creating engaging experiences in the classroom through experiential learning, humor, and memorable moments that capture student interests, curiosity, and connect to their passions. Please
come to share your ideas, and to hear from others in this informal exchange. *(For more information, please contact: Karen Lynden, University of North Carolina Wilmington, USA: lyndenk@uncw.edu)*

Session: 1.4.19 - Special Session  
Track: 16. Clinics and Cafés  

**Fellows Café: War, Sanctions, and Other Global Disruptions and Multinational Corporations**

**Presented On:** July 7, 2023 - 14:30-15:45  
**Facilitators:** Ajai Gaur, Rutgers University and Klaus Meyer, Ivey Business School

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

After experiencing several decades of favorable conditions for international business activities, multinationals are facing an environment with rising skepticism against globalization. Recent geopolitical events, such as the Western sanctions against Russia and the trade war between the US and China have forced multinational firms to rethink their global posture and strategies. In this café, we will discuss the consequences of war, sanctions and other global disruptions for international business activities, broadly defined.

Session: 1.4.20 - Special Session  
Track: 16. Clinics and Cafés  

**Fellows Café: Strategic Theory of the MNE and Sustainability**

**Presented On:** July 7, 2023 - 14:30-15:45  
**Facilitators:** Chris Pitelis, Leeds University

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

Revisit Hymer's original strategic theory of the MNE and compare to subsequent IB theories. Explore how more recent developments in strategy and entrepreneurship, such as dynamic capabilities, co-creation and orchestration, can help bolster it further. Highlight tensions and trade offs that undermine multi-level sustainability and ways to fully embrace and integrate sustainability within the strategies IB theory.
Session: 1.4.21 - Special Session  
Track: 16. Clinics and Cafés

*Fellows Café: Social Psychology of Cross-Cultural Consumer Behavior*

**Presented On:** July 7, 2023 - 14:30-15:45

**Facilitators:** Attila Yaprak, Wayne State University and Saeed Samiee, The University of Tulsa

*Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.*

This Café will explore the scholarly and managerial significance of the social psychology questions that will help move international marketing (IM) scholarship on this topic forward. Deeper understanding on these questions is now more important in informing marketing managers about the consumer decision processes that drive global consumption culture.

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Session: 1.4.25 - Special Session  
Track: 16. Clinics and Cafés

*WAIB Speed Mentoring Event*

**Presented On:** July 7, 2023 - 14:30-15:45

In this annually held speed mentoring event, you will have the opportunity to engage in a series of one-on-one, in-person conversations and receive career-related advice from a team of accomplished women IB scholars. It is a time-efficient and fun way to network while seeking answers to your most-pressing career related questions.

Organized by the Women in Academy of International Business (WAIB), the speed mentoring event is for AIB members who identify as female and by RSVP only. For more information, please contact saba.colakoglu@scheller.gatech.edu.
ABSTRACTS FOR SATURDAY, JULY 8, 2023

Session: 2.1.1 - Panel
Track: 15. Special Sessions

AIB Chapters in Times of Global Disruptions: Developing Resilience when Managing Local International Business Activities

Presented On: July 8, 2023 - 09:00-10:15

Chairs: Daniel Rottig, Florida Gulf Coast University and Sumit Kundu, Florida International University

Panelists:
Dana Minbaeva, King’s College London
Vas Taras, University of North Carolina at Greensboro
Maureen Benson-Tea, University of Auckland
Jorge Carneiro, FGV EAESP
Davide Castellani, University of Reading
Anthony Goerzen, Queen's University
Immanuel Azaad Moonesar, Mohammed Bin Rashid School of Government
Lukasz Puslecki, Poznan University of Economics and Business
Subramanyam Raghunath, IIM Bangalore

The purpose of this panel is to bring together AIB Chapter representatives from the 6 continents on which AIB is currently operating regional chapters as well as current and former AIB vice presidents in charge of chapter relations to discuss how to establish and manage regional chapter organizations and related local activities in a time of “global disruptions”. The panelists will engage in a moderated roundtable format to discuss how today’s challenging times of global disruptions have impacted the operations of AIB chapters and how chapters can build resilience when managing local activities related to international business. Panelists will further advise current and interested future chapter leaders and organizers of established as well as potential new chapters and answer questions by the interested audience in a Q&A round. (For more information, please contact: Daniel Rottig, Florida Gulf Coast University, USA: drottig@fgcu.edu)

Session: 2.1.2 - Panel
Track: 10. MNE State Relations and IB Policy

Politics and International Business

Presented On: July 8, 2023 - 09:00-10:15

Chair: Vera Kunczer, WU Vienna

Panelists:
Timothy M. Devinney, University of Manchester
Witold Henisz, University of Pennsylvania
Ari Van Assche, HEC Montréal
Michael Witt, King’s College London

Politics play a central role in international business and has found great consideration in international business theorizing. The last couple of years has seen disruptions in the political context caused by governmental interference, changing ideologies, or geopolitical tensions. Theses developments challenge our theoretical
assumptions on how the political context influences international business and calls for a new line of theorizing. In this panel, we therefore bring together five scholars that have contributed to our understanding about the interconnectedness between politics and international business and have provided important insights into this changing political context. This panel addresses four main issues that concern political personalities, geopolitics, sustainability politics and corporate diplomacy. The goal of this panel is to provide novel and different views on each of these issues and a debate about their role in international business and future research directions. (For more information, please contact: Vera Kunczer, WU Vienna, Austria: vera.kunczer@wu.ac.at)

Session: 2.1.3 - Panel
Track: 14. Theme: IB Resilience under Global Disruptions

Exit Strategies: Corporate Perspectives on Political Disruption

Presented On: July 8, 2023 - 09:00-10:15

Chair: Klaus Meyer, Ivey Business School

Panelists:

Li Dai, Loyola Marymount University
Christopher A. Hartwell, Zurich University for Applied Sciences
Andreja Jaklic, University of Ljubljana
Grazia D. Santangelo, Copenhagen Business School

The war in Ukraine is an extreme case of political disruption, but it is not unique. In recent years, multinational companies had to face international sanctions (e.g. in Iran), political coups (e.g. in Myanmar), revolutions (e.g. Arab Spring) and increasing political tensions between the USA and China. These types of events put companies in situations where continuation of their operation in a ‘business as usual’ mode is not feasible or not desirable. In some cases, new legal restrictions such as formal sanction force companies to exit, in other cases reassessment of political risk or companies’ own policies on ethical business practice trigger considerations of exit. IB scholars such as Witt, Lewin, Li and Gaur (2019), Devinney and Hartwell (2020) and Meyer and Li (2022) have recently argued that such situations are likely to increase in the near future. The macroeconomic and political implications of these new challenges have been widely discussed in the media, and analyzed by economists and political scientists. But so far, business scholars have offered few insights how companies would approach disruptions of this type. Therefore, this panel will discuss the following questions:

• How can MNEs balance financial and ethical arguments for and against a disengagement?
• What are the options for managing partial or full disengagement?
• What are the merits and demerits of alternative disengagement strategies?

In their reflections, panelists will consider how these answers to these questions are likely to vary for different types of firms, different industries, and different types of operations in the country. (For more information, please contact: Klaus Meyer, Ivey Business School, Canada: kmeyer@ivey.ca)
Session: 2.1.4 - Panel
Track: 13. Theme: CEE Region in Times of Disruption

**Resilience, Sustainability, and Nearshoring in a CEE Regional Context**

**Presented On:** July 8, 2023 - 09:00-10:15

Chair: Bent Petersen, Copenhagen Business School

**Panelists:**
- Bent Petersen, Copenhagen Business School
- Jens Brinksten, SeeBeyond Consulting
- Hristina Stoyanova, Sofia University St. Kliment Ohridski

The goal of the panel is to blend academics and practitioners for a discussion on resilience and sustainability gains, but also the challenges associated with nearshoring. The focus is on the CEE countries which have persistently been among the top destinations for services sourcing. The offshoring/outsourcing literature informs us well about the economic, cultural and communitive driving forces behind nearshoring, but tells us less about the extent to which quests for resilience and sustainability motivates it. The panelists will shed some light on this issue. The literature is also sparse about the processual or transitional aspects of moving business activities from a distant location to a nearer one. The panel will illuminate some of the problems that may occur and how companies overcome them in the current challenging CEE environment. Furthermore, while extant offshoring studies have predominantly applied the clients’ perspective, the panelists adopt the suppliers’, too. (For more information, please contact: Bent Petersen, Copenhagen Business School, Denmark: bp.egb@cbs.dk)

Session: 2.1.5 - Panel
Track: 11. Sustainability in International Business

**Pro and Con Debate: Do MNE Business Models Contribute to Tackling, or Give Rise to Grand Societal Challenges?**

**Presented On:** July 8, 2023 - 09:00-10:15

Chair: Shasha Zhao, University of Surrey

**Panelists:**
- Pervez Ghauri, University of Birmingham
- Rudolf R. Sinkovics, University of Glasgow
- Hinrich Voss, University of Bristol
- William Newburry, Florida International University

Global societal challenges are increasingly prominent and require urgent actions. Particularly, the overarching question of whether and how multinational enterprises (MNEs) and their business models can and should contribute to sustainable development in terms of sustainable economic, environmental, and social development of countries in which they operate is receiving heated debates and discussions. The aim of this debate panel is to share relevant and current insights on the nexus of MNE-business model-sustainable development research by well-established scholars from this area. This panel will be interactive with thought-provoking points for heated debates, and welcome engagement from the audience to stimulate relevant and meaningful discussion. (For more information, please contact: Shasha Zhao, University of Surrey, United Kingdom: shasha.zhao@surrey.ac.uk)
Session: 2.1.6 - Panel
Track: 7. Teaching and Education

**Teaching IB: Some Questions for Reflection on Its Importance and Delivery Methods**

**Presented On:** July 8, 2023 - 09:00-10:15

Chair: Erica Piros Kovacs, Indiana University

**Panelists:**
- Erica Piros Kovacs, Indiana University
- Barbara Jankowska, Poznan University of Economics and Business
- Salomao Alencar Farias, Georgia State University

In this workshop (panel with elevated levels of interactivity with the participants), we aim to share experiences and discuss some of the questions brought up at the EIBAzine article written by Erica Kovacs in the Spring / Summer edition of 2022. The idea is to exchange ideas with the audience and panelists to reflect upon the importance and improvement of teaching and to present what we are doing at our universities. The panelists will be presenting their views of these questions and what they have been doing at their universities, and as professors. The participants will join the discussion in groups and there will be a debriefing. We will use the article to guide our discussion in 4 parts:

- We will start discussing with the participants about what are PhD programs doing to help candidates with teaching skills, how teaching positions are seen in universities, how they see the importance of teaching and so on.
- In the second part, we will exchange ideas about the content and its update.
- In the third part, we will discuss teaching methods and techniques that we all have been using to engage students.
- Final remarks

(For more information, please contact: Erica Piros Kovacs, Indiana University, USA: epkovacs@iu.edu)

Session: 2.1.7 - Competitive
Track: 4. Global Strategy, Organization and Value Chains

**Leadership and Global Strategy**

**Presented On:** July 8, 2023 - 09:00-10:15

Chair: Katsuhiko Shimizu, Keio University

**CEOs' Political Ideology and De-internationalization**
- Yannick Thams, Florida Atlantic University
- Luis Alfonso Dau, Northeastern University

We explore MNCs’ de-internationalization at the onset of the 2022 Russia/Ukraine crisis, based on their CEO’s political ideology. Using motivated cognition logic, we propose the differences between conservative- and liberal-leaning CEOs regarding their attitudes toward change and social justice influence their receptivity to stakeholders’ demands regarding de-internationalization. Using a sample of US MNCs, we find support for our arguments. This research is of scholarly importance as this crisis may intensify the terrains of contestation which MNCs represent for stakeholders that are making claims over their location decisions, often perceived as a sign of acceptance into a country’s political actions. (For more information, please contact: Yannick Thams, Florida Atlantic University, USA: ythams@fau.edu)
Leadership Practices for Managing Subsidiary Identity
Deborah Mireles, University of Galway
Pamela Sharkey Scott, Dublin City University
Josephine Igoe, University of Galway

This paper examines how subsidiary leaders manage identity dynamics to achieve both distinctiveness and sameness within the MNC. Drawing on 30 interviews, we reveal how subsidiary leaders navigate across four identity domains: distinct subsidiary identity, nested subsidiary identity, covert subsidiary identity, and individual identity. This paper advances our understanding of the complexities of identity within the MNC and identifies the subsidiary leadership practices to achieve alignment and legitimacy (or not) within the organisation. (For more information, please contact: Deborah Mireles, University of Galway, Ireland: d.mireles1@nuigalway.ie)

Distributive Justice, Subsidiaries Executives’ LMX with Headquarters, and Subsidiary Initiative
Hsiang-Lin Cheng, National Chung Cheng University
Kuo-Pin Yang, National Dong Hwa University

This study examines how distributive justice perceived by subsidiary executives affects their tendencies to show initiative. Specifically, we suggest that when perceived distributive justice is at a low level, then an increase in distributive justice can help align an MNE’s goals with those of subsidiaries. However, subsidiaries may emphasize in-role behaviors and consider initiative less imperative when perceived distributive justice continues to increase. Hence, we posit that distributive justice perceived by subsidiary executives will have an inverse U-shaped association with their tendencies to show initiative. Furthermore, we investigate how the subsidiary executives’ leader-member-exchange (LMX) quality with headquarters managers may moderate this curvilinear effect of distributive justice on subsidiary initiative. Results based on a sample of MNEs based in Taiwan support our arguments. (For more information, please contact: Hsiang-Lin Cheng, National Chung Cheng University, Taiwan: hlcheng@ccu.edu.tw)

A Global Compensation Analysis: Linking the Incentive Component and Incentive Theory With the Globe Studies’ Performance-Orientation
Ursula F. Ott, Nottingham Trent University

This paper draws upon incentive theory and performance orientation of the GLOBE study to design the incentive component in global compensation schemes of multinational enterprises (MNEs). Based on incentive theory, the design of the incentive component in compensation schemes is connected to the performance-orientation index of the GLOBE study. This theoretical approach links the levels of performance-orientation to the output variable in incentive schemes. This prescriptive approach for the development of incentives aims to bridge differences in performance-orientation, to reduce the tension of different cultural approaches and to encourage co-operation, within multinational firms. (For more information, please contact: Ursula F. Ott, Nottingham Trent University, United Kingdom: ursula.ott@ntu.ac.uk)
Session: 2.1.8 - Competitive
Track: 14. Theme: IB Resilience under Global Disruptions

Sanction, Divestment and Resilience

Presented On: July 8, 2023 - 09:00-10:15

Chair: Marian Gorynia, Poznan University of Economics and Business

Sanctions and Voluntary Turnover of Foreign Directors
Xiaomeng Liu, University of Nottingham Ningbo China
Shijin Zhou, University of Nottingham Ningbo China
Tao Bai, University of Queensland
Xue Tan, Hunan Normal University

Drawing from an institutional-based view and relevant turnover literature, we examine the relationship between the recent US sanctions on China and the foreign directors’ (FDs’) turnover in Chinese firms in the sanctioned industries. We have found the voluntary turnover of FDs increases under sanctions, and this relationship is strengthened by Chinese government subsidies and state ownerships. We also find foreign ownership and the age of FDs weaken the relationship. Our findings and analysis contribute to the institutional theory and the turnover literature respectively by exploring the individual-level responses to institutional changes and by investigating a novel type of career shock (i.e., the sanctions). Relevant theoretical and practical implications are discussed. (For more information, please contact: Xiaomeng Liu, University of Nottingham Ningbo China, China: bixxl12@nottingham.edu.cn)

The Determinants of FDI in Sanctions Locations
Chris Jones, Aston University
Nigel Driffield, University of Warwick
Ha-Phuong Luong, Aston University

This paper investigates the determinants of FDI by MNEs into locations that have had sanctions imposed upon them. We theoretically combine the FSA/CSA framework with the concepts of exogenous and endogenous risk to generate a number of theoretical insights that are empirically examined using a comprehensive firm-level dataset. Our key findings show that older and more international firms from the resource extraction sector and knowledge intensive services sector are key drivers of FDI in this context. Financial factors also have an impact but are dependent on the strength of the regime of sanctions. Additional insights show that firms from countries with weaker institutions are more likely to have a presence in a sanctioned state and that there is an endogenous relationship between subsidiary ownership in a sanctioned location and the ownership of a subsidiary in a tax haven location. Our results have important implications for managers in terms of strategy and policy makers in terms sanctions effectiveness and the reform of the international system of taxation. (For more information, please contact: Chris Jones, Aston University, United Kingdom: c.jones2@aston.ac.uk)

International Sanctions and Organizational Resilience: A Study on the U.S. Entity List
Eryue Huang, Renmin University of China
Ziliang Deng, Renmin University of China

In the turbulent business environment, firms face adversity frequently. The importance of organizational resilience to effectively cope with adversity is increasingly evident. As a typical form of adversity, international sanctions have posed destructive impacts on sanctioned firms. Nonetheless, there has been little research on such impacts at a firm-level level and on how firms can mitigate such impact. From organizational resilience perspectives, we hypothesize that the sanctions have negative impact on firm performance, but the flexibility
and competition familiarity of the sanctioned firms can weaken the damage. PSM-DID analyses based on firm-level data of the United States Entity List during 2000–2020 support the hypotheses. *(For more information, please contact: Eryue Huang, Renmin University of China, China: eryue.huang@ruc.edu.cn)*

*The effect of Sanctions on Macro Talent Management: The Case of Russia*

Marina Latukha, Léonard de Vinci Pôle Universitaire
Nikita Kuleshov, St. Petersburg State University
Ilan Alon, University of Ariel
Vlad Vaiman, California Lutheran University

When a country is a target of sanctions, opportunities for economic and innovative development are reduced, which inhibits the competitiveness of firms and states. We employ the macro talent management (MTM) concept to discuss country-level mechanisms of talent management in the face of economic embargos and to show how MTM is affected by sanctions in adverse economic conditions. Using a qualitative content analysis based on 314 media publications discussing the effects of sanctions and the emigration of specialists from Russia starting at the end of February 2022, we investigate how the MTM ecosystem might be damaged when a country faces adversity. In this paper we expand the understanding of the impact of external factors on activities within MTM, particularly in the context of sanctions. We describe how sanctions influence MTM and provide policy implications regarding the effect of sanctions on talent, as therefore, human capital in the sanctioned country. *(For more information, please contact: Marina Latukha, Léonard de Vinci Pôle Universitaire, France: marina.latuha@gmail.com)*

**Session: 2.1.9 - Competitive**
**Track: 1. Internationalization and Entrepreneurship**

*Dynamic Capabilities and Resources in Entrepreneurial Firms*

**Presented On:** July 8, 2023 - 09:00-10:15

Chair: Olga Petricevic, University of Calgary

*Context Dependence of Dynamic Capabilities in the Small, Entrepreneurial Firm*

Birgit Hagen, University of Pavia
Peter Liesch, University of Queensland
Davide Guido, University of Pavia
Antonella Zucchella, University of Pavia
Jay Weerawardena, University of Queensland

Identifying actionable dynamic capabilities (DCs) in the firm and of spatial fine-tuning of DCs for strategic management application lies in the examination of context, particularly the home-country context. International expansion is enabled by the presence of a bundle of DCs that is established from learning routines conveyed by founders who configure and deploy their capability portfolio in implementing strategy. In the Italian context, we report two logics that explain the firm’s bundling of DCs, a dominant entrepreneur’s logic, centered on the traditional Italian entrepreneur and their vision, and an entrepreneurial logic where the entrepreneur guides the development of DCs to learn from its internal and external environment to maneuver the strategic management process of taking the firm into overseas markets. *(For more information, please contact: Birgit Hagen, University of Pavia, Italy: birgit.hagen@unipv.it)*
Entrepreneurial Marketing and Microenterprise Performance: An Empirical Study From an Emerging Market
Ali Kara, Penn State University
Deniz Zeren, Cukurova University
Semsi Merve Balli, KOSGEB

The purpose of this research is to investigate the role of entrepreneurial orientation (EO) and entrepreneurial marketing (EM) on microenterprise performance in an emerging market. We conceptualize that EO, and EM will contribute to microenterprise marketing capability (MC), which in turn will strengthen their influence on performance. Using an online survey, data is collected from 551 microenterprises operating in Turkey to test the hypothesized relationships in the conceptual mode. The findings of this show that both EO and EM have a positive effect on microenterprise performance and MC partially mediates the relation. The findings reported in this study suggest that microenterprise owners/managers need to consider formalizing the development of marketing capabilities and leverage their entrepreneurial marketing with advanced marketing skills and knowledge. This study also confirmed that the resource advantages framework may explain why some microenterprises do better than others. (For more information, please contact: Deniz Zeren, Cukurova University, Turkey: dzeren@cu.edu.tr)

A Longitudinal Analysis of International Entrepreneurial Orientation and Dynamic Internationalization Capability: Configurational Theorizing
Md Imtiaz Mostafiz, Sheffield Hallam University
Farhad Uddin Ahmed, Brunel University London
Janja Tardios, Brunel University London
Paul Hughes, University of Leicester
Shlomo Y. Tarba, University of Birmingham

The dynamics of international business have changed significantly over the last three years, attributed largely to uncertainties caused by the Covid-19 pandemic and global trends towards individualist behaviours (e.g. protectionist trade behaviour, Brexit etc.). To remain competitive, international entrepreneurial firms (IEFs) renew their behaviour towards international strategizing by considering the reconfiguration of capabilities. However, scholars are yet to reveal the configurational interplay of the behaviour and capabilities between the pre-and-post-COVID periods. Drawing on the configurational perspective of dynamic capability theory, we explore configurational differences of dynamic internationalisation capability (DIC) and international entrepreneurial orientation (IEO) as the behavioural aspect of IEFs between the pre-and-post-COVID periods. We apply fsQCA and necessity analysis of QCA (NCA) to data from Malaysian IEFs by applying a longitudinal approach. The results demonstrate that in the pre-COVID period, IEFs (n=259) are prone to manifest IEO along with threshold and disruption capabilities, whereas, in the post-pandemic time, IEFs (n=231) are gingerly manifesting IEO with an overwhelming priority on value-adding and consolidation capabilities in weathering the crisis and securing international performance. We advance knowledge on the theoretical scaffolding of IEO and the dynamic capability theory of IEFs in two different periods. (For more information, please contact: Farhad Uddin Ahmed, Brunel University London, United Kingdom: farhaduddin.ahmed@brunel.ac.uk)

A Dynamic Capability Perspective of Ambidexterity and Its Impact on International Venture Performance: Evidence From Nigerian Industrial SMEs
Marios Theodosiou, University of Cyprus
Evangelia Katsikea, ICN Business School, Paris / CEREFIGE, University of Lorraine
Oluyomi Alarape, Wragby Business Solutions & Technologies
Christophe Rethore, ICN Business School, Paris / CEREFIGE, University of Lorraine

Digital technologies provide contemporary organizations with a unique opportunity to develop a new set of dynamic capabilities to advance their business activities. For small- and medium-sized enterprises (SMEs) in particular, technology can serve as a powerful force that can be used in order to meet the challenges imposed by larger competitors, especially in an international business context. The present study examines the role of
three technology-related dynamic capabilities in influencing the international venture performance of SMEs, by supporting their efforts to fully exploit their current products, knowledge, and processes (exploitation orientation) or by assisting them in developing new knowledge, introducing innovating offerings, and adopting novel business approaches (exploration orientation). Using data collected from Nigerian SMEs which operate in international markets, we find that digitalization capabilities, market capitalizing agility, and real-time market responsiveness have a positive impact on the pursuing of both an exploitation and exploration orientation towards international business activities. We also indicate that an exploitation orientation (but not an exploration orientation) has a significant positive impact on international venture performance. (For more information, please contact: Evangelia Katsikea, ICN Business School, Paris / CERFIGE, University of Lorraine, France: evangelia.katsikea@icn-artem.com)

Session: 2.1.10 - Competitive
Track: 5. HRM, Leadership and Cross-Cultural Management

Social Capital and Culture

Presented On: July 8, 2023 - 09:00-10:15

Chair: Bareerah Hafeez Hoorani, Radboud University

Multiculturals’ and Multiliguals’ Social Capital Formation: Resources and Social Capital Types
Tomke J Augustin, University of Manitoba
Markus Pudelko, University of Tuebingen

This study investigates the social capital formation of two increasingly important groups of employees: multiculturals and multiliguals. Multinational corporations are increasingly relying on informal resources of their employees such as social capital to gain a competitive advantage. However, cultural and language differences among their employees limit the formation of their social capital. We posit that multiculturals and multiliguals are particularly well suited to form social capital across cultural and linguistic boundaries, thus being able to substantially reduce this problem. Grounded in the analysis of 154 semi-structured interviews with multiculturals and multiliguals in international workplaces, we inductively develop a comprehensive theory of social capital formation among multiculturals and multiliguals. To provide a holistic picture, we investigate what resources they utilize to form social capital and what types of social capital they ultimately form. We show that they employ various culture-, language- and personality-related resources to form social capital. Furthermore, we provide evidence for multiculturals forming culture-specific and culture-general social capital, whereas multiliguals form language-specific social capital only. We contribute to the international business literature by inductively developing a theory that shows how these individuals form their social capital and how this social capital can be characterized. (For more information, please contact: Tomke J Augustin, University of Manitoba, Canada: tomke.augustin@umanitoba.ca)

Does Context Matter? Uncovering the Expatriation Intention of Employees From Developed and Emerging Countries
Denise R. Quatrin, Durham University
Roberta Aguzzoli, Durham University
Jorge Lengler, Durham University Business School

Multinational companies rely on assigned expatriates (AEs) for successful operations. More recently, though, employees have been more reluctant to expatriate, evidencing the importance of investigating the predictors of expatriation intention to widen organizations’ talent pool. Notably, while most expatriation research has focused on individuals from developed countries, minimal research has been conducted on those from emerging countries. Drawing on the self-determination theory and the theory of planned behavior, we developed a model to explain the formation of expatriation intention. Furthermore, we incorporated individual-subjective (psychic
distance – PD) and national-level (cultural distance – CD) moderating variables into the model. 431 AEs (218 from emerging and 213 from developed countries) answered an online questionnaire, and we tested the model using multi-group structural equation modeling. The results support a different process for developed and emerging AEs and the moderating role of CD and PD. In addition, the findings shed new light on the international human resource management and expatriation literature. Foremost, this research provides a more comprehensive appreciation of the antecedents of employees’ expatriation intention and emphasizes the lasting impact of the employees’ country of nationality. (For more information, please contact: Denise R. Quatrin, Durham University, United Kingdom: denise.r.quatrin@gmail.com)

Impact of Organizational Culture on Employee Psychological Safety: The Role of Trust in Top Management Across 18 Societies
Ratan Dheer, Eastern Michigan University
Jane Tong, Monash University
Len Treviño, Florida Atlantic University
David Ralston, University Fellows International Research Consortium
Brian Tjemkes, Vrije Universiteit
Luis Paparella, Universidad Centroccidental Lisandro Alvarado
Marian Crowley-Henry, Maynooth University
Calvin Burns, University of Greenwich
Fabian Froese, University of Goettingen
Gabrielle Poeschl, Universidade do Porto
Oswaldo Morales, ESAN University
Erna Szabo, Johannes Kepler University
Pingping Fu, University of Nottingham Ningbo China
Narasimhan Srinivasan, University of Connecticut
Mario Molteni, Università Cattolica del Sacro Cuore
Arif Butt, Lahore University of Management Sciences
Oliver Furrer, Université de Fribourg
Fidel León Darder, Universitat de València
Maria Kangasniemi-Haapala, South-Eastern Finland University
Ajantha S. Dharmasiri, University of Sri Jayewardenepura
Ruth Alas, Estonian Business School

We assess the direct effect of organizational culture and the mediating effect of trust-in-top-management on employees’ psychological safety perceptions using 2,451 observations from 18 global societies. Our hierarchical linear modeling analyses suggest that clan and adhocracy cultures levy a significantly stronger effect on psychological safety than market and hierarchy cultures, and trust-in-top-management mediates this effect. Further, we examine how macro-environment factors, namely individualism and governance quality, condition the impact of trust-in-top-management on psychological safety. We found a significant cross-level moderating effect of individualism and governance quality on psychological safety. Our fine-grained analysis of individualism indicates that its effect stems mainly from the achievement values sub-dimension of individualism but not from its power and innovation values sub-dimension. These findings contribute significantly to the psychological safety and international management research domains. We discuss implications and advance directions for future research. (For more information, please contact: Ratan Dheer, Eastern Michigan University, USA: rdheer@emich.edu)
Visualizing Invisible Values Across Societies and Institutions
Bradley James Koch, Grand Valley State University
Joanna Zukowska, SGH Warsaw School of Economics
Tiit Elenurm, Estonian Business School
Yiheng Deng, Shanghai International Studies University
Frederick Owusu Sarpong, Ghana Institute of Management and Public Administration
Jessica Lichy, IDRAC Business School
Pamela Tremain Koch, Grand Valley State University

We integrated the institutional logic perspective (ILP) with a traditional IB culture approach to reveal the contextual and dynamic nature of values at both the societal and institutional levels which supports the conceptualization of values as clusters which create contextual zones of meanings. In our study we used values collected from 1196 firms’ published value statements across eight nations (China, Estonia-Finland, France, Ghana-Nigeria, Poland, USA) that represent six of GLOBE’s ten regional culture clusters. These public statements contain socially constructed aspirational values and are embedded within the organization’s broader institutional and societal environments. Utilizing a hybrid emic-etic methodology to minimize Western-centric biases, we created 15 value categories and mapped these values across societies and institutions. Using both the GLOBE leadership dimensions and the general GLOBE value dimensions, we found that societal influences explain significantly more variance than institutional field. In addition, we found that that context also plays a part. Different values are used when the value statements are published on the firm’s “about us” webpage than on the “career opportunities” webpage. (For more information, please contact: Bradley James Koch, Grand Valley State University, USA: kochb@gvsu.edu)

Session: 2.1.11 - Competitive
Track: 8. Research Methods

Contemporary Methods Concerns in IB Research

Presented On: July 8, 2023 - 09:00-10:15

Chair: Terrence Robert Guay, Pennsylvania State University

Apples with Apples or Apples with Oranges? Comparative Reasoning and Theorizing in International Business Research
Catherine Welch, Trinity College Dublin
Hanna Gajewska-De Mattos, University of Leeds
Sergi Casals Rispau, Universidad EAFIT
Rebecca Piekkari, Aalto University

International Business (IB) researchers deal with the ‘shock of difference’ all the time. Yet, a discussion on comparisons has not been part of mainstream IB research to date. In this paper, we argue that this is a missed opportunity for theorising and propose a new agenda for comparative research in IB. We problematize the nature of comparisons and critique the dominant logic of comparison in the field. Based on an analysis of multidisciplinary dialogue on new ways of approaching comparisons from fields such as anthropology, sociology, political science, literature and education we propose an alternative logic of comparison - ‘thick comparison’ - which generates theory by means of a dynamic interplay between the differences as well as similarities of comparative units. This stands in sharp contrast to the dominant logic termed ‘equivalent comparison’, which focuses on establishing regularities and similarities between units. We do not argue for abandoning the dominant logic altogether but rather advocate greater plurality of approaches to comparison. Thickening comparisons is a powerful tool for theorizing about change, context and differences which are at the heart of the IB field. (For more information, please contact: Hanna Gajewska-De Mattos, University of Leeds, United Kingdom: hgdm@lubs.leeds.ac.uk)
What’s the p(roblem)? The State of Hypothesis-Testing Research and Related Issues in International Business
Jelena Cerar, WU Vienna University of Economics and Business

Over the past decade, researchers in the field of International Business (IB) and other areas of management science have suggested that the prevalent statistical methods based on null-hypothesis systematic testing (NHST) and related practices should be significantly revised or even abandoned. In this article, I examine problematic approaches in original papers published in the Journal of International Business Studies (JIBS), the leading IB journal, between 2012 and 2022. My analysis indicates a high probability of HARKing, file-drawing, and p-hacking. Furthermore, my data shows that the problems seem to have become more severe. There are only few positive trends. I discuss the main factors driving these trends and highlight systemic problems that require collective action. I address some of these challenges and propose potential solutions, thereby contributing to the list of JIBS publications that promote good scientific values and reporting standards. (For more information, please contact: Jelena Cerar, WU Vienna University of Economics and Business, Austria: jelena.cerar@wu.ac.at)

Fashions in International Business Research: A Comparative Case Study
Lin Yu Liu, Aalto University
Riku Reunamäki, Aalto University
Maria Rumyantseva, University of Sydney
Catherine Welch, Trinity College Dublin

In this study we adopt a fashion perspective to examine the development of international business theories. Specifically, we look at how management fashions created by consultancies get imported and institutionalized as “theory” in IB and explore the role of the academic community in such processes. Based on the popularity among IB scholars and the characteristics of a management fashion, we identified and selected three fashions for an in-depth examination: Born Global (BG), Talent Management (TM), and Entrepreneurial Ecosystems (EE). By tracing the chronological development of these management fashions in academia, mapping them to the fashion lifecycle model, and conducting textual analyses on influential work, review articles, and editorials of special issues, we are able to construct three narratives around fashion development in IB. We demonstrate how individual fashions are imported without critical examination and institutionalized to become “theories” lacking appropriate foundations in IB. We argue that the IB community needs to proceed with caution when making our research more “relevant.” As a field, we need to develop a robust immune system, in the form of a healthy debate about the value of a concept. (For more information, please contact: Riku Reunamäki, Aalto University, Finland: riku.reunamaki@aalto.fi)

A Paradigmatic Approach to Time in International Business Research – Ontological, Epistemological and Methodological Considerations
Melanie Hassett, University of Sheffield
Eriikka Paavilainen-Mäntymäki, University of Turku
Leila Hurmerinta, University of Turku

Abstract
Time and temporality are central to the internationalization of the firm. When to internationalize has been recognized as important as to how to internationalize. So far much of the focus on time has been on speed of internationalization. Yet time is seldom well defined or acknowledged in International Business research. In this paper we argue that adopting a more systematic approach to time and temporality would allow to unveil the role of timing, pace and rhythm in internationalization. We call this systematic approach a paradigmatic approach where time is considered from the ontological, epistemological and methodological dimensions of the research. The question is how can we embed time in IB research, adopt a so called paradigmatic approach, and thereby achieve the potential for the highest time-informed contribution. (For more information, please contact: Melanie Hassett, University of Sheffield, United Kingdom: melanie.hassett@sheffield.ac.uk)
Migrant Entrepreneurship and International Mobility

Presented On: July 8, 2023 - 09:00-10:15

Chair: Olli Kuivalainen, LUT University

Total Capital, Mixed Embeddedness and Millionaire Migrant Entrepreneurs in Australia
Zhenyuan Qu, RMIT University
Ling Deng, RMIT University

In this research, we apply a novel synthesis of total capital concept and mixed embeddedness theoretical models to develop a useful framework for exploring the entrepreneurial experiences of Chinese business migrants in Australia, who are so called ‘millionaire migrants’. Data were drawn from in-depth interviews with 20 Chinese business migrant entrepreneurs in Australia, supplemented by three focus group. We investigated approaches that this specific group of migrant entrepreneurs use to integrate into the host country’s business and social domains. Our findings indicate that their passive entrepreneurial practices have become important means of embedding of business migrants into the host country. While they use their accumulated economic capital and social capital in their home country to sustain their migrant entrepreneurship, their continuous entrepreneurship can be viewed as economic embeddedness. Meanwhile, the social embedding for this group of entrepreneurs depends mainly on the level of social network acquisition and utilisation. Our paper contributes to the current literature on transnational migrant entrepreneurs by exploring the unique entrepreneurial experiences of the new affluent migrants in Australia. (For more information, please contact: Ling Deng, RMIT University, Australia: ling.deng@rmit.edu.au)

COVID 19 and Role of Digitalization in Growth of Immigrant and Ethnic Minority Businesses
Narayan Prasad Bhattarai, University of the West of Scotland
Sarika Pruthi, San Jose State University

The significance of immigrants and ethnic minority entrepreneurs (IEMEs) is well acknowledged worldwide. Limited resources and the use of ever-changing technologies coinciding with the Covid pandemic raise questions about how IEMEs combine financial and technological resources to achieve growth. There is evidence on the role of resources in IEMEs’ venture founding but less on their growth strategies. Drawing on four phases of interviews with 31 IEMEs in the UK, our findings suggest that IEMEs are heterogenous in their growth paths depending on their financial and technological resources. We found four categories of IEMEs achieving different growth strategies ranging from survival and growth in ethnic enclaves to rapid internationalization based on their financial and technological resource capabilities. We discuss the implications of these findings for theory and practice. (For more information, please contact: Narayan Prasad Bhattarai, University of the West of Scotland, United Kingdom: narayan.bhattarai@uws.ac.uk)

From Recipients to Contributors: A Review of Immigrants on Firms’ Internationalization and Future Research Agenda
Dongdong Huang, Nankai University
Feiyue Sun, Nankai University

Pioneering immigrant leaders, as exemplified by Elon Musk, are revolutionizing the world and setting the course for humanity’s future, calling for action to recognize their contributions. In this paper, we highlight the practical and theoretical importance of analyzing immigrants’ impact on firms’ internationalization. Based on results of a bibliometric and keyword co-occurrence analysis, we review the major theories used in the focal literature and identify the main focus, key arguments, level of analysis, outcome predictions and firm responses. This review
enables us to synthesize an interplay of theoretical perspectives and develop a context–mechanism–outcome framework to guide research on relationships between immigrants and firms’ internationalization. We conclude with a set of recommendations for further research on this important and timely topic. (For more information, please contact: Dongdong Huang, Nankai University, China: dhuang005@e.ntu.edu.sg)

Liminality- Disruption or Opportunities for Migrant Entrepreneurs?
Maria Elo, University of Southern Denmark
Liubov Ermolaeva, St. Petersburg State University
Maria Ivanova-Gongne, Åbo Akademi University
Daria Klishевич, St. Petersburg State University
Tanvi Kothari, San Jose State University
Nila Wiese, University of Puget Sound

Migrants face exclusion and inequality at various levels as they transition into developed host countries. In addition to spatial liminality, migrants experience periodic liminality due to unforeseen circumstances like, geopolitical conflicts, pandemics, etc. Migrants’ integration into host countries depends largely on their agency, resilience, ability to navigate new contexts, adaptive strategies, and connections to diasporas. This paper explores how migrant entrepreneurs establish their enterprises in the host country while navigating spatial and periodic liminality. The findings from this multiple-case study research of Russian-speaking migrant entrepreneurs in Germany show that migrant entrepreneurs diminish their liminality by leveraging the portfolio of capabilities derived from their superdiversity (e.g., ethno-linguistic) to establish, grow, and transform their entrepreneurial ventures. (For more information, please contact: Maria Elo, University of Southern Denmark, Denmark: melo@sam.sdu.dk)

International Entrepreneurial Mobility and Innovation: Revisiting the Phenomenon and Future Research Directions
Ngoc Nguyen, Heriot Watt University
Yen Tran, Heriot Watt University
Assybek Nurgabdeshov, Heriot Watt University

International entrepreneurial mobility, the movement of entrepreneurs across border context, is the key channel for knowledge transfer and innovation development of both home and host country. Research on international entrepreneurial mobility come from cross-disciplines, various theoretical perspectives, and mixed methodologies, thus when consolidated, results in highly fragmented, overlapping concepts and contradicting impact findings. Using multidisciplinary systematic review method synthesizing literatures from diaspora, returnee, migrant, expatriate, former MNC employee and transnational entrepreneurship, this study disentangles, maps out and examines current research issues in the linkage with innovation. The study also proposes future research direction and implication for international business and innovation research. (For more information, please contact: Yen Tran, Heriot Watt University, United Kingdom: y.tran@hw.ac.uk)

Arts Entrepreneurship and The International Career of Contemporary Artists from Emerging Economies: Multiple Case Studies from São Paulo, Brazil
Mariana Cristina Lorca, ESPM
Ilan Avrichir, ESPM

This article analyzes how a generation of emerging Brazilian artists, from São Paulo, Brazil, entered the international market. The study largely explored the concept of Arts Entrepreneurship (AE), conducted by a literature review on AE, to understanding if, and how, the precepts of entrepreneurship have been applied in the universe of Art, and related to the internationalization of artists from emerging countries, like Brazil. The methodology is based on the study of multiple cases, in-depth interviews with artists, as well as a vast search of secondary sources, and development of a biographical and curricular database. The result shows that AE allied to the concept of Human Capital theory and to a very new context of the Contemporary Art Market boosted the
internationalization of emerging contemporary artists at the turn of the millennium. A framework proposal around AE and the development of a model of internationalization on contemporary art can contribute to a solid curricular, disciplinary base for students of arts, as well as a guiding line in the conduction of the artist's personal and professional life trajectory. (For more information, please contact: Mariana Cristina Lorca, ESPM, Brazil: mariana.c.lorca@gmail.com)

**Session: 2.1.14 - Interactive**

**Track: 2. Marketing Strategy and Consumer Research**

**Creating Global Brand Equity in a Multicultural World**

**Presented On:** July 8, 2023 - 09:00-10:15

Chair: Nele Jacobs, Universität Trier

*International Marketing Strategy Comparison of Service Quality Perception for Consumer Behavior Prediction*

Chih-Hsing Liu, National Kaohsiung University of Science and Technology
Maria Carmen B. Lapuz, National Kaohsiung University of Science and Technology
Wei-Long Lee, National Kaohsiung University of Science and Technology
Bernard Gan, Griffith University

This study has important implications for the restaurant sector, as it investigates using service quality to predict consumer revisit behaviour prediction in the different study settings of chain restaurants in Taiwan and China. In Study 1, 786 customers from a famous chain restaurant in Taiwan are examined. The results show that service quality may indirectly influence revisit intentions through brand equity and safety management systems. Furthermore, the moderating roles of perceived safety were examined to determine the relationship between the safety management system and revisit intention. This situation is particularly suitable and has received attention under COVID-19 pandemic prevention. Study 2 selected 960 customers from a hotpot chain restaurant in China. The results show that service quality may indirectly influence revisit intention through gratification and reputation. Additionally, perceived values are also confirmed to strengthen the relationships between restaurant reputation and revisit intention. Managerial and theoretical implications are also discussed. (For more information, please contact: Chih-Hsing Liu, National Kaohsiung University of Science and Technology, Taiwan: phd20110909@gmail.com)

**Is Consumer Animosity an Elephant in the Room? The Role of Perceived Intrusiveness and Altruistic Behavior**

Naeem Akhtar, University of Engineering and Technology Lahore
Tahir Islam, Silesian University of Science and Technology
Huda Khan, University of Aberdeen
Ying Wang, Youngstown State University

Purpose: Consumer animosity in the wake of Russia-Ukraine war has gained significance in consumer behavior research. In this line, this study aimed at examining (1) the influence of consumer animosity in developing brand attitude and its ensuing outcomes—brand boycott behavior and brand-country image, (2) the moderating role of perceived intrusiveness on the relationship between consumer animosity and brand attitude, and (3) the moderating role of altruism between brand attitude and behavioral outcomes. Design/Methodology/Approach: Using the data obtained from 411 European consumers, data analysis was performed using structural equation modeling (SEM) to examine the proposed relationships. Findings: The findings revealed a strong negative influence of consumer animosity on brand attitude, which eventually leads to brand boycott behavior and a negative brand-country image. This work also confirmed the boundary condition of perceived intrusiveness on the effect of consumers’ animosity on brand attitude. Further, we validated the moderating effects of altruistic behavior on the relationships between brand attitude and boycott behavior and brand country image.
Limitations and Implications: This study offers theoretical, practical and policy implications in international marketing domain. We acknowledged a few shortcomings and made some recommendations for future research. Originality: In the context of the Russian-Ukraine War, we create a novel conceptual framework based on consumer animosity. In the current scenario, we investigated how European customers' animosity to Russian brands develops their adverse attitudes. We also highlighted the alternatives to Russian brands when they were boycotted during the Russia-Ukraine war. (For more information, please contact: Naeem Akhtar, University of Engineering and Technology Lahore, Pakistan: naeem.uibe@hotmail.com)

Interaction Effects of Product Ethnicity, Endorser Ethnicity and Brand Concept on Global Brands’ Foreign-Category Extensions
Hsiu Ying Huang, Feng Chia University
Ching-Wen Hung, Feng Chia University

This research explored how product-ethnicity (local-foreign category), communication strategy (endorser ethnicity) and brand concept (prestige-functional image) interact to influence consumers’ attitudes toward a global brand’s extension when the parent category is strongly associated with foreign culture. Using an experimental method, the result illustrated a product ethnicity effect that consumers have more favorable attitudes toward the product-ethnicity congruent than the product-ethnicity incongruent extension product launched by a foreign-category global brand. Although the local-category extension suffers from the perceived product-ethnicity incongruity between the parent and the extension category, the global brand may counter the incongruent effect by featuring a similar-to-the-local-consumer-ethnicity endorser in its communication strategy. Moreover, the research also showed that the relative impact of the endorser-ethnicity compensating is contingent on the parent brand’s positioning (prestige or functional image). In general, this study contributes to theoretical and managerial insights into drawing glocal strategies for global brands when the parent and the extension category possess strong but different cultural symbolism in a local market. (For more information, please contact: Hsiu Ying Huang, Feng Chia University, Taiwan: huanghy@fcu.edu.tw)

The Role of Culture, Economic Development, and Brand Traits in Negative Event Spillover and Recovery
Clark D Johnson, Pepperdine University
Brittney C Bauer, Loyola University New Orleans
Nitish Singh, Saint Louis University

Recent work has sought to find contextual consumer- or firm-level characteristics that can moderate customers’ responses to a negative brand event and its recovery efforts. Along these lines, the first goal of this paper is to examine the cultural characteristics of consumers and characteristics of the brand’s country-of-origin that can facilitate or inhibit the forgiveness of negative events. Research on the ‘spillover effect’ of negative brand events has searched for contextual variables that can mitigate or exacerbate these spillover effects. Scholars have suggested that researchers must consider the consumer’s existing relationship with the brand when studying negative events. Therefore, the second purpose of this paper is to examine how these spillover effects might be affected by the consumer’s previous relationship with, and knowledge about, the brand. We develop a set of hypotheses regarding these moderating effects in the negative brand event context and discuss our approach to empirically test these hypotheses. (For more information, please contact: Clark D Johnson, Pepperdine University, USA: clark.johnson@pepperdine.edu)

Finite Mixture Multinomial Logit model for Analyzing Hotel Booking Mode Choice of Tourists
Huiling Jiang, Tongji University
Shumin Yan, Tongji University
Ahmed Rabeeu, Tongji University

This study explores the preferences of tourists for hotel booking mode using a sample of 11,861 travellers that visited the Maldives between 2016 and 2022. We identify two classes of tourists by estimating a Finite Mixture Multinomial Logit Model (FMMNL). Our findings reveal that first-time visitors from neighbouring markets for a
short stay are more likely to book a hotel through travel agencies in class 1. On the contrary, first-time visitors from nearby origins who avoid staying in luxury hotels for a short stay choose the Internet in class 2. Tourists from long-haul destinations in class 1 and repeat visitors from nearby origins in class 2 tend to choose the telephone. Intermediaries are preferred by repeat visitors from close origins in class 1 and those travelling for other purposes in class 2. Our study makes a novel contribution to research on the FMMNL model and offers practical implications to hoteliers. (For more information, please contact: Ahmed Rabeeu, Tongji University, China: rabeeu@tongji.edu.cn)

Session: 2.1.15 - Interactive
Track: 9. Emerging Markets and Emerging Market MNEs

Internationalization of EMNEs

Presented On: July 8, 2023 - 09:00-10:15

Chair: Martin Hemmert, Korea University

Cultural Distance, Policy Uncertainty and Chinese SMEs’ Establishment Mode Choice: An Institutional Perspective
Zibang Chen, University of Manchester
Axèle Giroud, University of Manchester
Asmund Rygh, University of Manchester

Transaction cost economics dominates the literature on establishment mode choice and suggests that cultural distance drives the option of greenfield investments against acquisitions by MNEs. In this paper, we argue that the institutional perspective may be more applicable to Chinese SMEs’ establishment mode choice. We study how cultural distance affects Chinese SMEs’ choice between greenfield investments and the moderator of policy uncertainty. We find that Chinses SMEs prefer acquisitions to greenfield investments when facing a large cultural distance. Moreover, policy uncertainty strengthens this relationship. The analysis of 218 FDI in 32 countries through greenfield investments or acquisitions by 118 Chinese SMEs from 2011 to 2017 provides empirical support. We complement the literature on how MNEs would choose establishment mode to deal with cultural distance by adding another angle. Additionally, we identify the boundary condition of policy uncertainty that influences MNEs’ pressure to overcome cultural distance. (For more information, please contact: Zibang Chen, University of Manchester, United Kingdom: zibang.chen@postgrad.manchester.ac.uk)

SME Internationalisation: An Emerging Market Perspective
Taniya Pawan Bukalsariya, Brunel University London
Goudarz Azar, Brunel University London
Xiaoqing Li, Brunel University London

Emerging economies take centre stage in the current global economy as we see more participation from emerging market MNEs and Emerging Economy SMEs (ESME). However, there are still some gaps in the literature on our understanding of why ESMEs choose to expand internationally despite their limited resources and institutional weakness. Thus this study aims to give a snapshot of the current literature on ESME internationalisation and identify the factors that affect an ESME’s internationalisation through the pre-internationalisation stage (i.e., deciding whether to and how to internationalise) and post-internationalisation stage (i.e. factors affecting the growth or expansion stage of ESMEs once initial internationalisation has occurred). In this quest, multiple factors were identified across the 54 reviewed papers, which were consolidated into external factors (i.e., home market, institutional differences/host market, networks, culture, cost, finance and market characteristics) and internal factors (i.e., ownership structure, firm size, product, innovation, human capital, expatriate, endogenous opportunism, offshoring, outward-looking competences, entrepreneurial capital, firm capabilities, knowledge, underutilised capacity, manager’s experience, gender,
A Behavioral Perspective on Informal Cross-Border Trading
Marcus Møller Larsen, Copenhagen Business School
Rebecca Namatovu, Copenhagen Business School
Rajneesh Narula, University of Reading

Informal cross-border trade (ICBT) involves trade that wholly or partly evades payment of duties and charges and is a highly prevalent business practice in developing countries. We focus on the persistence of ICBT despite government interventions to increase formalization, and explore how informal traders’ behaviors influence their appreciation or adoption of interventions for formalization. We argue that the potential for formalizing ICBT depends on how the informal traders evaluate the prospects of remaining informal versus changing to formality. Based on a qualitative case study of the introduction of a simplified trade regime (STR) at the Busia trading post between Uganda and Kenya, we find that informality persists due to a supportive, informal social network, skepticism of government/state programs, and perceived superiority of informal. We contribute by explicitly acknowledging the role of socio-economic behavior in explaining informality persistence even when simple formalization interventions are introduced. (For more information, please contact: Marcus Møller Larsen, Copenhagen Business School, Denmark: mml.si@cbs.dk)

Direction of Institutional Distance and the Entry Mode Choices of Emerging Market Multinationals: Evidence from India
Sandeep S, IIM Raipur

The existing literature on the impact of institutional distance on entry mode choice decisions of MNEs is equivocal, with studies predicting both higher and lower control mode choices with higher formal institutional distance. The lacuna in the existing literature is due to the problems associated with the underlying theoretical perspectives (especially the view of institutions and strand of institutional theory used) and the symmetrical treatment of the institutional distance construct. Taking an institutional economics view of institutions, we argue that the relative difference in the institutional quality of institutions (direction of institutional distance) may impact the entry mode choice along with the magnitude of such differences. Contrary to conventional wisdom, we found support for the hypothesis that Indian MNEs prefer a higher control entry mode when expanding into a host country with lower institutional quality in a sample dataset of 500 BSE-listed firms from 2007 to 2018. Indian MNEs prefer a lower commitment entry mode, such as international joint ventures (IJVs) in a host country with better institutional quality. Thus, we augment the transaction cost theory explanation of entry mode choices by incorporating how costs change with the direction and magnitude of institutional distance. (For more information, please contact: Sandeep S, IIM Raipur, India: ssandeep@iimraipur.ac.in)

The Internationalisation of InsurTech Platform Companies: A Latin American Perspective
Vitor Corado Simões, ISEG - Lisbon School of Economics and Management
Ernesto Herrera Leon, ISEG - Lisbon School of Economics and Management

To date, there is a dearth of academic studies on InsurTechs Platform and their internationalisation, especially in Latin America. This paper intends to contribute to respond this problem, by addressing two research questions: How do InsurTech platforms take decisions regarding the foreign markets to be approached? and How do they behave to overcome the difficulties faced in their internationalisation processes? Three case studies of Latin American InsurTechs Platform were developed. The results indicate that the macroeconomic environment and the perceived existence of specific technology-related competitive advantages are relevant in decision making. The capacity to exploit promising business opportunities was also an important consideration.
To face the challenges, InsurTechs introduced adaptations in platform features and established partnerships in foreign context, as a tool to get access to missing assets and to leverage network effects. Therefore, inter-company linkages were used to contribute to overcome the liabilities of both foreignness and outsidership. This research provides interesting insights to the literature on platform internationalisation and is expected to trigger further research on InsurTechs platform. (For more information, please contact: Vitor Corado Simões, ISEG - Lisbon School of Economics and Management, Portugal: vcs@iseg.ulisboa.pt)

Medical Tourism in Emerging Markets: A Transaction Cost Economics Perspective
Kiran Jyoti Mahasuar, IIM Kozhikode
Pallikara Rameshan, IIM Kozhikode
Rajesh Srinivas Upadhyayula, IIM Kozhikode

Medical Tourism is a promising segment within the competitive and price-sensitive healthcare sector and is witnessing disruptive growth globally. It is also an intriguing research domain as it seeks to integrate the twin objectives of healthcare and tourism in a transnational context. This paper sets out to develop a set of exploratory propositions based on the theoretical paradigm of transaction cost economics (TCE) theory. The paper examines, first, whether specific-assets-based transactions create significant competitive advantages vis-à-vis generic-assets-based transactions in healthcare settings and, second, how the governance of these assets affects service quality and customer outcomes. The study finds that investment in specific assets is associated with higher satisfaction and better service quality, thus, building a strong case for specific assets vis-à-vis generic assets. Furthermore, the study also supports the relational form of governance as the most suitable mechanism given the uncertainty, asset specificity, and potential hold-up problems. (For more information, please contact: Kiran Jyoti Mahasuar, IIM Kozhikode, India: kiran.mahasuar@gmail.com)

The Role of Managerial Confident Level Toward the Relationship Between Organization Slack and Firm’s Internationalization: Evidence from Southeast Asia Region
Pitima Diskulnetivitya, Chiang Mai University
Niyata Kawewong, Chiang Mai University

In this study, we empirically test the association between types of slack and internationalization performance. In addition, we examine how management characteristics that as management confidence level, influence the allocation of slack resources into internationalization strategy. The hypotheses are tested on Southeast Asia countries that allow us to understand how organization slack plays a role in internationalization performance in developing countries. We expect that slack affects a firm’s internationalization. Also, the confidence level of management moderates the relationship between slack and internationalization performance. (For more information, please contact: Pitima Diskulnetivitya, Chiang Mai University, Thailand: pitima.d@cmu.ac.th)

Session: 2.1.16 - Interactive
Track: 10. MNE State Relations and IB Policy

The Influence of Uncertainty and Trade Rivarly on the Business Environment

Presented On: July 8, 2023 - 09:00-10:15

Chair: Toshimitsu Ueta, Copenhagen Business School

The Impact of Populism on FDI: A Signaling Theory Perspective
Alessandro Biraglia, Leeds University
Angelo Solarino, University of Durham

In recent years, populist movements have arisen around the Globe, influencing the public debate ad, on certain occasions, gaining a majority in national elections and governing countries. While scholars have debated on the
impact populist movements and politicians have on politics and international relationships, the impact on trade and business relationships following the affirmation of populism still deserves attention. Building on a signaling theory perspective, in this paper, we aim to assess how the rise of populism affected FDI investments across countries. We first discuss populism as a social movement and then how populism affects the decision-making of MNEs with regard to their FDI decision. Through three separate studies at subnational, national, and global levels, using different samples and methodologies, we find a significant impact populism has on FDI decisions. Our paper shows that while "populism" as a construct negatively affects FDIs, not all its components have the same negative effect. Anti-elitism and homogeneity of people deter FDIs, while the desire of the people for more sovereignty has a positive effect on FDIs. We discuss the implications of our findings in the conclusions together with future research directions. (For more information, please contact: Alessandro Biraglia, Leeds University, United Kingdom: a.biraglia@leeds.ac.uk)

Integrating the Western and Eastern Perspectives on Sustainable Development: A Coevolutionary Approach to the US-China Trade War through the Lens of Global Value Chains
Hwy-Chang Moon, Seoul National University
Wenyan Yin, aSSIST University
Feihu Zheng, Beijing Normal University

The US-China trade war shows that economic issues are often intertwined with political, thereby exacerbating the situation and increasing uncertainty about future intentions. The conflicts have caused significant economic losses to not only the parties involved but also to other countries. Under this background, in order to seek other potential solutions for China to effectively respond the confrontation, this paper introduces an approach of integrating Western and Eastern perspectives on economic development for mutual benefit. Despite the differences between the Western and Eastern perspectives, they can be effectively integrated by exploiting each of their advantages. In providing useful implications for the US-China trade war, we introduce an extended framework of Porter's value chain or global value chains from the West and Sun Tzu' strategy from the East. Yet, the conventional GVC approach addresses power asymmetry between the leading firms and suppliers in the GVCs. Based on this integrated approach, this paper argues that instead of pursuing trade retaliation, China should adopt a Global Value Chain approach of "winning without fighting" by making alliances with multinational corporations (MNCs) and attracting their GVC activities in China from a sustainable perspective. (For more information, please contact: Wenyan Yin, aSSIST University, Korea, South: wenyanyin2012@gmail.com)

Techno-Nationalism and International Acquisitions of Firms: Evidence From Made in China 2025
Jing Li, Simon Fraser University
Daniel Shapiro, Simon Fraser University
Anastasia Ufimtseva, Asia Pacific Foundation of Canada
Peng Zhang, Simon Fraser University

We examine an important but underexplored question: How does a technology policy in an emergent power affect the cross-border acquisitions of its firms in an era of geopolitical rivalry? Using balance of power theory, we focus on home-host-country policy interactions to understand the impact of techno-nationalism on firms’ international acquisitions. Geopolitical rivalry suggests that a home country’s proactive technology policies (aimed at technology catchup and development) may lead to a rival country’s reactive/defensive techno-nationalism (aimed at defending technology leadership). We therefore predict that although home-country technology policies may lead to more international acquisition attempts by its firms, defensive policies in the host (rival) country may increase regulatory barriers and hinder the MNE’s acquisition completion in the host country. Using acquisition data on Chinese firms from 2010 to 2019, we examine how the introduction of China’s Made in China 2025 policy and the US’s heightened regulatory response (FIRRMA) affect the acquisition announcements and completions of Chinese firms in the US. We then extend the analysis to other technology-leading host countries and to the US’s security allies to understand whether the US regulatory response results in policy diffusion. Our study informs international business and innovation research and practice. (For more information, please contact: Jing Li, Simon Fraser University, Canada: jingli@sfu.ca)
How Should OECD Donors Better Engage With China on ODA Coordination?
Daniel Benson, King’s College London
Yundan Gong, King’s College London

The OECD has long promoted the better integration and coordination of donor aid efforts to little success. We argue that this outcome is inevitable as donor motives are heterogenous whereas directives are generic for all donors. Considering to what extent OECD donors compete with ODA extended by China, the analysis presented in this paper disaggregates donors into two groups, ‘neoliberal’ and ‘traditional’. We hypothesize only ‘neoliberal’ donors will respond competitively to an increase in Chinese ODA, which is is found to hold true. As such, we suggest that ‘neoliberal’ donors should be leading the charge among OECD Development Assistance Committee (DAC) donors to engage with China given their more akin donor preferences. (For more information, please contact: Daniel Benson, King’s College London, United Kingdom: db687@alumni.cam.ac.uk)

Do Geopolitical Risks Impact Trade Patterns in Latin America?
Vik Singh, Toronto Metropolitan University
Henrique Correa da Cunha, Toronto Metropolitan University
Shivanie Mangal, Toronto Metropolitan University

China has emerged as a formidable economic power with increasing trade and financial linkages on a global scale. As tension between the US and China rises, the global impact of geopolitical risks (GPR) will likely impact global trade patterns. We analyse the effects of such risks on trading patterns in Latin America using a gravity model. To do so, we estimate the impact of GPR in the US and China and domestic GPR on regional and bilateral trade patterns. By focusing on seven of the largest economies in Latin America (Argentina, Brazil, Chile, Colombia, Mexico, Peru and Venezuela) from 2000 to 2020, our findings provide a relevant assessment of how domestic GPR, as well as GPR in the US and China, affect trade flows in the region. The results highlight the overall negative impact of GPR on trade in the domestic market and the US and China and provide a more nuanced view by showing that imports are impacted in a more significant way. The study provides a novel contribution by bridging the literature gap, particularly on the underserved region of Latin America, and providing essential assistance to policy development and direction for future research. (For more information, please contact: Vik Singh, Toronto Metropolitan University, Canada: vik.singh@ryerson.ca)

From Belt and Road to Silkroadization: Unpacking the Ideational Impact of Competitive Connectivity on International Business
Anastas Vangeli, University of Ljubljana

China's nearly decade-old Belt and Road Initiative (BRI) has reset the global political and economic agenda by mainstreaming infrastructure-based developmentalism, igniting connectivity competition among major global powers, a process termed ‘silkroadization’ in this article. Examining the ideational effects of the emerging constellation of competitive connectivity, this article identifies questions and tasks for IB scholars regarding the role of IB in a complex reality shaped by fierce geopolitical and geoeconomic rivalries, developmental deficits, divergent value systems, and the inherent risks associated with the business of connectivity-centered development. (For more information, please contact: Anastas Vangeli, University of Ljubljana, Slovenia: anastas.vangeli@ef.uni-lj.si)

A Modern Portfolio Theory Perspective on Economic Synchronization and MNEs’ Performance
Zi Xuan Chan, University of Macau
Yumin Cao, University of Macau
Lin Yuan, University of Macau
Xiaoyun Chen, University of Macau

Building subsidiaries among various locations is one of the key strategic decisions for MNEs to achieve long-term profitability. The economies in the world are becoming more closely connected, they communicate with each
other, which leads to economic synchronization among economies. How does the economic synchronization among home and host countries affect the performance of MNEs? Under what circumstances will the above relationship be stronger? These questions are the focus of our study. We answer these questions from the perspective of modern portfolio theory. We construct a unique and comprehensive sample of the local choice of Chinese MNEs from 1992 to 2010. Using fixed-effects regression analyses, we find that economic synchronization among home and host countries has a significant negative impact on MNEs’ performance. We also find that this effect is stronger when the home country is in an economic contraction period and when MNEs operate with a lower level of geographic diversification. (For more information, please contact: Zi Xuan Chan, University of Macau, Macao, SAR-PRC: yc17023@um.edu.mo)

Session: 2.1.17 - Interactive
Track: 11. Sustainability in International Business

MNEs as Agents for Change

Presented On: July 8, 2023 - 09:00-10:15

Chair: Jacqueline Mees-Buss, University of New South Wales

Walking the Talk – Making the SDGs Core Business – an Integrated Framework
Filipa Pires de Almeida, Rotterdam School of Management
Rob Van Tulder, RSM Erasmus University Rotterdam
Suzana Rodrigues, Rotterdam School of Management

Implementing the Sustainable Development Goals (SDGs) has proven a significant challenge. Companies, multinational enterprises (MNEs) in particular, have shown a real intention to contribute to these goals. However, they face major barriers in implementing the SDGs in their core business strategies. Extant academic studies on this phenomenon have primarily explored why companies ‘should’ address the SDG Agenda, but have not explored what ‘works’, what does not ‘work’, and why. Therefore, a sizable gap exists between intention and realization. Besides, there is a limited explanation for the existence of this gap in the SDGs implementation and no validated models to overcome it. Additionally, management research remains relatively fragmented. The diversity of existing theoretical and empirical frameworks makes it difficult to consolidate scientific and practical insights on “how” to guide companies to accelerate the Global Goals through their core operations. This study is one of the first attempts to draw lessons from extant research on effective SDGs’ implementation strategies. For that, we upgrade the “SDG Compass”, which has been recognized as a leading framework for SDGs implementation in companies’ core activities. A critical assessment of the literature on the SDGs implementation has been conducted through a systematic literature review and bibliometric analysis. This helped to identify gaps in the SDG implementation practice and to propose a more integrated and upgraded implementation framework: the SDG Compass+. This framework can advance coordinated theoretical and practical research by identifying the context and critical factors of impactful SDG implementation strategies. (For more information, please contact: Filipa Pires de Almeida, Rotterdam School of Management, Portugal: filipapalmeida@gmail.com)

Circular Economy Practices and Sustainable Performance of the Textile and Apparel Industry in an Emerging Economy
Yi-Hui Ho, Chang Jung Christian University
Chieh-Yu Lin, Chang Jung Christian University

Circular economy has become one globally accepted solution to solve climate change problems, which is a paradigm that aims to generate economic prosperity, protect the environment and prevent pollution. This study attempts to explore the association between circular economy practices and sustainable performance as well as the influences of corporate green commitment on the implementation of circular economy practices. The
moderating effect of corporate green efficacy on the relationship between corporate green commitment and circular economy practice implementation is also investigated. To test proposed research framework, a questionnaire survey on the textile and apparel industry in an emerging economy was conducted in the study. Research findings reveal that corporate green commitment significantly influences circular economy practice implementation and circular economy practices have significantly positive influences on sustainable performance. Corporate green efficacy moderates the association between corporate green commitment and circular economy practice implementation. Accordingly, research and practical implications of the study are discussed. (For more information, please contact: Chieh-Yu Lin, Chang Jung Christian University, Taiwan: jylin@mail.cjcu.edu.tw)

The Adoption of a CE Paradigm by the MNEs: Impacts of Reduce, Reuse and Recycle Principles on Governance and Localization Strategies

Cristina Di Stefano, Politecnico di Milano
Stefano Elia, Politecnico di Milano
Paola Garrone, Politecnico di Milano
Lucia Piscitello, Politecnico di Milano

In the last years, the necessity to mitigate the degradation of the environment, reduce the exploitation of finite-stock natural resources and maintain economic growth is soliciting fundamental transformations of the current systems of production and consumption. The Circular Economy (CE) is gaining momentum among scholars, practitioners and decision-makers as a system solution framework that aims at simultaneously accomplish an economic, social and environmental sustainability overcoming the linear “take-make-use-dispose” model. Examples of Multinationals Enterprises (MNEs) that are moving toward a CE paradigm exist in many different sectors; however, the international business literature has dedicated limited attention to the topic in its debate. In this perspective paper, we aim to investigate how the implementation of a CE paradigm may affect the value chain activities and the MNEs strategic choices in term of localization and governance. We introduce the 3Rs principles of reduce, reuse and recycle and we analyze the impacts that they may have on MNEs localization and governance strategic choices. We summarize the main results in 7 propositions; then, we identify some broader implications of the MNE’s circular transition. In the last section, we propose some avenues for future investigations. (For more information, please contact: Cristina Di Stefano, Politecnico di Milano, Italy: cristina.distefano@polimi.it)

Empirically Derived Corporate Sustainability Strategies

Shirley-Ann Behravesh, Arizona State University

Across the world, organizations scramble to adopt sustainability practices, as the pressures from various key stakeholders, increase. Even so, few organizations have made great strides in achieving solid sustainability outcomes that contribute to broader sustainability principles. Part of the problem lies in the understanding of how individual practices make up larger organizational strategies, and how these might connect to broader principles. Whilst several researchers have theoretically described the various strategies that organizations subscribe to, very few have pursued empirically derived corporate sustainability strategies. This paper (work-in-progress) attempts to do so by using computerized text analysis of corporate social responsibility reports for 200 global manufacturing organizations across a 7 year period to determine 1) the sustainability practices adopted; 2) the sustainability strategies that are adopted based on the configurations of practices; and 3) connect organizational outcomes to broad sustainability principles such as the UN Sustainable Development Goals. (For more information, please contact: Shirley-Ann Behravesh, Arizona State University, USA: satab2@asu.edu)
**Research Methods Clinic: Survey Research**

**Presented On:** July 8, 2023 - 09:00-10:15

Facilitator: Elizabeth Rose, IIM Udaipur

Join a group discussion, with an expert, organized around a specific research methodology of interest. Discuss best practices, or get advice on specific problems that you may be facing.

*This session is organized by the AIB Research Methods SIG.*

**Fellows Café: Using Qualitative Methods to Study New-to-the-Literature Phenomena**

**Presented On:** July 8, 2023 - 09:00-10:15

Facilitator: Becky Reuber, University of Toronto

*Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.*

There have been calls for IB research to encompass a greater diversity of phenomena, such as digitization, migrant entrepreneurs, and under-studied geographic regions. Qualitative methods are well-suited to providing conceptualizations and interpretations of new-to-the-literature empirical settings. However researchers may encounter a “messiness” they did not anticipate when using methods developed in more familiar settings. In this Cafe we will discuss challenges researchers may face and how they might be managed.

**Fellows Café: How can IB Scholarship have Societal Impact?**

**Presented On:** July 8, 2023 - 09:00-10:15

Facilitators: Jonathan Doh, Villanova University; Lorraine Eden, Texas A&M University; and Sri Zaheer, University of Minnesota

*Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.*

Members of the JIBS Societal Impact Advisory Committee will discuss their role in advancing societal impact at JIBS and AIB more broadly. They will invite participants to share their views on what it means for IB research to have societal impact.
**Session: 2.2.1 - Special Session**  
**Track: 15. Special Sessions**

**MNC Management Under Disruptive Contexts: Implications for Theory and Practice**

**Presented On:** July 8, 2023 - 10:45-12:00

Chair: Marzenna Anna Weresa, SGH Warsaw School of Economics

**Panelists:**
- Yves Doz, INSEAD
- Peter Williamson, University of Cambridge
- Jacqueline Mees-Buss, University of New South Wales
- Dana Minbaeva, King’s College London
- Michael Witt, King’s College London

We explore how various aspects of global disruptions including war, covid, and others lead to the redefining and re-contextualizing of the theory and practice of multinational (MNC) management. For example, how can we re-contextualize MNC models such as transnational, metanational, and heterarchy in today's disruptive world? What are theoretical and practical implications of such global disruptions for MNC management? In this special panel, we discuss the impact of various disruptive contexts on MNC management. Yves Doz discusses the impact of war on MNC management in general. Peter Williamson discusses the impact of digitalization and ecosystem on MNC management. Jacqueline Mees-Buss will discuss the impact of the sustainability challenge on companies such as Unilever. Dana Minbaeva will take a regional perspective, focusing on Eastern Europe and former Soviet Union countries. Michael Witt will discuss the impact of war on MNC and geopolitics. *(For more information, please contact: Kazuhiro Asakawa, Keio University, Japan: asakawa@kbs.keio.ac.jp)*

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**Session: 2.2.2 - Special Session**  
**Track: 13. Theme: CEE Region in Times of Disruption**

**International Business and Health: An Emerging Economies Context**

**Presented On:** July 8, 2023 - 10:45-12:00

Chair: Marzenna Anna Weresa, SGH Warsaw School of Economics

**Panelists:**
- Desislava Dikova, WU Vienna
- Immanuel Azaad Moonesar, Mohammed Bin Rashid School of Government
- Rajneesh Narula, University of Reading

Health is a component of human capital that has an impact on businesses and the pace of economic growth. Health disparities and their importance are reflected in UN Agenda 2030 (UN, 2015), which recognizes health and well-being as a global challenge (i.e.: UN SDGs, Goal # 3: "Ensure healthy lives and promote well-being for all at all ages"). The effects of health on economic growth depend on local conditions. Due to huge inequalities in both health status of societies in different countries as well as uneven access to healthcare, countries cannot fully use their human capital potential in offering competitive business environment for boosting economic growth. Health of a society as an aspect of locational advantages is strictly connected with doing business. It impacts productivity as healthier workers are more productive. Health improvements lead to increased output at any level of skills, physical capital and knowledge (Howitt, 2005; Aghion et al., 2010). Thus, health and both local and international business (IB) are interconnected. Some scholars even argue that “Global health is IB and IB is global health” (Ahen, 2019, p. 160). *(For more information, please contact: Marzenna Anna Weresa, SGH Warsaw School of Economics, Poland: marzenna.weresa@sgh.waw.pl)*
Session: 2.2.3 - Panel  
Track: 9. Emerging Markets and Emerging Market MNEs  

**Past, Present and Future of Emerging Market Multinationals: How Papers in JBR Special Issue Contribute to Advance Our Knowledge and to Set the Agenda for Future Research**

**Presented On:** July 8, 2023 - 10:45-12:00

Chair: Stefano Elia, Politecnico di Milano

**Panelists:**  
Stefano Elia, Politecnico di Milano  
Peter Buckley, University of Leeds  
S. Tamer Cavusgil, Georgia State University  
Surender Munjal, University of Leeds

After two decades of research on Emerging Markets Enterprise (EMNEs), the debate on this topic is still very lively and far from being over. Previous literature has focused on the theoretical challenges raised by EMNEs, on the idiosyncratic characteristics of their internationalization and on the performance implications. In this panel, we will try to provide new and original insights on EMNEs internationalization by presenting the papers that have been accepted for the JBR special issue launched two years ago. We conclude by offering some additional fresh perspectives for studying the EMNEs and for setting the agenda for future research. *(For more information, please contact: Stefano Elia, Politecnico di Milano, Italy: stefano.elia@polimi.it)*

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Session: 2.2.4 - Panel  
Track: 8. Research Methods  

**The Forgotten Past! Why We Need More Historical Research in International Business?**

**Presented On:** July 8, 2023 - 10:45-12:00

Chairs: Emmanuella Plakoyiannaki, University of Vienna and Bareerah Hafeez Hoorani, Radboud University

**Panelists:**  
Rolv Petter Amdam, BI Norwegian Business School  
Bareerah Hafeez Hoorani, Radboud University  
Emmanuella Plakoyiannaki, University of Vienna  
Tiina Ritvala, Aalto University

Historical methods and studies employing the past are rife in business studies (Wadhwani et al., 2018). International business (IB) has a long-standing tradition in practicing with historical evidence, as it advances an understanding of inherent qualities of IB phenomena, such as temporal variation, dynamism, change, long-term orientation, contextuality and path dependencies. However, the emphasis of the IB discipline on quantitative, reductionist approaches and the skepticism towards historical methods have resulted in losing sight of the value of historical research (Buckley, 2016; Jones & Khanna, 2006). Recent debates on contextualization and causality in IB have offered an opportune time for revisiting historical methods (Buckley, 2021; Burgelman, 2011; Jones & Khanna, 2006; Perchard et al., 2017; Welch et al., 2022). Nevertheless, historical methods and their applications have not been fully instrumentalized by IB scholars. The purpose of this panel is to initiate a much-needed conversation around historical methods for the field of IB. More specifically the panel seeks to address three themes, namely 1) Why are historical methods lacking in IB? 2) What are historical methods? 3) Why IB scholars should engage with historical methods? *(For more information, please contact: Bareerah Hafeez Hoorani, Radboud University, Netherlands: bareerahhafeez.hoorani@ru.nl)*
**Session: 2.2.5 - Panel**  
**Track: 7. Teaching and Education**

*Diverse Perspectives on the Opportunities and Challenges of Teaching International Business in a Post-COVID Era*

*Presented On: July 8, 2023 - 10:45-12:00*

Chairs: Tanvi Kothari, San Jose State University and Marina Schmitz, IEDC Bled School of Management

*Panelists:*
- Marina Schmitz, IEDC Bled School of Management
- Jing Betty Feng, Farmingdale State College (SUNY)
- Noemi Sinkovics, University of Glasgow
- Yingying Zhang Zhang, International University of Japan

Following the general theme of the AIB 2023 Annual Meeting, International Business Resilience under Global Disruptions, this panel specifically focuses on opportunities and challenges of Teaching International Business in a post-COVID Era. This panel seeks to present the interdisciplinary perspective on key diversity, equity, and inclusion issues pertaining to teaching International Business. The panelists will provide insights on the various aspects of DEI that impact teaching International Business and contribute to the change needed to break down the existing legacy and attitudes of IB education. The panel is represented by experts residing on three different continents and experiences teaching International Business from more than 10 countries. This panel is poised to be a provocative and stimulating exchange of ideas that can be directly applied in research and the classroom. Research opportunities on the topic will be introduced, too. *(For more information, please contact: Tanvi Kothari, San Jose State University, USA: tanvi.kothari@sjsu.edu)*

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**Session: 2.2.6 - Panel**  
**Track: 3. Finance, Accounting and Corporate Governance**

*International Corporate Governance Actors and Sustainable Value Creation*

*Presented On: July 8, 2023 - 10:45-12:00*

Chair: Nikolaos Kavadis, Copenhagen Business School  
Discussant: Grazia D. Santangelo, Copenhagen Business School

*Panelists:*
- Jana Oehmichen, Johannes Gutenberg University of Mainz
- Dimitrios Georgakakis, University of York
- Anna Grosman, Loughborough University

The new contextual conditions for multinational firms, due to rising global tensions and pressures for their environmental and social performance, call for a new reflection about the role of their key decision makers: its owners, board directors, and top managers – the international corporate governance actors. The inherent challenge that a multinational firm is facing – that is, the greater difficulty that comes with being multinational, but also the greater potential for value creation from the very same multinationality – points to their importance. What makes them successful in mediating across different countries, different influences and possible tensions, in adapting and innovating in their practice, and subsequently creating value in a sustainable way? This panel discussion aims to offer an opportunity for a reflection by gathering leading experts, each with a particular focus, but collectively complementary in shedding light on the role of owners, board directors, and
top managers of multinational firms, as well as their interactions, in shaping firm behavior and performance. Their input will subsequently serve as trigger for a thoughtful conversation among panel participants and with the audience, about the key decision makers in multinational firms, their role and potential for sustainable value creation. (For more information, please contact: Nikolaos Kavadis, Copenhagen Business School, Denmark: nk.ccg@cbs.dk)

Session: 2.2.7 - Competitive
Track: 12. Knowledge, Innovation, and Technology

Innovation in and From Emerging Markets

Presented On: July 8, 2023 - 10:45-12:00

Chair: Phillip Nell, Vienna University of Economics and Business

Unleashing the Potential of Collaboration: How MNEs in Turkey are Revitalizing their Business Models through Partnerships with Startups

Pinar Buyukbalci, Yildiz Technical University
Francesca Sanguineti, University of Pavia

The proliferation of startup-corporate collaborations has garnered significant attention from both practitioners and academics. While research on these partnerships has advanced our understanding of their potential impacts, more work is needed to shed light on how they shape the business models of multinational enterprises (MNEs). This study aims to fill this gap by examining the effects of startup collaborations on the business models of three large MNEs headquartered in Turkey: Borusan-CAT, Organik Kimya, and DenizBank.

Using the entrepreneurial division of labor view and the business model framework of resources, transactions, and value, we conducted a qualitative analysis of these MNEs through in-depth interviews. Our findings propose a framework highlighting the purposes, facilitators, and outcomes of MNE-startup collaborations, offering valuable insights for MNEs looking to rejuvenate their business models through such partnerships. Our study contributes to the international business literature by providing a contextualized examination of MNE-startup collaborations in the Turkish context. (For more information, please contact: Francesca Sanguineti, University of Pavia, Italy: francesca.sanguineti@unipv.it)

Innovative Collaboration Among Developing Countries: The Role of National Innovation Systems in Latin America

Andres Velez-Calle, Universidad EAFIT
Fernando Sanchez-Henriquez, Universidad del Desarrollo
Elizabeth Moore, Northeastern University
Larissa Marchiori Pacheco, SUNY Polytechnic

Building on current debates on innovation, knowledge diffusion, and institutional dynamics, we analyze the role of intellectual property rights (IPR) and access to scientific knowledge, as moderated by regulatory quality, in cultivating cooperative innovation efforts among developing countries. Negative binomial analyses of a panel of 17 Latin American countries from 2002-2015 support our hypotheses on the effect of different elements of a country’s National Innovation System (NIS) on their cooperation in patenting activities with other developing countries in their region. If developing countries want to improve collaboration on innovation with other developing countries in their region, regulatory quality can substitute for other NIS elements, such as IPR and access to scientific knowledge. We concentrate on specific NIS elements in developing countries that could enhance their attractiveness to other countries in the same region to promote collaborative innovation. Research on NIS in developing economies tends to focus on the efforts to attract collaboration and partnerships from developed countries. We extend the discussion on how institutional factors influence dispersed innovation
processes in the local environments where they take place foster collaborative innovation between developing countries. (For more information, please contact: Larissa Marchiori Pacheco, SUNY Polytechnic, USA: pachecl@sunypoly.edu)

The Role of Reverse Knowledge Integration in MNC Acquisition Activities in Emerging Markets
Jiawen Ma, Singapore Management University
Toru Yoshikawa, Singapore Management University

In modern business, cross-border acquisition events attract great attention from scholars and practitioners due to their great importance in corporate internationalization strategy as well as globalization. Literature about cross-border acquisitions developed for several decades, contributing vastly to multiple disciplinary perspectives. Drawn from knowledge-based view, this research investigates the effect of reverse knowledge integration on multinational corporations (MNCs)’ acquisition activities. In particular, we find that reverse knowledge integration that knowledge originating in existing subsidiaries in an emerging market is utilized by headquarters in the US will influence the completion of MNCs’ announced acquisitions and duration of pre-acquisition processes in the same emerging markets. We also examine how the influence of reverse knowledge integration is contingent on the technology-specific regulatory environment of emerging markets and cultural distance between the acquirer and target’s home countries. Overall, this study suggests that reverse knowledge integration from subsidiaries in emerging markets can help MNCs develop knowledge base of those markets and capabilities of integrating potential target firms, thereby affecting acquisition outcomes. (For more information, please contact: Jiawen Ma, Singapore Management University, Singapore: jwma.2019@pbs.smu.edu.sg)

Session: 2.2.8 - Competitive
Track: 11. Sustainability in International Business

Sustainable GVCs

Presented On: July 8, 2023 - 10:45-12:00

Chair: Kristin Brandl, University of Victoria

Impact of Circular Economy Network Building: The Role of the Climate Change and Firm Size of the Offshore Subsidiary
Chun-Chien Lin, National Chin-Yi University of Technology
Wen-Chi Chen, National Chin-Yi University of Technology

To draw attention on how external and internal conditions drive the impact of circular economy mechanism by decomposing into three policy networks in terms of reduce, reuse, and recycle, to better understand the contingency model of climate change and firm size on subsequent performance. Drawing on circular economy network and resource based view (RBV)-network literature, a pooled longitudinal cross-sectional data model is developed from a sample of 4,050 Taiwanese manufacturing multinational corporations (MNCs) making foreign direct investment (FDI) during 2013 through 2018 with the structural equation modeling (SEM) analysis for comprehensive investigation and examining each circular economy policy network with the climate change and firm size, using a post-hoc multi-group analysis (MGA). MGA shows that the reduce policy network is positively and negatively related to manufacturing know-how and production size, respectively. The impact of reuse policy network can only enhance the competence of large firms. The recycle policy network is more prominent in the competence enhancement of climate change. This paper adds to the circular economy and RBV-network literature on climate change and interactions to enhance performance and echoes the recent call on the sustainability of the circular economy of MNCs. (For more information, please contact: Chun-Chien Lin, National Chin-Yi University of Technology, Taiwan: alittleken@ncut.edu.tw)
Structural and Non-structural: Global Supply Chain Management in Response to Anthropogenic Disasters
Yejee Lee, Indiana University Bloomington
Stephanie Wang, Indiana University

Anthropogenic disasters are those caused by human actions and negligence. In this paper, we examine how experiencing industrial shocks caused by anthropogenic disasters triggers multinational companies’ structural and non-structural mitigation phases to reduce the impact of future disasters. Focusing on the global supply chain context, we test hypotheses using a difference-in-differences approach in the 2013 Rana Plaza incident setting. We found that multinational companies respond to industrial shock by increasing the global supply chain geographical dispersion (i.e., structural) and simultaneously enhancing organizational sustainability commitment across the supply chain (i.e., non-structural). We explain the mechanism with firms’ multidimensional?technological and social-political?perspectives on disasters. Furthermore, we focus on MNCs’ reliance on outsourcing and social reputation as moderators to examine whether such responses are affected by the firms’ perceived level of future operational and reputational loss. (For more information, please contact: Yejee Lee, Indiana University Bloomington, USA: yl161@iu.edu)

Building More Sustainable Supply Chains: The Role of MNC Disclosure, Monitoring And Buyer-Supplier Relationships
Julianne Sellin, Temple University
TL Hill, Temple University

Encouraged by stakeholders, multinational corporations (MNCs) are increasingly concerned with limiting the negative effects of their operations on the natural environment. Although multiple studies have touted the MNC’s potential role in driving environmental performance through its supply chain, few studies have empirically investigated the actual effect on emissions of MNCs’ endeavors to green their supply chains. Building on insights from management, accounting, finance and supply chain management literatures, we explore the effects of MNC environmental disclosure and direct monitoring on suppliers’ environmental performance, as well as the mechanisms underlying these effects. We also consider two contingencies: MNC bargaining power and buyer-supplier relationship length. Using a sample of the direct suppliers to 15 smartphone original equipment manufacturers (OEM/MNC) between 2012 and 2020, we find that monitoring in a collaborative context is associated with improved environmental performance, contributing to the literature on the propagation of sustainability in global supply chains. (For more information, please contact: Julianne Sellin, Temple University, USA: julianne.sellin@temple.edu)

What Do First-Tier Suppliers Do for Labor Compliance in Global Value Chains? Supplier Competence in Cascading Governance
Jinsun Bae, Carleton University
Joinkoo Lee, Hanyang University
Sun Wook Chung, Sogang University
Hyunj Kwon, Seoul National University

Global value chains have become increasingly complex, involving multiple tiers of suppliers. This makes it difficult for the lead firm alone to regulate labor practices in the chains. Recognizing that first-tier suppliers have become progressively more capable of sharing value chain orchestration with lead firms, we examine what these suppliers do to support the lead firm’s labor regulation. Our case study focuses on two Korean MNCs that are major first-tier suppliers in the apparel and electronics industries. We find that to comply with the lead firm’s labor standard (primary agency role), these suppliers ran self-audit programs and fostered cross-functional coordination. To cascade the lead firm’s regulation to sub-suppliers (secondary agency role), these suppliers employed coercive and consultative strategies. In exercising these double agency roles, they exhibited competence as regulatory intermediaries—specifically, compliance expertise, operational capacity, and enforcement legitimacy vis-à-vis sub-suppliers. While navigating challenging lead firm and host country
contexts, the first-tier suppliers supported the lead firm’s labor regulation through the strategy of good enough compliance: a level of compliance that posed minimal risk to the lead firms and permitted the suppliers not to sacrifice production goals when they collide with those of compliance. (For more information, please contact: Jinsun Bae, Carleton University, Canada: jinsun.baecarleton.ca)

**Session: 2.2.9 - Competitive**

**Track: 1. Internationalization and Entrepreneurship**

**It’s All in the Family: Cross-border Behaviors of Family Firms**

**Presented On:** July 8, 2023 - 10:45-12:00

Chair: Sumit Kundu, Florida International University

*Lost in Translation, Found in Meaning: The Transfer of Family Firm Practices Across Borders as a Carrier of Socioemotional Wealth*

Carlos González, ITAM
Madeleine Bausch, University of Chile

Internationalization is an uncertain process that risks jeopardizing the socioemotional wealth (SEW) of family firms (FFs). While research shows that FFs internationalize less than their non-family counterparts, in part to preserve SEW, some venture abroad despite such risks. Our knowledge of how internationalizing FFs deal with inherent risks to their SEW, however, remains limited. In this paper, we conduct an exploratory, qualitative case-based investigation into the transfer of practices from three German FFs to their Brazilian subsidiaries, searching for evidence that this process can be mindful of the social and affective needs of the family. We find that the transfer of practices in FFs seeks to not only maintain SEW, but also expand it across borders. We contribute to SEW theory by showing how FFs use the transfer of practices as a carrier of SEW-sustaining behaviors, transferring practices aimed at minimizing risks to the family’s socioemotional endowment. We further expand the theory by demonstrating how maintaining SEW while operating overseas can mean expanding the family’s sphere of influence beyond its home roots. Finally, we contribute to the literature on the transfer of practices by showing how SEW characteristics can influence the effective adoption of practices in foreign subsidiaries. (For more information, please contact: Carlos González, ITAM, Mexico: carlos.gonzalez@itam.mx)

**Ownership and Internationalization: The S-Curve Relationship in Family Firms**

Asimabha Bhowmick, XLRI Jamshedpur
Arindam Mondal, XLRI Jamshedpur
Somnath Lahiri, Illinois State University

Despite the recent proliferation of family firm research the relationship between family ownership and internationalization is far from clear. In this study we examine how family ownership affects outward FDI of family firms. Building on the socioemotional wealth (SEW) and resource-based perspectives, we propose an S-curve relationship. Specifically, we predict that firms with a low level of family ownership have a limited level of internationalization, those with a medium level of family ownership have an increasing level, and those with a high level of family ownership have a decreasing level. This S-curve is the outcome of the interaction between the “hindering hand” of family ownership, arising from concerns of SEW loss, and the “facilitating hand,” arising from resource-based advantages of family ownership. Analyses of 200 publicly traded firms from a large emerging economy (India) support these ideas and demonstrate that the inflection points in the S-curve appear at family ownership levels of 53% and 76%. (For more information, please contact: Arindam Mondal, XLRI Jamshedpur, India: arindammondal@xlri.ac.in)
Foreign Market Entry Modes of Family Firms: A Review and Research Agenda
Apoorva Jain, Delhi Technological University
Sonal Thukral, University of Delhi
Prof. Justin Paul, University of Puerto Rico

Although research on foreign market entry mode choice is spread across various aspects and dimensions, a comprehensive review that accumulates the knowledge holistically in the context of family firms is sparse. To address this gap, the study systematically reviews 50 research articles and presents state-of-the-art literature for around three decades (1993-2021) by employing PRISMA and Theory – Context – Characteristics – Methodology (TCCM) framework. The objective of the study is to understand: (i) the theories that explain the factors affecting the entry mode choice of family firms (ii) the contexts (i.e. industries and countries) in which the underlying research has been investigated (iii) the characteristics or the factors (i.e. independent, moderating, and dependent variables) that explain the entry mode choice of family firms and (iv) the methods that have been employed to understand the underlying research area. The study proposes a holistic framework offering the future direction to the research scholars, to explore - How “peculiar family firm characteristics” play a moderating role in determining the foreign market entry mode strategies of family firms? (For more information, please contact: Apoorva Jain, Delhi Technological University, India: apoorvaj95@gmail.com)

Divestment and Reinvestment in a Foreign Country: The Role of Ownership Relationality
Sergio Mariotti, Politecnico di Milano
Riccardo Marzano, Sapienza University of Rome
Lucia Piscitello, Politecnico di Milano

The paper investigates firms’ divestments and reinvestments in foreign countries as intertwined choices. We develop a conceptual framework that elucidates how ownership relationality negatively affects the likelihood of firms to divest from a foreign country, and subsequently reinvest in the same country. Ownership relationality depends on owners’ temporal orientation as well as on their multiple economic and non-economic goals and relation-specific investments; thus, it increases when moving from privately owned firms to family-owned firms, family-managed firms and finally state-owned firms. As higher ownership relationality implies higher tolerance towards lower performance, it often triggers the escalation of commitment to foreign subsidiaries, thus creating barriers to both divesting an underperforming subsidiary, and reinvesting in the same foreign market. We test our conceptual framework by relying on a large sample of foreign investments followed by divestments and subsequent re-entries undertaken by 602 Italian firms throughout the period 2000-2015. Our findings corroborate our hypotheses, thus contributing to the literature on the relationships between strategic decisions in foreign markets and corporate governance. (For more information, please contact: Riccardo Marzano, Sapienza University of Rome, Italy: riccardo.marzano@uniroma1.it)

Session: 2.2.10 - Competitive
Track: 5. HRM, Leadership and Cross-Cultural Management

Talent and Innovation in MNCs

Presented On: July 8, 2023 - 10:45-12:00

Chair: Ashok Som, ESSEC Business School

MNE Innovation and Foreign Subsidiary General Manager Staffing: A Between-Within Analysis
Liang (Arthur) Li, Toronto Metropolitan University
Jong Min Lee, Yonsei University

In the context of local-market-seeking foreign subsidiaries, will the multinational enterprises (MNEs) use parent-country national (PCN) subsidiary general managers (GMs) to facilitate and safeguard knowledge transfer from
the headquarters to these subsidiaries, or to use host-country national subsidiary GMs to localize the operation? Existing studies have provided contrasting arguments to address this question. From a MNE portfolio perspective, we suggest a fine-grained relationship between the level of MNE innovation and subsidiary GM staffing. By accounting for both the within- and between-MNE comparisons, we argue that within the MNE, deploying PCN GMs is positively related to the increase of the MNE’s innovation intensity. However, the relationship is opposite when we compare the focal MNE with other MNEs, such that MNEs with higher innovation intensity are less likely to utilize PCN GMs. Using a between-within estimation of longitudinal data of Japanese manufacturing MNEs, we find empirical support. (For more information, please contact: Liang (Arthur) Li, Toronto Metropolitan University, Canada: liang.li@torontomu.ca)

Yian Chen, Aalto University
Carl Fey, BI Norwegian Business School

Product innovation is of strategic importance to firm innovation, which plays a crucial role in the growth and development of firms. Developing product innovation requires employees to take risks on explorative tasks with creativity. Moreover, firms must also deal with unexpected external market turbulence, often by innovating, to thrive in today’s increasingly dynamic operating environment. Organisational resilience helps firms to absorb disruptions and adapt to changes. Drawing on Teece et al.’s (1997) Dynamic Capabilities View, we characterise risk-taking organisational culture and organisational resilience as important dynamic capabilities vital to product innovation and develop a conceptual model where organisational resilience mediates the relationship between risk-taking organisational culture and product innovation. Using empirical survey data from 123 Nordic firms and 200 Chinese firms, we use structural equation modelling for hypothesis testing and cross-country comparison. The two-group analysis reveals that risk-taking organisational culture is positively related to organisational resilience for both Nordic and Chinese firms, whereas organisational resilience only positively influences Chinese firms’ product innovation. Finally, we find full mediation of organisational resilience for Chinese firms and non-mediation for Nordic firms, indicating that organisational resilience is more desirable for product innovation in highly dynamic environmental contexts. (For more information, please contact: Yian Chen, Aalto University, Finland: yian.chen@aalto.fi)

Exploring The Influences of Creative Role Identity and Cultural Congruence on Expatriates’ Innovative Behavior
Steven Farmer, Wichita State University
Melanie Lorenz, Florida Atlantic University
Jase Ramsey, Florida Gulf Coast University

Innovative behavior is a desired goal for workers and organizations globally. In this research, we explore whether and how congruence of home and host culture in tandem with creative role identity shape different facets of innovative behavior in global work. Through the lenses of identity theory and dynamic constructivism, we propose that cultural tightness of the host culture impacts the relationship between creative role identity and innovative behavior by triggering an identity shift. First, we demonstrate that the effects of loose-home country workers creative role identity on innovative behavior outcomes of idea generation and realization depended on whether the host country is tight or loose (Field Study 1). Additionally, we identify the different cultural meanings of innovative behavior and find that idea generation may be a more salient representation in loose cultures, whereas idea realization seems more prominent in tight cultures (Qualitative Study 2). Finally, we show that when exposed to an incongruent cultural tightness or looseness prime, individuals may shift identity content to fit the cultural frame (Experimental Study 3). (For more information, please contact: Melanie Lorenz, Florida Atlantic University, USA: lorenzm@fau.edu)
EMEs’ Firm Performance

Presented On: July 8, 2023 - 10:45-12:00

Chair: Emine Beyza Satoglu, Izmir Katip Celebi University

The Heterogeneous Effects of Environmental, Social, and Governance Performance on the Speed of the Chinese Multinational Enterprises' Internationalization

Nam Kim, Korea University
Chris Changwha Chung, Korea University
Hyeyoun Park, University of Surrey

This study aims to examine how environmental, social, and governance performance (ESGP) affects the speed of internationalization for Chinese multinational enterprises (CMNEs). Drawing on institutional theory, we explain the heterogeneous effects of each dimension of ESGP on internationalization speed. Specifically, environmental performance accelerates, governance performance decreases, and social performance does not affect internationalization speed. In addition, we examine the role of non-market experience since CMNEs may overcome cultural differences and communication problems based on prior knowledge and skills by interacting with non-market stakeholders. By specifying the non-market experience in intra-regional and inter-regional host countries, we suggest that the ESGP is enhanced by non-market experience in intra-regional host countries more than inter-regional host countries. Based on the 1,262 Chinese foreign subsidiaries operating in 185 countries from 2010 to 2020, our findings confirm the heterogeneous effect of ESGP and the significant role of non-market experience for CMNE's internationalization. (For more information, please contact: Nam Kim, Korea University, Korea, South: sweetlanders@korea.ac.kr)

Decomposing Firm Performance in Emerging Markets: The Difference Between Growth and Profit

Nan Zhou, Tongji University
Seung Ho Park, Nanyang Technological University

This study adopts the resource-based view (RBV) to explain the difference in firm profit and growth determinants. We argue that profit is driven more by valuable, rare, inimitable, non-substitutable (VRIN) resources, and growth is driven more by versatile resources. Since some of the versatile resources, such as cash, are less firm-specific, the firm effect is more critical in determining profit than growth. We also expect that emerging market firms are more capable of utilizing versatile resources than developed market firms, and developed market firms are more capable of utilizing VRIN resources than emerging market firms. As a result, the determinants of firm performance also differ between emerging and developed markets. The study employs multilevel mixed models to decompose firm performance in three samples: the US, Chinese, and global. The findings confirm that the firm effect is more important in influencing profit than growth, persisting across all three samples. The firm effect is also more important in influencing performance in developed countries than in emerging markets. (For more information, please contact: Nan Zhou, Tongji University, China: zhounan38@hotmail.com)

Dynamics of Pro-market Institutions in Emerging Economies and Firm Performance

Ning Fang, University of Groningen
Rian Drogendijk, University of Groningen
Sathyajit Gubbi, BITS School of Management

Most studies on the influence of pro-market reforms on firm performance in emerging countries look at the combined effects of the different dimensions included in the concept. We therefore know little about the
heterogeneous influences of multiple dimensions of pro-market reforms and how their dynamic developments jointly influence firm performance. Integrating transaction costs, agency theory, and competition effects, we identify specific dimensions of pro-market reforms and propose that the multiple dimensions play their roles in three distinct pillars: economic, legal, and governance. We also argue that, in each pillar, multiple dimensions of pro-market reforms affect firm performance by changing different costs and the intensity of competition. They may perform at different speeds to jointly affect firm performance. We tested these ideas on a sample of 427,688 Chinese manufacturing firms located in 31 provinces, using data from 1999 to 2011. Our findings show that firms benefit when the comparative speed of improvements reducing costs (on the dimensions ‘intermediaries market’, ‘producer rights protection’, and ‘government incentives’) is greater than improvements increasing competition in different pillars (on the dimensions ‘product market’, ‘consumer rights protection’, and ‘privatization’). This nuanced understanding of how pro-market reforms influence firms provides better managerial and political guidance. (For more information, please contact: Ning Fang, University of Groningen, Netherlands: n.fang@rug.nl)

Impact of Institutional Reform Scope, Speed, and Fragility on Cross-Border Acquisitions Speed of Emerging Market Firms
Sandeep Yadav, IIM Bangalore
Rajesh Srinivas Upadhyayula, IIM Kozhikode
Vikas Kumar, University of Sydney

This study extends the springboard perspective by highlighting the heterogeneity in nature of pro-market reform in the emerging economies and its impact on emerging market firms’ (EMNEs) aggressive internationalization, conceptualized as the speed of cross-border acquisitions (CBAs). We test the proposed hypotheses using a multi-country sample of 145745 firm-year observations (15347 unique firms from 54 countries) for the speed of the first CBA (with 1276 first CBA event), and 13132 firm-year observations (1309 unique firms from 33 countries) for speed of subsequent CBAs from 1996 to 2019. Our empirical evidence supports a U-shaped relationship between the scope of pro-market reform and EMNEs speed of CBAs. This effect is strengthened by the high speed and fragility of pro-market reform in emerging economies. We also find support for the higher speed of CBAs by EMNEs with increasing fragility in the home country pro-market reforms. (For more information, please contact: Sandeep Yadav, IIM Bangalore, India: sandeep.yadav@iimb.ac.in)

Session: 2.2.12 - Competitive
Track: 4. Global Strategy, Organization and Value Chains

Intra-Firm Relations, Acquisitions, and the Role of Institutions

Presented On: July 8, 2023 - 10:45-12:00

Chair: Salman Kimiagari, Thompson Rivers University

Headquarters–Subsidiary Exchanges and Relationship Quality: Moderating Roles of Subsidiary Establishment Mode and Managers’ Organizational Identity
Fuming Jiang, RMIT University
Li Xian Liu, James Cook University

Drawing on social exchange and social identity theories, we study how identity orientations of subsidiaries and subsidiary managers interact with interorganizational and interpersonal exchanges between headquarters and subsidiaries (HQ–Sub) may affect HQ–Sub relationship quality. Specifically, we argue that organizational and managerial exchanges between headquarters and subsidiaries positively affect HQ–Sub relationship quality. The effect of HQ–Sub organizational exchange on HQ–Sub relationship quality is moderated by subsidiary
establishment mode, while the effect of HQ–Sub managerial exchange on HQ–Sub relationship quality is moderated by subsidiary managers’ organizational identity. We examine our arguments using survey data collected from senior managers of HQ–Sub dyads in 305 Chinese multinational enterprises. The results show that the HQ–Sub organizational exchange has a positive effect on HQ–Sub relationship quality, and such positive effect becomes weaker when the subsidiary is established through greenfield mode over merger & acquisition. The results also show that the exchange between headquarters and subsidiary managers has a positive effect on HQ–Sub relationship quality, and such positive effect is weaker when the subsidiary managers’ organizational identity with the subsidiary is stronger. (For more information, please contact: Fuming Jiang, RMIT University, Australia: fuming.jiang@rmit.edu.au)

Performance Shortfall, Value Creation Pressures, and Earnouts in Cross-Border Acquisitions
Viswaprasad Gada, Institute of Management Technology, Dubai
Esther B. Sleilati, Notre Dame University

Firms with performance shortfall engage in risky strategic choices such as cross-border acquisitions intending to create value to overcome the performance shortfall. Nonetheless, acquisitions entail inherent risks of value destruction. Leveraging the behavioral theory of the firm, we extend that an acquirer’s performance shortfall creates value creation pressures, and thus acquirers with performance shortfall adopt earnouts as safety instruments to appease the value creation pressures because earnouts ameliorate the value destruction risks in acquisitions. Accordingly, we hypothesize a positive association between performance shortfall and the likelihood of using earnouts. Using a sample of 241 cross-border acquisitions by UK public firms, the baseline hypothesis, the negative and positive moderating roles of cultural distance, and the relative deal size respectively are supported. This study responds to the recent calls on extending the pre-deal research in acquisitions and advances our understanding of the acquirer’s performance shortfall on earnouts and the length of deal duration. (For more information, please contact: Viswaprasad Gada, Institute of Management Technology, Dubai, United Arab Emirates: viswaprasad@imt.ac.ae)

Liability of Stateness, Acquirer Subsidiary, and Subnational Employment
Cheng LI, University of Manitoba
Klaus Meyer, Ivey Business School

State-controlled acquirers face a liability of stateness because host country stakeholders often associate them with foreign political influence. Drawing on the internationalization of state-owned enterprises (SOEs) literature, we argue that, compared to private-owned enterprises (POEs), SOEs represent a distinct class of foreign firms that are considered less legitimate actors, thereby attracting additional scrutiny from host country regulators in their cross-border acquisitions. Integrating liability of stateness literature with a voting behavior perspective, we further posit that, acquirer subsidiary and labor market conditions in sub-national regions moderate this effect. Specifically, acquirer subsidiary, high unemployment, and prior experience with state-owned employers ameliorate the resistance to cross-border acquisitions by SOEs. Using a sample of cross-border acquisitions with acquirers from 44 economies and targets in 50 US states, we find that SOEs are 25% more likely to attract additional regulatory scrutiny than POEs. But this effect is mitigated when the acquirers are SOE subsidiaries rather than headquarters, or SOEs venture into host regions with high unemployment or with prior experience with state-owned employers. (For more information, please contact: Cheng LI, University of Manitoba, Canada: cli.phd@ivey.ca)
**Combining Organizational Creativity and Digital Capabilities to Reach International Business Competence**

Gabrieli M. Camillo, Regional University of Blumenau  
Silvio L. de Vasconcellos, Escola Superior de Propaganda e Marketing  
Mohamed Amal, Regional University of Blumenau and University of Itajai Valley  
Ronaldo Parente, Florida International University

Is it possible to bring together creativity and digital capabilities? Based on this rhetorical questioning, this research aims to estimate the mediating effect of digital capabilities between organizational creativity and international business competence. We surveyed 382 managers of small and medium-sized companies from different industry sectors. From a capability-based view, organizational creativity is essential for building digital capabilities as it drives international business competence. The results show that digital capabilities mediate the relationship between organizational creativity and international business competence. This study contributes to the advancement of new research agenda on digital capabilities and offers insight into the effect of digital capabilities on building international business competencies. To practitioners, this study can help companies improve their capabilities from a combination of human skills connected to microfoundations of competitive advantage. *(For more information, please contact: Silvio L. de Vasconcellos, Escola Superior de Propaganda e Marketing, Brazil: silviolvasoncellos@gmail.com)*

**Digital Transformation and the Impact on the Internationalization of Family Firms**

Christian Keen, Laval University  
Mikel Alayo, University of the Basque Country UPV/EHU  
Valeriano Sanchez-Famoso, University of the Basque Country UPV/EHU

Internationalization is an important business strategy that drives growth and contributes to the long-term goals of family firms. Although previous studies have highlighted the importance of internationalization, little research has examined the effect of digitalisation on the internalisation process of family firms. This study analyses the effect of digital transformation on the internationalization of family SMEs. Digital transformation facilitates information gathering, communications, and network expansion in foreign markets, thereby reducing the risks of liability and newness. Thus, there are several reasons that digital transformation can be an important driver of family firms’ internationalization in a globalised digital economy. We base our analysis on a sample of Spanish SMEs and test the proposed relationships using structural equation modelling. Our results reveal a positive effect of digital transformation on the internationalisation of family SMEs. Moreover, we find positive moderating effects of the generation in charge and generational involvement in management. *(For more information, please contact: Christian Keen, Laval University, Canada: christian.keen@fsa.ulaval.ca)*

**TMT International Experience, Platform Firms, and Internationalization of Chinese Digital Firms**

Tianhao Liu, Rutgers University  
Ajai Gaur, Rutgers University  
Kusum Mundra, Rutgers University

This study investigates how digital platform firms are different from other digital firms in the internationalization process and how the international experience of returnee managers influences the internationalization of digital
firms in an emerging economy. Taking a microfoundation approach to study the international experience of managers at the top management teams (TMT) level, we also propose that the international experience of managers is positively associated with firm internationalization, and platform businesses and state ownership weaken this association. More specifically, we distinguish platform firms from other types of digital firms and examine how being “platforms businesses” moderates the association between the international experience of returnee managers and firm internationalization. Testing our hypotheses on a sample of 148 digital firms in China from 2012 to 2020, consistent with our arguments, we find that platform firms are positively associated with internationalization to a greater degree than other types of digital firms. We also show that the international experience of TMT is positively associated with firm internationalization. Regarding the moderating effects, we find that platform weakens the positive effect of TMT international experience on international expansion. (For more information, please contact: Tianhao Liu, Rutgers University, USA: tl678@scarletmail.rutgers.edu)

The Internationalization Process of Digital Platforms

Bin Zhang, Beijing University of Posts and Telecommunications
Zhu Zhang, University of International Business and Economics
Xiangming Tao, University of Sussex

The traditional literature on internationalization process has emphasized on the knowledge accumulation and commitments, which, however, becomes challenging in explaining how digital platforms achieve globalization nowadays. To address this gap, in this study, we build the replication-based innovation theory by analyzing business model as the unit of analysis through a multi-case method. Our inductive, comparative study of ByteDance and Kuaishou shows that these digital platforms achieved globalization, based on replication strategy, through a dynamic process of reproduction, adaption, variation, and innovation. Our findings reveal the importance of the replication strategy for business model innovation during the internationalization process, and then highlight two distinct patterns of replication-based innovation: gradual, as demonstrated by ByteDance’s great improvements of its replicated business model in host countries and positive revision in home country; and radical, as exemplified by Kuaishou’s slight adjustments in host countries and negative reconstruction in the home country. We further combine these distinct patterns together as the replication-based innovation theory, which is helpful to explain why some digital platforms are more successful in globalization, while others are not. Our study provides new insights into the internationalization process of digital platforms and offers guidance to managers on navigating the replication-innovation game. (For more information, please contact: Bin Zhang, Beijing University of Posts and Telecommunications, China: zhangbin2020@foxmail.com)

The role of creativity in born digital firms - Cases from Central-Eastern Europe

Miklos Kozma, Corvinus University of Budapest
Jurgita Sekliuckiene, Kaunas University of Technology
Miroslaw Jarosinski, SGH Warsaw School of Economics

Born digital firms are increasingly prominent competitors across a range of markets, while the analysis of their performance factors still has a number of open questions. Their business model is built around their technological prowess, but there are additional factors that drive their performance, including creativity. While there are arguments about how and why born digital firms should excel in creative efforts, it is yet to be explored whether they actually take advantage of that creativity in an international environment. This is the key question of our paper, as well as clarifying the areas their creativity stems from and makes an impact internally and across geographies. This exploratory study builds on two cases of internationally involved born digital firms founded in Hungary. Our findings include the enriched understanding of the differentiation advantage born digital firms enjoy in the respective markets and the more ambiguous opportunity they have in achieving outstanding performance due to potential technological or human capital advantages. We also provided a structured and analytical overview of how creative products, persons, processes and environmental pressures support the innovative strength of born digital firms. Our current results are based on the cases from Hungary.
and are indicative only. The empirical research will be expanded to other Central-Eastern European countries. (For more information, please contact: Miklos Kozma, Corvinus University of Budapest, Hungary: miklos.kozma@uni-corvinus.hu)


Martin Hemmert, Korea University
Leven J. Zheng, Hong Kong Metropolitan University
Masahiro Kotosaka, Keio University
Ying Cheng, Chongqing University
Adam R. Cross, Xi’an Jiaotong-Liverpool University
Jae-Jin Kim, Hoseo University
Franz Waldenberger, German Institute for Japanese Studies

Western-based research suggests that due to technological progress and global economic integration, new technology-based firms (NTBFs) are able to internationalize more easily than other types of firms. However, despite the strong competitiveness of East Asian NTBFs, relatively few of them have successfully internationalized. Building on the knowledge-based view and international entrepreneurship research, we create a model of the international performance antecedents of East Asian NTBFs and test it through an analysis of longitudinal survey data from 1,023 NTBFs in China, South Korea and Japan. We find that whereas foreign market knowledge is positively related to the international performance of NTBFs, this relationship is fully mediated by the firms’ international orientation. The influence of international orientation on international performance is weaker for NTBFs from emerging China than from developed South Korea and Japan, and is weakened by the support that NTBF founders receive from family members and friends. Overall, a strong international orientation and independence from potentially unsupportive stakeholders emerge as important antecedents of the successful internationalization of East Asian NTBFs. (For more information, please contact: Martin Hemmert, Korea University, Korea, South: mhemmert@korea.ac.kr)

Session: 2.2.14 - Interactive
Track: 4. Global Strategy, Organization and Value Chains

Alliances and Location Choice

Presented On: July 8, 2023 - 10:45-12:00

Chair: Wioletta Mierzejewska, Warsaw School of Economics

The Internationalization of Intermediate Cities: What Do We Really Know? A Systematic Literature Review

Carolina Ardila-Lopez, Universidad EAFIT
Sandra Santamaria-Alvarez, Universidad EAFIT

Traditionally, global cities and core economic locations have been the focus of attention when researching the phenomenon of city’s internationalization. These territories are generally found in developed countries, where most global economic value is created. Nevertheless, modern globalization shows that all territories can be touched by international activities, including intermediate cities. These intermediate, or second and third-tier cities, are small and medium-size locations, subnationally embedded and internationally connected through their actors’ local and global links. The growing interest in understanding the phenomenon of internationalization in such territories, and their lack of visibility but great socioeconomic importance make this type of location an important subject to study. Considering this, we found a need to research what has been studied in relation to the phenomenon of the internationalization of intermediate cities. In order to do this, we conducted a systematic review of the literature. The objective of this systematic literature review is to analyze what has been
studied about internationalization of such cities, including the main characteristics of those studies, the methodologies used, the most studied territories, the theories and concepts in discussion, solved or unsolved questions, as well as their main contributions and areas of further research, providing a critical perspective. (For more information, please contact: Carolina Ardila-Lopez, Universidad EAFIT, Colombia: cardilal@eafit.edu.co)

Firm Resilience Under Host Country Uncertain Environments: Evidence from Foreign Market Entries
Kantatouj Amaranonta, National Institute of Development Administration
Asda Chintakananda, National Institute of Development Administration

This study uses a real options approach to examine how firms’ propensities towards sequential foreign market entry are influenced by host country demand and political uncertainty. In addition, this study further examines how host country property right protection influences on the impacts of host country demand and political uncertainty on firms’ propensities towards sequential foreign market entry. Empirical results from US public firms pursuing sequential foreign market entry reveal how host country demand and political uncertainty impact on firms’ propensities towards sequential foreign market entry and how host country property right protection influences on these impacts. (For more information, please contact: Kantatouj Amaranonta, National Institute of Development Administration, Thailand: kantatouj.amaranonta@gmail.com)

The importance of micro-location factors for international alliance formation: A global city perspective
Juliane Engsig, TBS Education
Bo Bernhard Nielsen, University of Sydney
Andry Ramaroson, Centre Universitaire de Mayotte
Paul Chiambaretto, Montpellier Business School

This paper investigates the importance of micro-location factors in foreign direct investment. We focus on both the homogenous and the heterogeneous characteristics of global cities and how these affect international strategic alliance formation patterns. We integrate global city differences, which are related to the specific locations of partners. Methodologically, we investigate this through a configurational analysis of international alliances among American companies and foreign partners during 2015 and 2019. We identify four types of alliances: first, where both partners are based in global cities; second, where no partners are based in global cities; and third and fourth, two asymmetric types where only one partner is located in a global city. Based on the findings, we conclude that global cities are favorable places to look for an alliance partner. (For more information, please contact: Juliane Engsig, TBS Education, France: j.engsig@tbs-education.fr)

Location Choice in Global Patent Litigation: Does the Landscape Matter?
Minyuan Zhao, Washington University in St. Louis
Shixiang Wang, Shanghai University of Finance and Economics
Charlie An, Washington University in St. Louis

Firms asserting their patents globally face a dilemma: a legal verdict is binding only in the country of litigation, and yet litigating country by country is prohibitively expensive. Thus, firms have to be strategic in deciding where to sue. In this paper, we argue that litigation is not only to win a case, but to send a signal to global competitors. Whereas country characteristics affect signal strength, how far the signal can travel depends on the landscape: i.e., the relationships across countries. Our analyses on litigation cases in 50 countries over 13 years show that firms tend to concentrate litigation in few countries when the relevant markets historically share similar litigation outcomes, so signals from one country can potentially deter competition in others. (For more information, please contact: Minyuan Zhao, Washington University in St. Louis, USA: minyuan@wustl.edu)
Behavioral Motivation of Real Options Creation in Cross-Border Acquisitions
Hyewon Ma, University of Illinois at Urbana-Champaign

Recognizing the potential for the real options theory and the behavioral theory of the firm to be complementary in explaining MNE decision-making, I link the two theories using the overlapping concept of risk. Specifically, I maintain that performance feedback and slack resources give MNE risk-taking motivation that influences their perception of the value of creating real options in cross-border acquisitions (CBAs). I test this theoretical prior by employing 3,038 CBA observations in the manufacturing sector over the 1995-2018 period. The empirical results indicate that MNE performance feedback and slack resources influence real options creation through the minority stakes in CBAs. By incorporating the bounded rationality assumption from the behavioral theory of the firm, this study extends the strict rationality assumption in the real options theory. (For more information, please contact: Hyewon Ma, University of Illinois at Urbana-Champaign, USA: hyewonm2@illinois.edu)

Dating, Break-Up or Get Married: Factors That Explain Strategic Alliance Turning Into an M&A
Yueling Zhou, Nova School of Business and Economics
Ferran Vendrell-herrero, University of Edinburgh
Emanuel Gomes, Nova School of Business and Economics

When two firms are involved in a strategic alliance relationship, what factors lead to strategic alliances eventually turning into mergers and acquisitions? We expect the alliance partner's experience, i.e., multiple alliance experiences with the same partner and acquisition experience in increase the likelihood of alliance-to-M&A transition. We further check the industrial-related factors and assume that the similarity between the firm's businesses and its alliance partner reinforces the alliance development into M&A. In contrast, high-tech firms prefer to seize the instant acquiring opportunity than build a pre-long-term relationship with the potential target. To test our hypotheses, we build a database by merging alliance and acquisition data from Securities Data Corporation (SDC) from the period 2005-2022. Our analysis includes 70,240 worldwide acquisition cases, with 1,957 of these cases having a previous alliance relationship with the target, and the overall alliance-to-M&A is 2.79%. We test our hypotheses using logistic regression and machine-learning random forest models. The result indicates a positive effect of porter's multiple alliance and acquisition experience on the likelihood of alliance-to-acquisition transition. While industry similarity positively affects the alliance relationship to end with M&A, the high-tech industry has a negative impact, in line with our hypotheses. (For more information, please contact: Yueling Zhou, Nova School of Business and Economics, Portugal: yueling.zhou@novasbe.pt)

Survival of Joint Ventures: Combining Transaction Cost Economics and Organizational Learning in International Alliance Literature
Lucas Liang Wang, University of Nottingham Ningbo China
Dongxiao Wu, University of Bristol

This study develops and tests a novel mechanism, value learning, that underlies the survival of joint ventures (JVs), by combining insights from transaction costs economics and the learning perspective in international JV literature. This study argues that partners have both the incentive and opportunities to acquire the information on the value of the assets each brings to the JV. In one period during the operation of the JV, one or both parties will complete the value learning process and become capable of pricing the other’s assets. The JV subsequently becomes less efficient than market in governing the inter-firm cooperation, cutting short its longevity. The empirical results on the three relational characters on JV longevity strongly support the value learning mechanism. This study meaningfully extends the literature on TCE, organizational learning, and international JVs. (For more information, please contact: Lucas Liang Wang, University of Nottingham Ningbo China, Canada: jnuwang@gmail.com)
Non-Market Strategy and the Role of Firms in Response to Conflict and Crisis

Presented On: July 8, 2023 - 10:45-12:00

Chair: Shuang Li, RMIT University

Choice Of Arbitrators: Balancing Cooption With Capitalization Of Knowledge
Nina Xie, Lingnan University

Over the past three decades, international governance has emerged as a major force influencing the non-market behavior of enterprises with soft law widely recognized, including intergovernmental campaigns and policy committees, international financial and audit standards, international dispute resolution programs, environmental social governance (ESG) reporting programs, and new technology governance guidelines. Soft law indicates how to form the influence mechanism for the different characteristics of the enterprise’s main body that produce a specific kind of result. This empirical study examined and analyzed the process model from the capitalization of social capital inequality to its final effect. Based on the investor-state dispute settlement (ISDS) in the context of soft law, the author searched the details of 316 cases and coded 291 arbitrators from the international investment arbitration database and found that under political uncertainty and a power imbalance, the nomination of arbitrators is closely related to knowledge. However, the network location is different from the experience that social capital carries. The enterprise’s goal is to work with the host government through a combination of strategies and resources provided by the arbitrator in the delay claims process. (For more information, please contact: Nina Xie, Lingnan University, Hong Kong, SAR-PRC: 1155111175@link.cuhk.edu.hk)

Corporate Social Performance, Legitimacy, and the Choice of Foreign Partners by State-Controlled Entities in the Global Extractive Industries
Pavlos Symeou, Cyprus University of Technology
Georgios Kassinis, University of Cyprus

We study the outcome of the decision of a state-controlled entity (SCE) to form an international joint venture (IJV) with a foreign partner in the SCE’s country. Focusing on the perspective of the host SCE, we propose that in its search for a partner, the SCE will evaluate the sociopolitical legitimacy effect of a candidate partner’s corporate social performance (CSP). Thereby, the SCE will consider CSP an important selection criterion because of its legitimacy effect on the selection decision, the SCE, the IJV, and the host state in the eyes of salient local and international stakeholders. Moreover, the legitimacy effect of a candidate partner’s CSP will further influence the decision outcome through its interaction with the level of corruption in the candidate partner’s home country, the extant sociopolitical legitimacy of the host state, and the number of neighboring countries of the host country participating in international multi-stakeholder initiatives. We find support for our hypotheses using a novel sample of extractive industries IJVs between SCEs from 48 countries and 203 foreign partners from 22 countries for the period 2000-2015. (For more information, please contact: Pavlos Symeou, Cyprus University of Technology, Cyprus: pavlos.symeou@cut.ac.cy)

Discursive Legitimation of Firms’ Controversial Internationalization: Exporting Nuclear Power Plant after Nuclear Disaster in Japan
Naoto Nadayama, Kanagawa University

As MNEs develop a social and political power across borders, they are required to carefully pay attention to legitimacy of their activities that involve public controversies. However, there has been limited studies that
analyze how MNEs’ internationalization are perceived and legitimized from external players as audiences. This paper aims at contribution to the research agenda by specially analyzing discursive legitimation of MNEs’ controversial internationalization, on media texts of their home country. For the research purpose, this paper utilizes an extreme case about Japanese manufacturers’ export of nuclear power plants after nuclear disaster of Fukushima Daiichi reactor. Analyzing media texts with an approach of critical discourse analysis, this paper shows the use of ideologies for the discursive (de)legitimation on media texts. It also shows how four types of legitimation strategies are used for the discursive (de)legitimation. In conclusion, this paper proposes that firms’ controversial internationalization tends to be discursively legitimized by the frequent usage of authorization strategy with a dominance of nationalism, while discourses of delegitimation tend to be silenced by a duality of cosmopolitan interpretation. Overall, it is proposed that firms’ controversial internationalization would be legitimized more than delegitimized on media texts of the home country. (For more information, please contact: Naoto Nadayama, Kanagawa University, Japan: nadayama@kanagawa-u.ac.jp)

Ties that Bite (More): Political Ties-Categories’ Interplays and Social Evaluations of MNCs
Lai Si Tsui-Auch, Nanyang Technological University, Singapore
Junjie Yang, Xiamen University Malaysia

Studies on paradox of embeddedness views relationships embedded in close social ties as providing a conduit for resources, but sometimes derailing economic exchange. While increasingly highlighting negative effects beyond financial performance implications, examination of political ties has confined themselves to equity-based or personal ties-related embeddedness or ties in a single national context. No theory explains the varied effects of interactions of political ties developed in different contexts on the social evaluations of MNCs. Accordingly, this comparative case study explores how an interplay of political ties-categories shaped public disapproval of MNCs in cross-border contexts by considering four overseas investments of two Chinese MNCs in a strategic industry in the mid-2010s. Two categories of political ties were included: home-country (encompassing equity and/or personal ties) and host-nation (typically personal) ties. Based on a matrix design comprising two ties-categories of varying strengths, our findings suggest that (a) host-nation ties play a stronger role than home-country ties in influencing an MNC’s disapproval level in a host nation, and (b) the relationship between the strength of host-nation ties and the disapproval level is moderated by the strength of home-country ties. We discuss theoretical contributions and offer future research directions. (For more information, please contact: Junjie Yang, Xiamen University Malaysia, Malaysia: junjie.yang@xmu.edu.my)

Characterizing MNCs’ Corporate Diplomatic Activities: Standard Oil’s Role in the Negotiations Between the US and Colombia for Reparations for Panama
Marcelo Bucheli, University of Illinois at Urbana-Champaign
Xavier Hernando Duran Amorocho, Universidad de los Andes
Minyoung Kim, University of Kansas

We advance the concept of corporate diplomatic activities (CDAs) to study the actions through which multinational corporations (MNCs) seek to influence the diplomatic relations between their home country and the host country to gain business advantage. We maintain that an MNC can mobilize its political resources and capabilities in the home country through their CDAs to increase the host government’s bargaining power vis-à-vis the home country and, in return, obtain business benefits in the host country. The MNC’s CDAs, however, can also become a source of risk: the host government can use the MNC’s political resources at home to increase its bargaining power vis-à-vis the host government by taking “hostage” the MNC’s sunk investments in the host country to compel the MNC to work on its behalf in the home country and, in this way, outsource foreign policy to a powerful actor in the home country. We adopt a history-to-theory approach and develop a theoretical framework by analyzing the case study of the role played by Standard Oil of New Jersey in the negotiations between Colombia and the United States over the reparations for the loss of Panama in the 1910s and 1920s. Our theoretical framework advances that MNCs’ CDAs can create an inter-temporal shift in asset specificity, which, in turn, can reshape the dynamics in the bargaining power between MNCs and the host country. (For more information, please contact: Minyoung Kim, University of Kansas, USA: mkim@ku.edu)
International Business Diplomacy and Violent Conflicts: An Analysis of Firestone’s Responses to the First Liberian Civil War

Ishva Minefee, University of Illinois at Urbana-Champaign
Daniela Rivera Piedra, Georgia State University
Marcelo Bucheli, University of Illinois at Urbana-Champaign
Laszlo Tihanyi, Rice University

Research on multinational corporations’ (MNCs’) responses to violent conflicts largely emphasizes MNCs’ decisions to completely divest from host countries affected by the conflict. Yet, many MNCs temporarily suspend their operations in hopes of restarting operations in the near future. Through a historical case study of Firestone Tire and Rubber Company’s attempts to restart operations in Liberia during the country’s first civil war, we develop a process model of how MNCs navigate complex relationships with warring factions in a host country, local employees in a host country, and the MNC’s home country government. Our analysis of U.S. Department of State cables and letters sent by Firestone’s executives to relevant stakeholders in the U.S. and Liberia reveals that a MNC’s ability to restart operations is influenced by the MNC’s diplomatic savviness while navigating changes in its bargaining power, political ties between the home and host countries, and the strength or fragility of peace processes in a host country. In addition to offering theoretical insight into the ‘suspension-restart’ option that MNCs take when confronting violent conflicts, this study contributes to research on the micro-foundations of international business strategy. (For more information, please contact: Ishva Minefee, University of Illinois at Urbana-Champaign, USA: minefee2@illinois.edu)

Session: 2.2.16 - Interactive
Track: 12. Knowledge, Innovation, and Technology

Strategy, Innovation and Sustainability

Presented On: July 8, 2023 - 10:45-12:00

Chair: Charles Dhanaraj, Georgia State University

Ambidexterity and the Distribution of Organizational Learning Activities: A Conceptual Framework
Feng Zhang, Penn State University, Abington
Guohua Jiang, West Chester University

This study reviews extant literature on ambidextrous mechanisms, contingencies impacting the relationship between organizational learning activities and performance, and aggregation issues in studying ambidexterity. The review identifies two generalizable factors that deserve further research attention, namely the degree of ambidexterity and the distribution of organizational learning activities. We develop a conceptual framework incorporating the two factors and defining intra- and inter-subunit ambidextrous strategies. This study contributes to organizational learning literature by developing a framework to benchmark across various ambidextrous mechanisms, measure the transition and evolution of firm organizational learning strategies, and guide firms through strategy formulation and implementation. (For more information, please contact: Feng Zhang, Penn State University, Abington, USA: fzz34@psu.edu)

Examining the Mechanism Underlying the Performance Impacts of Coopetition: A Capability-Building Perspective
Arash Sadeghi, University of Leicester
Omid Aliasghar, University of Auckland
Vahid Jafari-Sadeghi, Aston University

Cooperation with competitors (also known as coopetition), is like a double-edged sword that confers benefits and costs simultaneously. The aim of this research is to examine the intermediate mechanism through which
coopetition may improve the firm’s competitiveness and give rise to superior performance. We explore this mechanism through the lens of capability-building perspective with a specific focus on learning capabilities. Particularly, we focus on two interrelated, yet seemingly paradoxical capabilities, i.e., absorptive capacity (AC) and unlearning which serve as mediating mechanisms that link coopetition to financial and non-financial performance. Our findings from a sample of 190 Iranian SMEs confirm that AC mediates the relationship between coopetition and both financial and non-financial performance, whereas unlearning did not directly mediate any of these relationships. However, we found that unlearning constitutes an important catalyst for the development of AC which in turn affects the financial and non-financial performance. This study extends the literature on coopetition by shedding light on the under-examined bridging mechanism underlying the performance impact of coopetition and contributes to the current debate on the development of capabilities in a coopetition partnership (For more information, please contact: Arash Sadeghi, University of Leicester, United Kingdom: as1384@le.ac.uk)

Strategic Agility and Product Development in Emerging Markets: The Role of Employee Resilience and Self-efficacy as Microfoundations
Abderaouf Bouguerra, University of Surrey
Ismail Gölgeci, Aarhus University
David M Gilgor, University of North Texas
Ahmad Arslan, University of Oulu
Zaheer Khan, University of Aberdeen
Ekrem Tatoglu, Gulf University for Science and Technology

Purpose- While strategic agility is increasingly acknowledged as a critical source of innovation and product development performance (PDP), little attention has been paid to the micro individual capabilities that translate strategic agility into greater PDP. This study examines the mediating roles of employee resilience and self-efficacy as key dynamic micro-level (individual) capabilities that connect firms’ strategic agility to their PDP in the emerging market of Türkiye.

Design/methodology/approach- We adopt a microfoundations approach and run a multilevel analysis using data from 758 managers working in 185 firms to test our hypotheses.

Findings- The findings suggest that strategic agility is positively associated with PDP. That said, the impact of strategic agility on PDP—both examined at the organizational level—is conveyed through individual-level capabilities of employee resilience and self-efficacy.

Originality/value- We draw on the microfoundations of PDP and provide important insights into how individual capabilities enable attaining higher PDP. (For more information, please contact: Abderaouf Bouguerra, University of Surrey, United Kingdom: a.bouguerra@surrey.ac.uk)

Behavioural and Institutional Factors Influencing Commercial Plastic Waste Recycling in European Countries: Belgium, France, Netherlands and United Kingdom
Natalia Yakovleva, KEDGE Business School
Diego Vazquez-Brust, University of Portsmouth

The paper examines attitudes of managers and employees in plastic supply chain towards plastic waste recycling along with other behavioural and institutional factors impacting recycling behaviour in organisations in four cities: Ghent (Belgium), Douai (France), The Hague (Netherlands) and Southend-on-Sea (United Kingdom). This qualitative study based on interviews with various actors in plastic waste supply chain starting from plastic manufacturers, logistics companies, product makers and designers, recycling companies, waste management companies, waste owners, non-governmental organisations and policy makers. Organisations range from novice to competent and expert proficiency in recycling. Although organisations have a positive corporate attitude towards recycling, all organisations face distinctive pressures and barriers that are location or organisation specific (e.g., lack of funding, supply chain pressures, insufficient facilities, infrastructure, management and legislation). Respondents perceive that main sources of social norms on recycling are municipal councils, consumers, industry peers and local communities. Top market pressures to recycle come from customers and
competitors, whilst top regulatory pressure comes from a local regulatory level. Respondents suggest that major enablers for recycling could be government incentives, regulation and enforcement, advising and funding and networking. The study concludes that actors seek improvements in technology and innovation, supply chain transparency, capacity building and awareness, business case and economic instruments, facilities and infrastructure, and regulation. (For more information, please contact: Natalia Yakovleva, KEDGE Business School, France: natalia.yakovleva@kedgebs.com)

Bulls and Bears: Inscribing SOEs Roles into the Global Climate Agenda
Daria Klishevich, St. Petersburg State University
Olga Garanina, St. Petersburg State University
Andrei Panibratov, Ecole de Management Léonard De Vinci

This study explores when and under what conditions state-owned enterprises (SOEs) become important players for orchestrating the global climate action, and what are their roles as domestic or international (de)carbonizers. We intend to advance the understanding of SOEs' role in tackling the global climate challenge. In this study we elaborate SOE's climate action matrix and offer three propositions that are grounded in the fact that environmental strategies of SOEs are driven by the interests of the state as owners and by the scope of SOEs’ internationalization. We propose that first, the level of home country's climate policy ambition explains SOEs stance on climate action. Second, the scope of internationalization explains SOEs stance on climate action. Third, SOEs’ progressive/increasing engagement in climate action upgrades the country's climate attitude. In this study the climate argument is incorporated into IB research on SOEs’ internationalization which is a novel approach that helps advance knowledge on the complex issue of companies' climate action. We argue for a dynamic and reciprocal relationship between home/host countries’ and SOEs’ climate engagement. (For more information, please contact: Daria Klishevich, St. Petersburg State University, Russia: daria.klishevich@outlook.com)

Policy-Sustainability Relationship: The Role of Political Parties in Renewable Energy Investments
Anastasia Gracheva, Wharton School
Aleksandra Gracheva, Columbia University

This study aims at analyzing policy-sustainability relationship and explores political parties’ influence on shaping investments in renewables. The analysis of panel data from 19 OECD countries in 2008-2016 reveals statistically significant positive effects of green parties’ representation in national governing bodies on government investments in R&D in renewables and statistically significant negative effects of populist parties on investments in R&D. The study contributes to theoretical discussion about policy-sustainability relationships and offers recommendations to policymakers and private actors. (For more information, please contact: Anastasia Gracheva, Wharton School, USA: gracheva@wharton.upenn.edu)

Attracting and Hosting FDI in Post-Transition Economies in Digital Transformation Time
Barbara Jankowska, Poznan University of Economics and Business
Marta Götz, Vistula University

Advanced digital technologies of Industry 4.0 (I4.0) have a profound impact on existing socio-economic structures and processes reshaping the pattern of international production. This research touches upon the challenges related to attracting and hosting foreign direct investments (FDI), crucial for post-transition (DME) dependant market economies, where FDI proved critical in transformation processes. Much is being said about the impact of I4.0 on MNES as the main orchestrators of change and related reconfigurations of global value chains (GVC). This study takes the perspective of the host economy - (post)transition V4 countries and argues that attracting technologically advanced investment which can be adequately embedded in local economy would become priority. The focus of this research are the antecedents of investment attractive locations in the I.40 era - factors determining attractiveness of places during digital transformation. This paper based on critical
literature review diagnose and identifies major issues of hosting FDI by transition economy in digital transformation. (For more information, please contact: Barbara Jankowska, Poznan University of Economics and Business, Poland: barbara.jankowska@ue.poznan.pl)

Women on Boards and Climate Change Disclosure: The Evidence From the Non-Financial Reporting Directive
Maria Aluchna, SGH Warsaw School of Economics
Leszek Bohdanowicz, University of Lodz
Bogumil Kaminski, SGH Warsaw School of Economics

Drawing on a multiple theory framework we examine the relationship between female representation on boards and the scope of climate disclosure related to energy use and GHG (greenhouse gas) emissions in the context of the Non-Financial Reporting Directive (NFRD). We use a sample of 72 companies that were listed on the Warsaw Stock Exchange (WSE) over the period of 2015-2019, included in the main indices and subject to the enactment of the NFRD legislation. Evidence from the difference-in-difference analysis on the total of 353 firm-observations shows at a critical mass of 35% female representation on the board, in addition to the structural power of a female chairperson, differentiate company reactions to the implementation of the mandatory reporting legislation and enhance the scope of the climate-related disclosure of management approach statements and Global Reporting Standards (GRI) standards in the post-NFRD period. The token presence of one woman on the board remains insignificant in its effect and does not change the climate-related disclosure. Our study offers policy implications suggesting that regulation on mandatory non-financial reporting is not a sufficient determinant to improve disclosure. Particular organizational characteristics related to female representation on boards may stimulate the process of greater sustainability transparency and the implementation of mandatory non-financial reporting disclosure into company practice. (For more information, please contact: Maria Aluchna, SGH Warsaw School of Economics, Poland: maria.aluchna@sgh.waw.pl)

Session: 2.2.17 - Interactive
Track: 6. Gender and Diversity

Change Agents and Game Changers in International Business: The Role of Gender

Presented On: July 8, 2023 - 10:45-12:00

Chair: Stacey Fitzsimmons, University of Victoria

Government Corruption, CEO Gender, and Tax Collectors’ Inspections
David Weng, California State University Fullerton
Seung-Hyun Lee, University of Texas at Dallas

In countries where corruption is prevalent, government officials easily leverage their authority to ask for bribes from firms. At the same time, however, government officials may discriminate in their gouging and deliberately approaching a certain kind of CEOs, but avoid others. We postulate that tax collectors prefer to appropriate male CEOs rather than female CEOs in asking for bribes because females are not as greedy as men and thus more ethical, which makes female CEOs less willing to cooperate. We additionally examine how firm bribery, male dominant industries, and the level of female political leaders in a country strengthen or weaken this gender effect. Results largely support our predictions. Results based on a cross-country dataset support our predictions. Our study contributes to the IB literature by suggesting that females can have an advantage in government corruption. (For more information, please contact: David Weng, California State University Fullerton, USA: hcweng@fullerton.edu)
CEOs Exposure to Social Frictions and International Business Strategy
Suyash Garg, University of Texas at Dallas

Recent research has highlighted that the role of informal institutions in international business has been underexplored. Thus, we examine how CEOs’ exposure to an important informal institution, namely ethnic violence, shapes their internationalization strategy in specific geographies. Drawing upon categorical social cognition theory and upper echelons theory, we inquire into how Hindu CEOs’ exposure to Hindu-Muslim communal violence informs two components of their firms’ internationalization strategy in Muslim-majority countries: (1) likelihood of FDI in Muslim-majority countries, and (2) the choice of FDI mode of operations (partnering v non-partnering) in them. Based on data from three large datasets, our analyses of Indian firms’ FDI between 2010-2018, using an instrument variable, reveal that such riot-exposed CEOs are less likely a) to undertake FDI in Muslim-majority countries and b) to choose a partnering-mode in Muslim-majority countries. However, these effects are mitigated when riot-exposed CEOs have greater experience with Muslim directors on other firms’ boards. In this way, our research highlights how CEOs’ implicit biases regarding specific social groups, stemming from their personal history, inform their perceptions of the geographies in which individuals from these social groups form the preponderant demography. (For more information, please contact: Suyash Garg, University of Texas at Dallas, USA: suyash.garg@utdallas.edu)

Pathways to Entrepreneurship: Migration and Citizenship
Joshua Kanwar Bedi, Copenhagen Business School
José Mata, Copenhagen Business School

Focusing on the whole population residing in Denmark from 2003-2013, we study how immigration and citizenship statuses affect engagement in entrepreneurship and the incomes of entrepreneurs. Entrepreneurial propensities are highest for immigrants (people born abroad), followed by returnee emigrants (those born in Denmark who spent time residing abroad), internal migrants (born in Denmark but who have resided in multiple regions of Denmark during their lifetime), and non-movers (born in Denmark and who always resided in their region of birth). However, we also find the marginal effects of migrant status on the probability of engaging in entrepreneurship lose significance when comparing foreign citizens of different migrant statuses. Having foreign citizenship decreases the probability of becoming an entrepreneur, but only for immigrants. When studying the incomes of entrepreneurs, we find the incomes of all types of migrant entrepreneurs to be lower than those of non-movers. Finally, we find foreign citizenship is associated with lower income for migrant entrepreneurs but not for non-mover entrepreneurs. Our results carry two special implications for immigrant entrepreneurship: mobility per se is associated with an increased probability of engaging in entrepreneurship, and legal status may be a major impediment for migrant entrepreneurs. (For more information, please contact: Joshua Kanwar Bedi, Copenhagen Business School, Denmark: jbe.si@cbs.dk)

Rural Female Entrepreneurship in the Common Prosperity and Digital Era
Xinyu Liu, Tongji University
Jialin Song, Tongji University
Min Wang, Beijing Foreign Studies University

With global economic development and the advent of the digital era, rural female entrepreneurship is receiving increasing attention from both academic and empirical communities. This study explores female entrepreneurship by investigating whether and how gender affects an individual’s entrepreneurial choice with varying levels of regional common prosperity and digital financial inclusion. Using a sample of 7,244 rural entrepreneurs from nine provinces in China from 1989 to 2015, this paper finds that: rural female are not inclined to start their own businesses due to insufficient entrepreneurial motivation, entrepreneurial risk aversion, and lack of entrepreneurial skills; two dimensions of common prosperity (economic development and income equality) provide economic security for rural female, which helps to motivate rural female to start their own businesses; the development of digital financial inclusion helps address the dilemmas rural female face in...
the entrepreneurial process, thus alleviating the tendency of rural female not to choose entrepreneurship. (For more information, please contact: Xinyu Liu, Tongji University, China: 2230450@tongji.edu.cn)

The Impact of Female Board Representation on Financial Sustainability in Hybrid Organizations: A Contingency Perspective

Mahinda Wijesiri, Memorial University of Newfoundland
Chansoo Park, Memorial University of Newfoundland
Tom Cooper, Memorial University of Newfoundland

Despite recent research on corporate governance challenges, scholars have yet to understand the mechanism explaining how and when the female board representation drive financial sustainability. This is specifically true for hybrid organizations that are much more diverse than traditional businesses and aim to generate "profit with purpose" to achieve a balance between traditional non-profits and for-profits. The purpose of this study is to investigate how and when female representation on boards has a positive effect on the financial sustainability of hybrid organizations. Specifically, we integrate sustainability research in international business with agency theory, stewardship theory and resource dependence theory to develop and test a moderated mediation model. Using a sample of 1928 firm-year observations from 90 emerging countries during 2010–2017, we find supportive evidence that female board representation positively affects financial sustainability via CSR and this mediation effect is stronger when the level of a country's cultural support for gender equality is higher. This research contributes to our understanding of hybrid businesses and the importance of female representation on boards, especially when it comes to the under-researched contingency factors that influence the link between the presence of women on boards and financial performance. Theoretical and practical implications are discussed. (For more information, please contact: Chansoo Park, Memorial University of Newfoundland, Canada: cpark@mun.ca)

Session: 2.2.18 - Special Session
Track: 16. Clinics and Cafés

Research Methods Clinic: Multinomial Choice Analysis

Presented On: July 8, 2023 - 10:45-12:00
Facilitator: Roger Strange, University of Sussex

Join a group discussion, with an expert, organized around a specific research methodology of interest. Discuss best practices, or get advice on specific problems that you may be facing.

This session is organized by the AIB Research Methods SIG.

Session: 2.2.19 - Special Session
Track: 16. Clinics and Cafés

Fellows Café: Regaining the Currency of Organization Theory in IB Research

Presented On: July 8, 2023 - 10:45-12:00
Facilitators: Shaker Zahra, University of Minnesota and Paul M. Vaaler, University of Minnesota

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.
Organization theory (OT) has been fundamental to the development of IB research. Given the growing use of economic and sociological perspectives, we discuss ways where OT makes distinctive contributions to the field. We discuss ways to enhance these contributions and enrich theory building.

**Session: 2.2.20 - Special Session**  
**Track: 16. Clinics and Cafés**  

**Fellows Café: The "Dark Side" of Moderation Analysis: Some Food for Thought**

**Presented On:** July 8, 2023 - 10:45-12:00  
Facilitator: Adamantios Diamantopoulos, University of Vienna

*Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.*

Although moderation analysis is widely used in IB research and while both authors and reviewers generally favor the specification of (often complex) moderating relationships, the potential downsides of the resulting models are rarely considered. This round-table discussion seeks to explore the "dark side" of complex moderator models in terms of replicability and generalizability, and encourage a more balanced perspective on moderation analysis in empirical research.

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**Session: 2.3.1 – Special Session**  
**Track: 15. Special Sessions**

**AIB Fellows John Fayerweather Eminent Scholar Award Special Session**

**Presented On:** July 8, 2023 - 13:00-14:15  
Chair: Shaker Zahra, University of Minnesota

*Introduction to the AIB Fellows John Fayerweather Eminent Scholar Award*  
Lorraine Eden, Texas A&M University

*Keynote Speech by the 2023 Eminent Scholar:*  
Franklin Allen, Imperial College London

*Reflections:*  
Lemma Senbet, University of Maryland  
Sri Zaheer, University of Minnesota

*(For more information, please contact: Shaker Zahra, University of Minnesota, USA: zahra004@umn.edu)*
Session: 2.3.3 - Panel  
Track: 1. Internationalization and Entrepreneurship

**Advancing Methodological Approaches for International Entrepreneurship Research**

**Presented On:** July 8, 2023 - 13:00-14:15

Chair: Olga Petricevic, University of Calgary

**Panelists:**
- Becky Reuber, University of Toronto
- Gary Knight, Willamette University
- Shameen Prashantham, China Europe International Business School
- Giuseppe Criaco, Erasmus University Rotterdam

In this panel with editors at leading academic journals, we will present an opportunity for a lively intellectual discussion on the best practices and methodological innovations for advancing international entrepreneurship (IE) research. First, we will discuss the most common challenges and opportunities to produce strong, nuanced, and actionable empirical studies in IE. Second, we will introduce the best approaches to improve methodological rigor when conducting research in IE. Third, we will present emerging empirical tools for making IE research empirically accessible.  
*(For more information, please contact: Olga Petricevic, University of Calgary, Canada: o.petricevic@haskayne.ucalgary.ca)*

Session: 2.3.4 - Panel  
Track: 14. Theme: IB  
Resilience under Global Disruptions

**Impacts of Major Global Disruptions: Implications for International Business, Governments and MNCs**

**Presented On:** July 8, 2023 - 13:00-14:15

Chair: Yongsun Paik, Loyola Marymount University  
Discussant: William Newburry, Florida International University

**Panelists:**
- Yongsun Paik, Loyola Marymount University
- Ravi Sarathy, Northeastern University
- Len Treviño, Florida Atlantic University
- Bertrand Guillotin, Temple University

The session will discuss the ramifications of major global disruptions that has recently affected international business. Specifically, we will focus on the impacts of disruptions caused by the pandemic, geo-political tensions (e.g., war), global supply chain bottlenecks, disturbance in global innovation and climate change, among others. How do governments and firms deal with such global disruptions? The panel will examine the current state and future prospect of these disruptions and suggest some solutions to effectively respond to them. First, the panel will discuss the role of international business to revitalize global economy. Global economy won't be revitalized by simply ending destructive war, but by implementing policies to raise investment and productivity. Second, the panel will address the increased role of government and resurgence of industrial policy. Rising protectionism and nationalism have significantly reinforced the role of the government in a free market economy. Third, the session will discuss how policymakers and firms are responding to an ever-changing IT infrastructure experiencing disruptive innovation and influence the future of IB. Finally, global cooperation is inevitably
needed to fight a war against climate change. How can we make MNCs more responsible for meeting the social development goals: climate action (SDG 13)? (For more information, please contact: Yongsun Paik, Loyola Marymount University, USA: yongsun.paik@lmu.edu)

Session: 2.3.5 - Panel
Track: 7. Teaching and Education

Using X-Culture in International Business Courses: Challenges and Best Practices

Presented On: July 8, 2023 - 13:00-14:15

Chairs: Karen Lynden, University of North Carolina Wilmington and Vas Taras, University of North Carolina at Greensboro

Panelists:
- Mary Lou Rissa F. Cunanan, Ateneo De Manila University
- Liviu Florea, Washburn University
- Karen Lynden, University of North Carolina Wilmington
- Tim Muth, Florida Institute of Technology
- Daniel Rottig, Florida Gulf Coast University
- Vas Taras, University of North Carolina at Greensboro
- Ernesto Tavoletti, Macerata University
- Canny Kankan Wang, Guangdong Technion Israel Institute of Technology

Structured as an interactive discussion, this session is led by several dedicated professors designed to provide insights and reflections on how the X-Culture project is utilized across a variety of courses spanning eleven (11) universities across six (6) countries, China, India, Italy, Mexico, Philippines, and the USA. The session will contain prompts for conversation organized across several categories, with the majority of the session offering audience interaction and discussion. This session’s purpose is to bring together academics with X-Culture experience and those who may be considering adding this project to their course so that they could share insights focused on developing ways to optimize the use of X-Culture in IB courses. X-Culture (www.X-Culture.org), provides the opportunity for students from different countries to work in global virtual teams (GVTs) and complete a business project, learning in the process the challenges and best practices of global cross-cultural collaboration. X-Culture is expected to reach the milestone of 100,000 student participants in 2023. This group has many years of project experience and unique implementation strategies. This is more of a community of scholars facilitated discussion than a typical panel session. (For more information, please contact: Karen Lynden, University of North Carolina Wilmington, USA: lyndenk@uncw.edu)
Knowledge Flows Across National Boundaries

Presented On: July 8, 2023 - 13:00-14:15

Chair: Felipe Monteiro, INSEAD

Restrictive Immigration Policies and MNE Innovation
Deepak Nayak, Temple University
Ram Mudambi, Temple University
Solon Moreira, Temple University

Migrant inventors serve both as sources of human capital as well as bridging ties between their countries of origin and employment. However, nations impose immigration restrictions, mainly to induce multinational enterprises (MNEs) to hire local citizens instead of high-skill foreign workers. We study an exogenous restrictive change in U.S. immigration policy, the 2004 reduction of the H1B visa cap. We examine the effect of this policy shock on the geographic dispersion of R&D workforce as well as on their innovation outcomes in a sample of 396,618 patents assigned to 776 U.S.-based MNEs. We find MNEs increased the global dispersion of their R&D workforce after the shock. This suggests MNEs chose to conduct R&D with globally dispersed foreign inventors rather than replacing them with local citizens. We also find the restriction reduced MNEs’ innovation productivity as well as the novelty of their new inventions. Sectors more dependent on codified knowledge experienced significantly greater dispersion of R&D workforce after the shock and also experienced less harm in terms of innovation output and novelty. This finding provides insight into the observed contemporaneous rise of the geographic concentration of inventors with communication capabilities and also places boundary conditions on the effectiveness of work-from-anywhere policies. (For more information, please contact: Deepak Nayak, Temple University, USA: tun58396@temple.edu)

Defending Knowledge Abroad
Heather Berry, George Washington University
Róisín Donnelly, Tilburg University

We contribute to the global strategy and competitive dynamics literatures by examining how both rival proximity and multimarket overlap in knowledge activities with rivals influence the decisions of MNCs to litigate and defend locally-generated versus home- and third-country generated innovations against imitation in foreign countries. We argue that MNCs have higher incentives to defend their locally-generated innovations over home- or third-country generated innovations in foreign countries against potential spillovers to local industry rivals, and their more widely-used innovations that are exposed to higher global multimarket overlap in knowledge activities with industry rivals. Empirical results using data on firms in high tech industries using firm, patent and litigation information from Orbis, Patstat and Lex Machina, respectively, support for our arguments. (For more information, please contact: Róisín Donnelly, Tilburg University, Netherlands: r.donnelly@tilburguniversity.edu)

The Influence of Managerial Coaching Behaviors on Employees’ Psychological Safety, Learning Goal Orientation and Knowledge Sharing Behaviors in Organizations
Beenish Arshad, National University of Computer and Emerging Science
Hamid Hassan, National University of Computer and Emerging Science
Yasuo Hoshino, University of Tsukuba

This study investigates the relationship between managerial coaching behaviors (facilitation, guidance and inspiration) and employees’ knowledge sharing behaviors through different pathways. Based on the existing review of literature, we argue that managerial coaching behaviors relate to employees’ knowledge sharing
behaviors through their psychological safety perceptions and learning goal orientation. To test the hypothesized relationships, we employed a quantitative research methodology. We designed a structured instrument to gather data from 220 employees in knowledge intensive companies. Moreover, we used Structural Equation Modeling (SEM) to analyze the model presented in this study. The findings confirmed the proposed hypotheses and demonstrated that managerial coaching behaviors influence knowledge sharing behaviors directly and indirectly. The results demonstrated mediation of employees’ psychological safety and learning goal orientation in managerial coaching and knowledge sharing relationship. To the best of authors’ knowledge, there is limited research on the relationship between managerial coaching and knowledge sharing. We present important theoretical contributions to the existing literature on managerial coaching and knowledge sharing by highlighting the intermediary psychological processes which can subsequently influence employee behaviors. In organizational settings, this study provides insights to managers who can harness manager-employee relationships for fostering knowledge integration and creation through employee knowledge sharing behaviors. (For more information, please contact: Beenish Arshad, National University of Computer and Emerging Science, Pakistan: beenish.arshad@nu.edu.pk)

The Effect of Balanced Ownership on IJV Conversion to Foreign WOS: From the Learning Perspective
Hyeyoun Park, University of Surrey
Yunok Cho, Southern Methodist University

This study explores how the balanced ownership structure of an international joint venture (IJV), formed by foreign and local partners as an equal partnership, affects its conversion to a wholly-owned subsidiary (WOS) owned by the foreign partner. Drawing on organizational learning literature, we explain that mutual learning and knowledge transfer, which significantly affect IJV stability, influence the probability of IJV conversion. We posit that a balanced ownership structure reduces the foreign partner’s motivation to take full control of the IJV. By fostering trust and enhancing the learning environment, it enables them to better access to valuable knowledge that the local partner owns. Further, we examine the characteristics of foreign and local partners that moderate the effect of a balanced ownership structure. First, we highlight the importance of the foreign partner’s absorptive capacity to capitalize on the enhanced mutual learning opportunities in an IJV with a balanced ownership structure. Second, we emphasize the role of the local partner’s governance structure, especially business group affiliation, and how it offers valuable learning opportunities to the foreign partner. Our predictions are tested and supported by empirical analysis using a sample of IJVs located in Korea from 2007–2019. (For more information, please contact: Hyeyoun Park, University of Surrey, United Kingdom: hy.park@surrey.ac.uk)

Unfolding and Developing Disseminative Capacity in MNCs
Jingzi Zhou, University of Nottingham Ningbo China
Emre Yildiz, Malardalens University
Carl Fey, BI Norwegian Business School

Despite its critical role in knowledge transfer and the development of multinational corporations (MNCs), disseminative capacity has received limited attention compared to the mirror concept of absorptive capacity. This paper suggests and conceptualizes four staged dimensions of disseminative capacity – identification, articulation, association, and continuous support. We further distinguish different types of knowledge senders in MNCs (headquarters vs. subsidiaries) and explore how structural and social integration mechanisms could shape the disseminative capacities of headquarters and subsidiaries, respectively. Our conceptual model shows that these mechanisms might produce different results for headquarters’ and subsidiaries’ disseminative capacities. Our fine-grained approach recognizes asymmetries between units within MNCs and explains how integration mechanisms could create tradeoffs between the efficiency and effectiveness of cross-border knowledge transfer. (For more information, please contact: Jingzi Zhou, University of Nottingham Ningbo China, China: abby.zhou@nottingham.edu.cn)
**MNE Misconduct**

**Presented On:** July 8, 2023 - 13:00-14:15

Chair: Peter Gabrielsson, University of Vaasa

*Hidden in Plain Sight: IB Theory and the Inevitability of Supply Chain Slavery*

Brent Burmester, University of Auckland
Christina Stringer, University of Auckland

The United Nation’s Sustainable Development Goal 8.7 highlights modern slavery as an issue as requiring concerted action from states, business actors, and civil society. Many commentators now lay blame on multinational enterprises (MNEs) for the persistence of modern slavery in contemporary production systems. The entrenchment of modern slavery in global supply chains is a consequence of innovations in international business strategy that became widely adopted in the 1980s, and which are now commonplace. We submit that IB scholars, using analytic tools in their possession for decades, could have seen modern slavery coming and offered recommendations to avert it. To explore this possibility, we engage with selected contributions to the IB research literature between the late 1960s and the mid-1990s. We find a handful of essential contributions that individually gave little sense of the impending problem, but which, when read together, reveal what we would discover thirty years too late. The paper concludes with a reflection on the lack of, and urgent need for, more critical application of IB theory. *(For more information, please contact: Brent Burmester, University of Auckland, New Zealand: b.burmester@auckland.ac.nz)*

*Time for Duty: Temporal Orientations in Multinational Enterprises’ Responses to Accusations of Human Rights Misconduct*

Alison Emma Holm, Nova School of Business and Economics
Jasper Hotho, Copenhagen Business School

Multinational enterprises (MNEs) are promising actors for helping address human rights issues that transcend borders. At the same time, MNEs are frequently accused of breaching human rights. To fully understand how MNEs can be bring solutions to human rights challenges, we need to understand how they accommodate accusations of human rights misconduct. The transnational setting poses two main responsibility challenges that jeopardize effective MNE accommodative responses: the absence of a transnational regulatory body to determine the nature of a firm’s responsibility towards a specific human right issue, and the lack of equipment of MNEs towards tackling human rights issues in the public sphere. In this study, we ask: how do MNEs respond to (non-judicial) accusations of human rights misconduct in host countries? We address this question through an inductive, multiple case study of 28 MNE accommodative responses to human rights accusations. We find that MNEs use three tactics that invoke different temporal orientations: temporal alignment, temporal coupling and temporal decoupling. We contribute to the literatures on firm responses to accusations of misconduct as well as the role of time in corporate responsibility. *(For more information, please contact: Alison Emma Holm, Nova School of Business and Economics, Portugal: alison.holm@novasbe.pt)*
How Does Corporate Social Irresponsibility Affect Corporate Financial Performance of Emerging vs. Developed Countries Firms? The Moderating Role Stemming From the Adoption of Sustainability Practices and From the Country of Origin

Gezim Hoxha, Politecnico di Milano
Stefano Elia, Politecnico di Milano
Lucia Piscitello, Politecnico di Milano

This study aims to explore the link between corporate social irresponsibility (CSI) and corporate financial performance (CFP). By combining stakeholder theory with expectancy violations theory, we analyse how the relationship between corporate social irresponsibility and corporate financial performance is influenced by the moderating effect arising from contingent effect of the country in which firm is located and from the adoption of sustainable supply chain management practices. Drawing on a comprehensive and unique dataset on corporate controversies, we find that firms that are located in developed countries and have enforced sustainability practices to their suppliers are more (negatively) affected by controversies compared to firms that are located in emerging countries. In fact, we claim that the former face stronger reactions stemming from the violated expectations of stakeholders, especially in advanced countries where sensibility to sustainability issues is higher. Theoretical implications, as well as both practical and policy-related implications are discussed, along with future research directions. (For more information, please contact: Gezim Hoxha, Politecnico di Milano, Italy: gezim.hoxha@polimi.it)

Session: 2.3.9 - Competitive
Track: 4. Global Strategy, Organization and Value Chains

Time, Space and Place

Presented On: July 8, 2023 - 13:00-14:15

Chair: Kiyohiko Ito, University of Hawaii at Manoa

Speed Matters in Supply Chain: How to Satisfy Your Customers with IDMCs, Speed, or Competitor Identification?

Chun-Chien Lin, National Chin-Yi University of Technology
Yu-Ching Chiao, National Chung-Hsing University
Chun-Ju Huang, National Taichung University of Science and Technology

This study aims to conduct a systematic literature review that draw attention to the information processing of speed regarding the specific approaches by which suppliers respond in international dynamic marketing capabilities (IDMCs) as agility, partnership, and new products on the execution speed in supply chain. Although previous work has been attempted to frame the speed analysis, this stream of literature remains fragmented. To better understand and extend the empirical advancements, this study conducts total of 210 validly dyad relationships of questionnaires, between selling suppliers and buying customers. Faster recognition speed by firms requires increased IDMC levels of agility, partnership, and new products to boost execution speed. This speed linkage is enhanced or weakened when the focal firm identifies a greater level of competitors. Suppliers seeking to increase execution speed with recognition speed upgrading in supply chain power asymmetry are offered guidelines and strategies to increase their performance by information processing mechanism. This study contributes to the speed literature by further analyzing supply chain power asymmetry and information processing view that eventually enhance the firm performance, while exploring recognition of opportunities and challenges among supply chain competition. (For more information, please contact: Chun-Chien Lin, National Chin-Yi University of Technology, Taiwan: alittleken@ncut.edu.tw)
Watching the Sun, Not Only the Clock — How Temporal Boundary Influences MNEs’ Ownership Structure
Liang Wen, Xi’an Jiaotong-Liverpool University
Jing Yu Yang, University of Sydney

This study draws insights from media synchronicity theory (MST) to understand why and how temporal boundary between multinational enterprise (MNE) parent and subsidiary locations may affect MNEs’ ownership structure. Temporal boundary, indicated by local work-time schedule differences between the parent and subsidiary, determines the extent to which synchronicity can be achieved in day-to-day, real-time communication between the two locations. Such communication synchronicity enables MNE parents to excise control and effective knowledge exchange with subsidiaries and alter their ownership structure. As such, we posit that temporal boundary have negative effects on the likelihood that MNEs choose to increase ownership ratio. Furthermore, we posit that the negative relationship is moderated by factors enabling or constraining parent-subsidiary synchronous communication, such as knowledge-seeking, market-seeking, labour resource-seeking, and efficiency-seeking investment motivations. Empirical analyses of a sample of 218,916 subsidiaries of 5,947 Japanese MNEs between 1990 and 2018 support our theorizing. Theoretical and practical implications for MNEs’ global operations are discussed. (For more information, please contact: Liang Wen, Xi’an Jiaotong-Liverpool University, China: liang.wen@xjtlu.edu.cn)

The Interplay of International Alliance and Subsidiary Portfolios: Implications for Firms’ Innovation and Financial Performance
Mariia Koval, Grenoble Ecole de Management
Viacheslav Iurkov, Grenoble Ecole de Management
Gabriel R. G. Benito, BI Norwegian Business School

The benefits of having an internationally diverse alliance portfolio are well known. However, their challenges remain overlooked, especially their potential to curb companies’ international expansion beyond such alliances. Building on global connectivity literature, we study how companies’ international footprint through their foreign subsidiaries is affected by the geographical spread of their international alliances. Using data on a sample of U.S. high-tech firms, we find that this relationship follows a U-shaped pattern and is contingent on alliance portfolio geographic distance and firms’ absorptive capacity for internationalization. Deviations from the optimal international footprint lower companies’ innovation and financial performance. (For more information, please contact: Viacheslav Iurkov, Grenoble Ecole de Management, France: viacheslav.iurkov@grenoble-em.com)

Being Granted or Striving for? How a Subsidiary’s Host Country Embeddedness and Perceived Organizational Justice Can Influence its Received MNE Attention?
Hsiang-Lin Cheng, National Chung Cheng University
Kuo-Pin Yang, National Dong Hwa University

We emphasize the role of subsidiaries in MNEs’ attention allocation through examining how host country embeddedness of a subsidiary influence its MNE’s tendency toward giving attention. It is argued that when a subsidiary has only a low level of host country embeddedness then an accumulation of host country embeddedness can help a subsidiary to be viewed as more valuable in the eye of the headquarter so that to be granted more attention from the MNE. However, subsidiaries may emphasize autonomy and consider the goal of the MNE less imperative when its host country embeddedness increase beyond a certain high level. In parallel, the headquarter will also consider not capable to care these mandated subsidiaries and then give less attention to these subsidiaries. We accordingly suggest that host country embeddedness of a subsidiary will have an inverse U-shaped relationship with its received MNE attention. We furthermore suggest that subsidiaries’ perceived organizational justice will moderate the proposed effect. Results based on a sample of Japanese MNEs and their subsidiaries in Asia support our arguments. Our findings advance the literature on subsidiary host country embeddedness, MNE attention allocation, and headquarters-subsidiary relationships. (For more information, please contact: Hsiang-Lin Cheng, National Chung Cheng University, Taiwan: hlcheng@ccu.edu.tw)
Session: 2.3.10 - Competitive
Track: 4. Global Strategy, Organization and Value Chains

Location Influences on Strategy

Presented On: July 8, 2023 - 13:00-14:15

Chair: Bo Bernhard Nielsen, University of Sydney

Regional Integration, Investment Motives and Subsidiary Survival: Japanese Subsidiaries in the European Union
Megan Min Zhang, University College Dublin

With growing regional integration in the global economy, as an important performance indicator, subsidiary survival within a regional context has yet to be sufficiently explored. Regional integration influences subsidiary survival in a confounding way. While regional integration constructs a single market for firms to function more effectively and efficiently, it also heightens the market competition that threatens subsidiary survival. Moreover, regional integration might enhance or weaken the importance of subsidiaries to MNEs’ future growth options in spite of their financial performance, increasing or reducing the probability of subsidiary survival. Based on an institution-based view and real option view, this study explores how the progressive integration of the European Union (EU) influences foreign subsidiary survival and how investment motives of subsidiaries differentiate this influence. Using data for Japanese investments in the EU between 1997-2016, we find that EU’s ongoing integration is positively associated with Japanese subsidiary survival, and this association is stronger for subsidiaries established for strategic-asset seeking. The findings address the research gap regarding the FDI performance in an integrated supranational market and provide implications for scholars and practitioners to cope with the growing trend of regional integration. (For more information, please contact: Megan Min Zhang, University College Dublin, Ireland: megan.zhang@ucd.ie)

Foreign Subsidiary Divestment and the Role of Internal Embeddedness - Evidence from Europe
Carlos Cordova Chea, University of Manchester
Stefan Zagelmeyer, University of Manchester

We aim to elucidate under which conditions a MNE will decide not to divest an underperformer subsidiary via-a-vis a profitable one. To answer this puzzle, under a business network perspective and a resource dependency logic, we propose that the internal technological embeddedness of foreign subsidiaries within their internal MNE networks, as a strategic valuable resource, matters in the subsidiary performance - divestment negative relation. Subsidiary internal technological embeddedness enables the reverse knowledge transfer and spillover benefits from the subsidiary to the rest of its internal network by engaging in long-term exchange relations, mutual adaptation and interdependencies in product/production process development (ex. co-creation of innovations with internal MNE units). This will make the subsidiary’s internal network more resource dependent on the subsidiary, increasing its power to influence strategic corporate decisions (e.g. avoid to be divested). Previous research has treated foreign divestment as an aggregated construct, not differentiating its various forms, leading to an oversimplification of the phenomenon. Responding to a call, we focus in two types of divestments: full foreign divestment by subsidiary sell and full foreign divestment by subsidiary liquidation/closure. We test our hypotheses in a sample of 1,118 foreign subsidiaries operating in Spain over the period from 2008 to 2016. (For more information, please contact: Carlos Cordova Chea, University of Manchester, United Kingdom: carlos.cordovachea@postgrad.manchester.ac.uk)

More than a Single Decision Point: Towards A Process View of Entry Mode Choice
Ziad Elsahn, Heriot Watt University
Maureen Benson-Rea, University of Auckland

While the entry mode literature has advanced our understanding of the determinants of entry mode choices at the subsidiary, firm, industry, and country levels of analysis, our understanding of the managerial process that
leads to these decisions is still limited. In this theoretical paper, we argue that this neglect of process issues stems from hitherto unquestioned assumptions about how entry mode decisions are made in practice. We show how the treatment of entry mode choices as a point-in-time decision is interrelated with several unexamined assumptions about the nature of decision-making process in MNEs. We structure this as a set of problematizations by confronting these extant assumptions with actual practice to theorize alternative ways of conceptualizing the entry mode decision process. To address the issues we raise, we build on the decision-making process literature to develop alternative ways of studying the entry mode decision process, with each shedding light on complementary yet different aspects of the decision process. Our contribution centers on developing a process approach to entry mode decision-making that can lead to developing assumptions that better match the actual decision process structure. (For more information, please contact: Ziad Elsahn, Heriot Watt University, United Kingdom: z.elsahn@hw.ac.uk)

**Global Cities and the Relevance of Spatial Heterogeneity**
Laura Weiss, University of St. Gallen  
Bjoern Ambos, University of St. Gallen

Research has shown that Foreign Direct Investments (FDIs) are not distributed equally within countries, which hints at intra-country economic, cultural and institutional differences, and their underlying costs. These differences, on an international scale known as contextual distance, are, however, not sufficiently accounted for in theory because International Business (IB) literature continues to measure them between countries, thus ignoring the heterogeneity within countries, especially relating to the source location of an FDI and its influence on a firms’ location choice abroad. We develop an adjusted framework for a firm’s international location choice and introduce a new cost type for internationalizing firms that takes spatial heterogeneity into account, namely the continuous costs of foreignness. Drawing on IB and New Economic Geography (NEG) literature, we integrate the cost concepts of both streams, originating from the border effect (IB), which treats distance largely as cross-country variable, and the distance effect (NEG), which considers spatial heterogeneity. This new framework allows for a more accurate analysis of the costs that firms incur in their international expansion. We exemplify our framework using Global Cities as source and target locations of FDIs as they are most distinct from other subnational locations and, therefore, bring intra-country differences into focus. (For more information, please contact: Laura Weiss, University of St. Gallen, Switzerland: laura.weiss@unisg.ch)

**Session: 2.3.13 - Interactive**
**Track: 1. Internationalization and Entrepreneurship**

**Strategic Choices in International Entrepreneurship**

**Presented On:** July 8, 2023 - 13:00-14:15

Chair: Masahiro Kotosaka, Keio University

**Strategic Agility at Scale: Fast-Growing International Ventures**
Valentina Macovei, University of Pavia, Italy  
Birgit Hagen, University of Pavia

The objective of the given study is to understand the means through which new ventures achieve early and high-growth due to their international operations. These companies manage successfully both the inherent uncertainty of their new business and the complexity arising from a dynamic international environment. We used a sample of eight Italian fast-growing companies for inductive qualitative multiple case-study research. The analysis of data was performed in line with the grounded theory approach according to the “Gioia method”. Results show that young fast-growing international ventures draw on strategic agility whose underlying features are flexibility, responsiveness, stability, and continuity. The identified features of strategic agility converge into
deliberate, emergent, and deliberately emergent strategic patterns which fast-growing international ventures balance in response to changing and unpredictable environments. Consequently, strategic agility is conceptualized as a strategic approach by which fast-growing companies select and implement the optimal and viable strategic pattern to cope with dynamic and complex international and internal environments, overcome liabilities, and achieve growth. (For more information, please contact: Valentina Macovei, University of Pavia, Italy, Italy: valentina.macovei01@universitadipavia.it)

**Intended Internationalization Strategy That Never Realized**

Zeerim Cheung, University of Sydney

This study contributes to research on firm internationalization process by exploring the interactions between path dependencies, unrealized managerial intentions, and emerging internationalization strategies. Drawing from strategy process research that distinguishes the influence of intended and emergent strategy on realized strategy, I uncover how realized internationalization strategy diverges from intended strategy. I conducted an extensive historical case study of Telecom Finland based on more than 50,000 pages of archival material. I argue that firm internationalization is a multipath process and path-breaking internationalization does not necessarily mean fading out of previous paths. However, commitment to a path-breaking intended strategy is not only about actions toward realizing the strategy but often requires a deliberate reduction of commitment to older paths. Finally, I argue that extant research has ignored that chance events can cause the emergence of new internationalization paths. (For more information, please contact: Zeerim Cheung, University of Sydney, Australia: zeerim.cheung@sydney.edu.au)

**The Incompatible Impact of Proprietary Technologies and International Standards on Firm Internationalization**

Netanel Drori, College of Law and Business
Niron Hashai, Reichman University
Joseph Clougherty, University of Illinois at Urbana-Champaign

This study contributes to the firm internationalization literature by identifying proprietary technologies and international standards as industry-level attributes affecting the ability of firms to engage in cross-border business activities. Firms operating in industries that support the presence of extensive proprietary technologies can enhance internationalization via technology-based competitive advantages. Furthermore, firms operating in industries with extensive international standardization can enhance internationalization via the reduction of the transaction costs and information asymmetries concomitant with cross-border business. Yet operating in industries replete with both proprietary technologies and international standards raises challenges for internationalizing firms due to the incompatibility of these attributes. Thus, the marginal utility of extensive proprietary technologies reduces when international standards are abundant and in turn yields a negative joint effect on firm internationalization. We test these priors by employing panel data on the internationalization of up to 4,248 publicly traded U.S. firms in the manufacturing sector over the 1997-2019 period. (For more information, please contact: Joseph Clougherty, University of Illinois at Urbana-Champaign, USA: jaclough@illinois.edu)

**CEO Dark Triad and Firm Internationalization**

Javad Esmaeili Nooshabadi, Maynooth University
Audra I. Mockaitis, Maynooth University
Richa Chugh, Victoria University of Wellington

By integrating existing literature and theories, this study illustrates how the interaction between the executive officers’ (CEO) dark triad (narcissism, psychopathy, and Machiavellianism) and firm-level factors, including ambidexterity of exploration and exploitation capabilities, can influence the firm's degree of internationalization. Besides, the direct influence of the CEO dark triad on firm internationalization is explored. The direct and indirect relationships are assumed through the lenses of upper echelons perspective, dynamic capabilities view,
and international entrepreneurship literature. An analysis of 405 firms from the United States and the United Kingdom shows that firms may actually benefit from "dark" leaders in the form of experiencing a higher degree of internationalization. The interaction between the CEOs' dark triad and the ambidexterity of exploration and exploitation activities stimulates the firm's degree of internationalization. This study is an initial attempt to empirically investigate and explicitly theorize the direct and indirect relationships between the CEO dark triad and firm internationalization outcomes. (For more information, please contact: Javad Esmaeili Nooshabadi, Maynooth University, Ireland: javad.esmaeilinooshabadi.2020@mumail.ie)

The Role of Local Legitimacy in Attracting Local Fitting Alliance Partners in Emerging Markets
Claudio De Mattos, University of Huddersfield
Laura Salciuviene, University of Birmingham

Although, international expansion through alliances is an increasingly feasible strategic option for SMEs, studies looking at how some soft issues (e.g. local legitimacy) affect its entry strategies into emerging markets are scarce. This is particularly the case regarding the SME’s potential for alliances with local firms. We propose a conceptual model and proposition regarding the effect of local legitimacy on alliance formation. More specifically, we look at the effect of local legitimacy in attracting a fitting alliance partner. We provide implications for practitioners and policy makers. (For more information, please contact: Claudio De Mattos, University of Huddersfield, United Kingdom: c.demattos@hud.ac.uk)

Protecting Intellectual Property in International Expansion: Preparing an Innovation-Based SME
Majid Eghbali-Zarch, Memorial University of Newfoundland
Mohamed Zain Patel, Memorial University of Newfoundland

A key concern among innovation-based SMEs is to protect their intellectual property (IP) as they grow internationally. To explore the challenges faced by such resource-constrained firms, we conducted action research at a technology-based SME that aspired to expand internationally. Through collaborative and periodic interventions, we sought to help managers of the organization work around the issues that surfaced during the process of preparing to internationalize further. Our collaboration led us to examine isolating mechanisms, such as rapid international expansion, that the SME could deploy to pre-empt competitive imitation of their innovative products and processes, especially when their IP is not protected legally (e.g., by patents). Results point to certain tensions and paradoxes that we identified, leading us to approaches and practices that the firm plans to adopt in the future. (For more information, please contact: Majid Eghbali-Zarch, Memorial University of Newfoundland, Canada: majidez@mun.ca)

Session: 2.3.14 - Interactive
Track: 5. HRM, Leadership and Cross-Cultural Management

Diversities and Ethics at Work

Presented On: July 8, 2023 - 13:00-14:15

Chair: Iris Berdrow, Bentley University

Enhancing Employability for People with Disability in China and Other Countries: A Systematic Review
Siming Li, University of Nottingham Ningbo China
Jianing Han, University of Nottingham Ningbo China
Pingping Fu, University of Nottingham Ningbo China

The present study aims to understand and evaluate the employment status, the factors affecting employability and the solutions to enhance employability of people with disabilities in different countries through a systematic literature review. Two electronic database platforms, Web of Science and WANFANG, were searched from 1996...
to June 2022. A total of 56 out of 365 studies were included in the review. Thematic coding was used to analyze the data, from which three themes were extracted: employment of people with disability and its related factors, barriers of employability of people with disability, and solutions and interventions to enhance their employability. Compared to other countries and regions, especially to developed countries, China has a long way to go to enhance the employability and living conditions of people with disabilities. The findings should provide useful insights for other under-developed countries. (For more information, please contact: Pingping Fu, University of Nottingham Ningbo China, China: pingping.fu@nottingham.edu.cn)

A Bibliometric Analysis of Diaspora Research in International Business
Samppa Kamara, University of Oulu

This paper reviews diasporas’ implications for foreign firms’ international business strategies. Based on bibliometric analysis of 177 articles across business and management literature identified through the Web of Science (WOS) social science citation index (SSCI) database for the last 35 years (1987-2022), we identified the current state of diaspora knowledge in international business (IB) and broadened its existing conceptual reach. The bibliographic and co-accordance analysis reveals the richness of diaspora in the IB field. We discuss our findings across four clusters: (1) diaspora as a network source for cross-border trade and investment, (2) diaspora and economic development in their countries of origin (COOs), (3) diaspora identity and acculturation drive in international business, and (4) diaspora as an owner/manager/decision-maker (ethnic entrepreneurship perspective). We identified theoretical and empirical avenues for future research on diaspora in IB. (For more information, please contact: Samppa Kamara, University of Oulu, Finland: samppa.kamara@oulu.fi)

Positive and Negative Consequences of Organizational Practices among Different Types of Migrant Employees
Nicole Richter, University of Southern Denmark
Sven Hauff, Helmut Schmidt University
Mila Lazarova, Simon Fraser University

The integration of international migrants (IM) into organizations has increased in relevance due to labor shortages and migration flows in many countries and can bring benefits to the organization, the IM and society. Despite the importance of this topic, we face a considerable knowledge gap regarding the role of organizational practices in promoting successful integration outcomes, not least due to unintended negative consequences of diversity practices. We address these important issues conceptually and empirically. We identify organizational practices to increase the commitment of different types of IM. We develop a typology of IM facing low or high familiarity and discrimination disadvantages in the destination societies and posit that among these groups, the positive and unintended negative consequences are amplified or diluted. We collected data among almost 400 IM living in Germany. Our findings confirm that there are unintended negative consequences of diversity practices, especially for initiatives that involve training. Our findings provide support for the conceptualized conflicting positive and negative consequences of different types of diversity practices among different groups of IM. Hence, research does not only need to further conceptualize on conflicting mechanisms of diversity practices on outcomes but needs to further contextualize these to different types of IM. (For more information, please contact: Nicole Richter, University of Southern Denmark, Denmark: nicole@sam.sdu.dk)

Emigration from the United States and Inventive Output: Evidence from the Inevitable Disclosure Doctrine
Jianan Hou, Xiamen University

As the tacit knowledge can be transferred through the mobility of inventors, we see many countries try to attract star inventors all over the world. However, can stars remain shining after emigration? Based on a large sample of U.S. inventors from 1976 to 2010, I find that inventors experienced a decline in innovation productivity after emigration. However, the negative impact of emigration is attenuated for inventors who owned international collaboration ties and inventors whose collaborators are equipped with a heterogenous body of knowledge from themselves. In order to deal with the endogeneity of emigration, I employ the
staggered embrace of Inevitable Disclosure Doctrine (IDD) as an exogenous source of variation in emigration. This research contributes to the literature on international employee mobility and suggests how inventors can enhance innovation performance by extending collaboration networks. (For more information, please contact: Jianan Hou, Xiamen University, China: jianan.hou@xmu.edu.cn)

Thai Factory Workers’ Motivation and Rural Ethics
Miyako Imamura, Kyoto University
Tomoki Sekiguchi, Kyoto University

Understanding local employees’ ethical values and motivation is critical for multinational corporations (MNCs), especially when MNCs operate in developing countries by introducing modern production equipment and management practices to previously rural communities. However, little is known about how the characteristics of rural societies and those of modern societies (e.g., capitalism), jointly affect the local employees’ ethical values and motivations. To address the research gap, we conducted an ethnographic study of Thai factory workers for Japanese MNCs who migrated from rural areas to urban factory zones. We found that factory workers’ ethical values and motivation, represented by terms such as Phara, are based on the maintenance of the rural community where they are from and that they use the modern working environment to achieve this goal. The results suggest that modern Western management practices may not always be appropriate for MNCs to manage and motivate local employees in rural areas of developing countries. (For more information, please contact: Miyako Imamura, Kyoto University, Japan: imamura.miyako.3z@kyoto-u.ac.jp)

The Influence of the Viveza in the Latin American Business Environment: Exploring and Mapping a Regional Psychological Construct.
Alexis Nicolas Sandes Guichon, Kyoto University
Tomoki Sekiguchi, Kyoto University

Reported news on high-profile business-people engaging in unethical acts frequently headlines Latin American media. Local individuals agree that the Viveza, a Latin American indigenous phenomenon based on prioritizing individual benefits over the ethicality of the acts, promotes dishonest behaviors in the Latin American business environment. Despite its importance for individuals who want to conduct business in Latin America, there is a lack of empirical research about the Viveza phenomenon. Through 45 semi-structured interviews with native individuals from 20 Latin American countries who have lived in Japan in the past two years, this study aims to explore and map the Viveza construct and its consequences for Latin American individuals. This research reveals that the Viveza is an institutionalized behavioral pattern in Latin American societies that shapes local social norms, allowing individuals to justify unethical behaviors easily. Moreover, this research also reveals that Viveza significantly influences the daily social interactions between Latin American individuals and the Latin American business environment. This study contributes to the literature by establishing a common ground for a relevant factor in the studies of Latin American societies. In addition, this study provides useful insights for non-Latin American practitioners who engage in business in the Latin American region. (For more information, please contact: Alexis Nicolas Sandes Guichon, Kyoto University, Uruguay: sandes.nicolas.42s@st.kyoto-u.ac.jp)
Political Risk and International Business Policy

Presented On: July 8, 2023 - 13:00-14:15

Chair: Junjie Yang, Xiamen University Malaysia

The Right-Wing Shift: Political Populism, Partisanship, and Foreign Investment Risk in Europe
Barclay James, St. Mary’s University, San Antonio
Paul M. Vaaler, University of Minnesota

International business research provides little guidance about when and how host-country politics influenced by nationalist, anti-elite populist parties affect foreign investment risk. In response, we develop and test hypotheses derived from a framework grounded in political risk theories assuming that foreign investors are more vulnerable to opportunistically adverse actions by host-country governments, but when led by right-wing parties typically espousing pro-investor policy preferences such actions are less likely. We propose that greater influence in host-country policy-making by right-wing populist parties counters pro-investor with anti-foreign policy preferences, thus raising risks of opportunistically adverse actions by host-country governments against foreign investors specifically. We find support for our proposal in analyses of 596 investment projects announced in 27 European countries from 1990-2020. Projects announced in countries with governments led by right-wing or centrist parties exhibit decreased risk measured as the percentage of equity comprising all project capital funding on announcement date. On the other hand, projects announced in countries with increasing vote percent and increasing legislative seats for right-wing populist parties exhibit increased risk, but only when led by foreign sponsors. (For more information, please contact: Barclay James, St. Mary’s University, San Antonio, USA: bjames7@stmarytx.edu)

Entering the Business-to-Government Marketplace in Emerging Markets: The Role of Socio-Political Networks
Christiaan Roell, University of Sheffield
Felix Arndt, University of Guelph
Wilson Ng, IDRAC Business School

The markets-as-networks approach, commonly known as the IMP approach, has been powerful in explaining the embeddedness of buyer-seller relationships. Recently, the importance of political networks has been integrated into the IMP approach. In this paper, we extend this literature stream to business-to-government relationships. The analysis of our longitudinal case study of a multinational enterprise (MNE) healthcare company in Indonesia offers an integrated framework on buyer-seller relationships when the government is the buyer. We identify challenges that foreign suppliers face in managing multiple decision makers and specificities of the buyer, the government, that is influenced by players from both the market and nonmarket arena. Our emphasis on the role of socio-political networks to influence government buyers offers a new understanding about how established MNEs may engage in successful business-to-government exchanges in emerging markets. (For more information, please contact: Felix Arndt, University of Guelph, Canada: farndt@uoguelph.ca)

The Approaches and Formulation of China’s Political Risk Management Policy for Investment in Belt and Road Countries: An Exploratory Study
Shuang Li, RMIT University
Xueli Huang, RMIT University
Fuming Jiang, RMIT University

High political risk poses a significant threat to the Belt and Road Initiative (BRI), the most important foreign and economic policy of China. Hence, the Chinese government’s political risk management (PRM) policy for investment in Belt and Road countries is crucial. The literature, however, is scant in understanding this policy.
This paper aims to identify and analyse how the Chinese government manage political risk via policy formulation for investment in Belt and Road countries (BRCs). We deployed content analysis to examine 118 policy documents published by twenty-five central Chinese government bodies between 2013 and 2021. We find that the Chinese government has adopted PRM approaches underlined by theoretical perspectives of legitimacy, power, resource, institution, and adaptation. Based on this, we analysed the dynamics of government agencies in formulating PRM policy. The findings suggest that the Chinese government bodies have a clear separation of responsibilities in engaging external and internal stakeholders for PRM. Moreover, the bottom-up model applies to the early stage of the formulation of PRM policy, and the top-down model to the late stage. This article contributes to the theorisation of the formulation of the Chinese government’s PRM policy for investment in BRCs and its PRM approaches. (For more information, please contact: Shuang Li, RMIT University, Australia: s3765414@student.rmit.edu.au)

Rhetorical Management of Liability of Foreignness in Capital Market: Evidence from the U.S.-listed Chinese Firms
Yuxuan Zhao, Tsinghua University
Yijie Min, Peking University
Yanlong Zhang, Peking University

Since 2005, U.S.-listed Chinese firms have been mandated a “Risks Related to Doing Business in China” section in their risk-factor disclosure in annual reports under the requirements of the Securities and Exchange Commission (SEC), which enables us to explore how foreign firms can rhetorically organize their country-risk disclosure to manage liability of foreignness (LOF) in capital market. A core paradox of country-risk disclosure is that firms disclose more country risks would gain more authenticity premium at the cost of higher risk perception of investors. We deconstruct such disclosure into a structure of systematic discussion (the elaboration of macro-level law, policy, and regulation) and idiosyncratic discussion (the causality between macro-level factors and focal firm’s operations), and explore the optimal rhetorical strategies in them. Using analyst coverage as a key indicator of LOF in capital market, our findings indicate that the relationship between the length of systematic discussion and analyst coverage would be more positive if firms employ more concrete language style, less positive tone, and less passive voice, while completely opposite rhetorical strategies are suggested in idiosyncratic discussions. These findings contribute to understanding of LOF from a rhetorical perspective as well as literature of organizational rhetoric and risk-factor disclosure. (For more information, please contact: Yuxuan Zhao, Tsinghua University, China: zhaoyx21@mails.tsinghua.edu.cn)

Corporate Social-Political Activism in Non-Western Context: A Study of Chinese Public Firms’ Endorsement of Xinjiang Cotton
Kaixian Mao, Renmin University
Jiexin Zheng, HKUST
Lori Yue, Columbia Business School
Botao Yang, California State University Long Beach

This paper extends the research of corporate social-political activism (SPA) from domestic controversies in the Western context to international controversies in an authoritarian context. We argue that endorsing the domestic government’s policy standing in an international controversy is a way for firms in the authoritarian context to engage into corporate SPA. Doing so is both a political strategy for firms to build and maintain relationships with the government, and a market strategy to court domestic consumers. However, it also brings risks for firms that rely highly on overseas markets. But the upside of obtaining direct support from domestic shareholders and stakeholders can outweigh the downside of alienating foreign stakeholders, and consequently corporate SPA in international controversies can generate positive stock market returns. We exploit a natural experiment, the Chinese public firms’ public endorsement of the Xinjiang cotton in March 2021, and find that Chinese firms with a higher percentage of private shares, receiving more government subsidies, and having domestic consumer brands and a lower percentage of overseas income are more likely to support Xinjiang cotton. Publicly endorsing Xinjiang cotton is associated with about 5% positive stock abnormal returns, and the
positive effect lasts over 50 days. (For more information, please contact: Lori Yue, Columbia Business School, USA: qy2103@columbia.edu)

When MNC Subsidiaries are Caught in a Political Crisis: The Case of Mozambique
Susan Mudambi, Temple University
Emiliano Finocchi, Luiss Business School
Jennifer Oetzel, American University
Susan Feinberg, Temple University

During emerging market political crises, managers of MNC subsidiaries have to make tough decisions. Drawing from research on MNCs’ subsidiary-level response to political risk, we examine how firm and managerial experience and social embeddedness affect the decision to stay or go. Using survey data from top managers at 101 MNCs in Mozambique, we find that MNC crisis experience increases managers’ threat perception but has no direct influence on the likelihood of MNC subsidiary exit. Threat perception directly increases the likelihood of exit, but companies with a socially embedded local manager are less likely to exit, even if threat perception is high. The research contributes to a broader understanding of how experience, threat perception and social embeddedness affect resilience building and subsidiary decisions in risky environments. (For more information, please contact: Susan Mudambi, Temple University, USA: susan.mudambi@temple.edu)

International Business Policy: Towards a Model of Regional – MNE Bargaining Power in the Post War Era – a Historiography of UK (Northern Ireland) and US MNEs
Alison Hearne, SETU

Building on an existing framework of central, regional governments and MNEs, we explore the factors contributing to the efficacy of regional bargaining power. Responding to calls for increased focus on host country policies (Jones, 2014), and embracing the ‘turn’ to historical research within IB (Decker, 2016; Decker et al., 2021), this historiography considers Northern Ireland (hereafter NI), which, although the poorest regional of the UK, attracted approximately 35 US MNEs to the region between 1945 and 1973. Drawing on archival sources, we abductively consider Place Leadership theory, Intergovernmental theory and the International Promotional Agency (IPA) literature to expand the model of bargaining power between regional governments and MNEs (Kuswanto et al, 2017; Eden, Lenway & Schuler, 2005). We conclude that, in the case NI, policies towards inward investment were poorly implemented due to regional institutional weakness, poor state-regional oversight, high levels of competition, and sub-optimal IPAs. We suggest that regions, faced with competitive, economic and social upheaval, might garner increased regional agency by utilizing the variables outlined within this paper, thereby enhancing their resilience to negotiate same. In conclusion, we suggest that these variables are relevant today as they were 60 years ago. (For more information, please contact: Alison Hearne, SETU, Ireland: alison.hearne@setu.ie)
**The Changing Cultural Environment**

**Presented On:** July 8, 2023 - 13:00-14:15

Chair: Bradley James Koch, Grand Valley State University

*From Cultural Difference to Cultural Flexibility: Managing Intercultural Interaction in the Context of a Multinational Enterprise*

Hanna Gajewska-De Mattos, University of Leeds
Jeremy Clegg, University of Leeds
Malcolm Chapman, University of Leeds
Peter Buckley, University of Leeds

We examine the conditions under which cultures can be flexible within intercultural interaction in the context of multinational enterprise (MNE). Previous research found performance outcomes linked to cultural difference notoriously difficult to predict and mostly negative. Studies have suggested that corporate culture may hold the key to superior outcomes, but how the context of the firm might interact with national cultures to create this and the scope for positive management intervention in that process remain poorly understood. Building on previous research on native categories and local adjustment within national cultures from social anthropology we propose that the outcomes are more likely to be positive when the actors’ self-interests are aligned with those of the firm, and that this depends upon the strength of the actors’ motivations to modify culturally-imprinted behaviours. We suggest that the expected benefits of cross-cultural cooperation are the stimulus to revise native categories so as to promote the achievement of the firm’s goals. This challenges the conventional wisdom of the distance metaphor that assumes a stable relationship with constructs such as cultural friction, and gives an explanation for heterogeneous outcomes between firms operating within the same cross-cultural contexts. *(For more information, please contact: Hanna Gajewska-De Mattos, University of Leeds, United Kingdom: hgdm@lubs.leeds.ac.uk)*

**Does National Culture Influence Firms’ Cash Holdings: The Neglected Role of Indulgence**

Ali Alipour, Ozyegin University
Attila Yaprak, Wayne State University

Research on firms’ cash holdings shows that firms’ cash-holding motives and behavior can be shaped by their national cultural environments. In this study, we examine the influence of indulgence vs restraint (IVR), an understudied national culture dimension of Hofstede’s framework, on firms’ cash holdings to shed light on how culture influences this firm behavior and the boundaries of this effect. We argue that indulgent-society firms will hold high precautionary cash levels given their more proneness to risk-taking and risky investments when compared with their restrained-society counterparts. The results of our HLM analyses on a sample of 16,997 firms across 39 countries verify our argument and contribute to knowledge about the role of national culture in firm behavior. *(For more information, please contact: Ali Alipour, Ozyegin University, Turkey: ali.alipour@ozyegin.edu.tr)*

**Cultural Diversity in the Region and the Staffing of Foreign Subsidiaries**

Naoki Ando, Hosei University
Shiho Nakamura, Ritsumeikan University

How multinational enterprises (MNEs) staff foreign subsidiaries has been studied focusing on the determinants at the subsidiary level, the host country level, and the parent firm level. This study extends previous studies on...
foreign subsidiary staffing by investigating the impact of factors at the geographic region level. By using the
panel dataset of MNEs’ investments in six geographic regions, the effect of regional factors on foreign subsidiary
staffing is examined. This study finds that when the cultural diversity of an MNE’s host countries in the region is
great, MNEs tend to assign more host country nationals (HCNs) to foreign subsidiaries. It also demonstrates
that the availability of competent managers in the host country moderates the positive effect of regional cultural
diversity on the assignment of HCNs. This study implies that to advance an understanding of how MNEs staff
foreign subsidiaries, research should shed light on the intraregional activities of MNEs and incorporate the
influences of the factors at the region level into the research framework. (For more information, please contact:
Naoki Ando, Hosei University, Japan: nando@hosei.ac.jp)

International Experience and Internationalization Speed in Technology-Based Companies: The Effects of Cultural
Intelligence
Rejane Roecker, UNISUL
Dinorá Eliete Floriani, University of Vale do Itajaí (UNIVALI)

This research aims to analyze the effects of the cultural intelligence of managers on the relation between
international experience and internationalization speed in technology-based companies. The method chosen was
quantitative through survey combined with Structural Equation Modeling – SEM. Based on obtained results it
was possible to infer that among surveyed start-ups there was no confirmation of the relation of proposed
mediation, that is, no significance between the constructs cultural intelligence and internationalization speed.
Nevertheless, it was verified significance between the direct relations among the manager’s international
experience and cultural intelligence, as well as manager’s international experience and internationalization
speed. International experience has also proven to be a multidimensional construct, including the variables
‘languages’ and ‘international experiences in the country of origin’ in its measuring, demonstrating a more
complete idea of the concept. (For more information, please contact: Dinorá Eliete Floriani, University of Vale do
Itajaí (UNIVALI), Brazil: dinora@univali.br)

Cultural Value Changes During a Quarter of The Century: Divergence or Convergence? The Case of The U.S.A.
Habte Woldu, University of Texas at Dallas
Agnieszka Skuza, University of Texas at Dallas

This study assesses and measures the cultural value changes among U.S individuals between 1995 and 2021.
The data collected in 1995 is used as a reference to assess the value changes that would take place in four
specific succeeding time frames (2005, 2019, 2020, and 2021). The systematic collection of data gathered and
analyzed helps explore the anticipated cultural value changes and determine the directions of value changes
that have evolved in the last 26 years. The data collected in 2005 aims to extract value that would reflect the
reaction of American respondents to external threats that can be attributed to 9/11 and U.S. involvement in two
expensive wars (Iraq and Afghanistan). The third phase (2019) reflects extraordinary and “revolutionary”
actions that took place during the presidency of Donald Trump, involving, canceling the Trans-Pacific Trade
agreement, replacing NAFTA with USMCA, and imposing up to 25% tariff rate on imports. In the fourth phase
(2020), the study captures the impact of Covid-19, and the fifth phase (2021) explores whether President
Biden’s reversal of economic and political policies lead to convergence, return to the American traditional value
system, or to the continuity of new divergence trend. The paper recommends that HR strategists and managers
need to adapt to the new evolving value system. (For more information, please contact: Habte Woldu,
University of Texas at Dallas, USA: wolduh@utdallas.edu)
The Connections between National and Organizational Cultures and the Consequences of Organizational Culture: Evidence from the UK, the US, Saudi Arabia, and Japan
Takashi Sakikawa, Chuo University

Some researchers have argued and examined the connection between national and organizational cultures although others have denied such a connection and even the existence of organizational culture. However, such connections are under-researched as the connections between national-culture dimensions and existing organizational-culture dimensions are not well known. I explore not only the connection between national- and organizational-cultures but also the effects of organizational cultures that may embody national cultures on collective employee engagement, based on evidence from the UK, the US, Saudi Arabia, and Japan. The four countries are different in adhocracy, market, hierarchy, and clan organizational-cultures. The effect of clan organizational-culture is not only mediated by high commitment work practices but also conditioned by nation, i.e., the US against Japan. The direct effect is stronger for Japan than for the US. (For more information, please contact: Takashi Sakikawa, Chuo University, Japan: saki@tamacc.chuo-u.ac.jp)

The Advent of Bleisure in International Business Travel: How Travel Strain and Leisure Exploration Influence Trip Adjustment and Satisfaction
Jase Ramsey, Florida Gulf Coast University
Ye Zhang, Florida Atlantic University
Melanie Lorenz, Florida Atlantic University

International business travel is especially vexing due to the difficulty of quickly adjusting to a foreign environment. Further, the current international air travel climate, exacerbated by COVID 19 and shrinking budgets, has not helped the situation. Although extensive research has been done on expatriate adjustment, very little empirical research has been put forth on the shorter-term nature of international business travel. We integrate stress and adjustment theories along with the novel concept of bleisure to examine the antecedents, consequences, and mitigating factors of international business travel adjustment. Results from a time-lagged cross-sectional survey conducted at the largest airport in North America as well as South America illustrate how and why adjustment mediates the travel strain/leisure exploration—trip satisfaction relationship. This study substantially enhances our understanding of the global talent mobility field. (For more information, please contact: Jase Ramsey, Florida Gulf Coast University, USA: jramsey@fgcu.edu)

Session: 2.3.17 - Interactive
Track: 11. Sustainability in International Business

Institutions and Sustainability

Presented On: July 8, 2023 - 13:00-14:15

Chair: Daniel Benson, King's College London

Marina A B Gama, FGV-EAESP
Cyntia Vilasboas Calixto Casnici, University of Leeds
Mariana Suter, TBS Education
Maria Alejandra Gonzalez-Perez, Universidad EAFIT
Maria Tereza Fleury, FGV-EAESP

IB literature argues that an unpredictable institutional environment is a country-specific disadvantage (CSD). Liabilities of emergingness might affect a firm’s international reputation. Our study implies that an uncertain
institutional environment may give emerging market MNEs firm-specific advantages (FSA) and disadvantages. This uncertain institutional environment helps EMNEs compete internationally and major crises. We found that Brazilian multinationals with voluntary social engagement before the COVID-19 pandemic were more financially resilient and performed better during the crisis than listed local firms and EMNEs without it. Previous study underlined the relevance of social and economic engagement and partnership between firms, non-profit organizations, and government. Our study contributes on three fronts. First, to the FSA theory. We found that emerging market MNEs may benefit from social involvement. Not all companies can invest. Thus, EMNEs will use resources and incentives to promote social involvement before and after significant crises to offset their performance losses. Second, we confirm that stakeholder engagement minimizes crisis risks. Third, ESG-driven investors can advocate for better governance, which the market values and may boost financial performance. EMNEs’ local social engagement can boost performance, especially when international investors oppose them.

(For more information, please contact: Marina A B Gama, FGV-EAESP, Brazil: marina.gama@fgv.br)

Liability of Foreignness in Large-Scale Agricultural Land Acquisitions: Examination of Conflict Between Investors and Local Communities
Toshimitsu Ueta, Copenhagen Business School

This study investigates which investors are more susceptible to conflict with local communities in large-scale land acquisitions (LSLAs) for agricultural projects. Drawing from the literatures on liability of foreignness and political regimes, this study argues that conflict is more likely for foreign investors than domestic investors due to unfamiliar institutions of host countries, but the association is weaker for investors from democratic countries because of pressures for higher standards of stakeholder engagement in their home countries. This difference between investors is amplified when local institutions are complex. Analysis of 1,471 global agricultural LSLAs supports this argument. (For more information, please contact: Toshimitsu Ueta, Copenhagen Business School, Denmark: tu.egb@cbs.dk)

Resolving Institutional Voids through Corporate Community Responsibility: An investigation of the Gold Mining sector in West Africa
Rabake Nana, University of Huddersfield
Eshani Beddewela, University of Huddersfield

This paper examines how MNCs use CCR as an organisational response approach to overcome the host country’s institutional voids. We examine this gap in extant research, and in doing so, we aim to contribute to the literature in the following ways. First, the study contributes to the literature on institutional voids and their impact on MNCs’ use of CCR. Second, we affirm and extend the existing typologies of organisational responses specifically by developing novel categories that explain the use of CCR within MNCs’ organisational responses in institutionally deficient countries. Third, the study advances our understanding of the utilisation of CCR for legitimisation purposes by MNCs from developing to least-developed country contexts. A qualitative research methodology was adopted, and 47 in-depth interviews were conducted across two West African countries: Burkina Faso and Mali. These interviews were conducted with six gold mining subsidiary managers responsible for CCR, key institutional actors of Burkina Faso and Mali, with the data being analysed using descriptive and interpretative coding to garner the findings. The findings have identified three key types of strategic responses adopted by MNCs in the two countries: anticipatory, appeasement, and participatory responses. (For more information, please contact: Rabake Nana, University of Huddersfield, United Kingdom: r.nana@hud.ac.uk)

Exploring Social Entrepreneurship as Positive Deviance: A Structural Institutional Perspective
Jinbang Zhao, University of Glasgow

Social entrepreneurship (SE) is a burgeoning field that has received significant scholarly attention over the past few decades. By drawing upon Institutional Anomie Theory (IAT), this research seeks to further investigate how individual’s engagement with SE is shaped and influenced by social institutions and culture across nations. In
line with IAT's structural view of institutions, this study conceptualises SE as a phenomenon in the nature of positive deviance, and examines the confluence of social institutions (family, education, polity and economy) and cultural values (universalism, postmaterialism and individualism) on SE engagement across different countries. Consistent with previous research, this paper is intended to use the data from Global Entrepreneurship Monitor, World Values Survey, and World Bank for hypothesis testing; hierarchical linear modelling will be employed to analyse how the nation-level predictors influence individual-level propensity towards SE. This cross-disciplinary research provides valuable insights by (1) extending the conventional focus of institutional perspectives into structural functionalism, institutional balance and interdependence; (2) enabling policymakers to deepen their understanding of the interactive effect of social institutions and cultural elements on cross-national differences in SE; and (3) advancing the knowledge of SE through deviance theories and positive organisational scholarship. (For more information, please contact: Jinbang Zhao, University of Glasgow, United Kingdom: j.zhao.4@research.gla.ac.uk)

Economic Poverty and Underdog Entrepreneurship in a Context of Common Prosperity
Yiyi Su, Tongji University
Jialin Song, Tongji University
Ying Lu, Macquarie University
Miles Yang, Macquarie University

This study contrasts and integrates the advantages of underdog and liability of poorness by investigating whether and how economic poverty affects an individual’s entrepreneurial choice with varying levels of regional common prosperity. The theoretical framework is tested with a sample of 5,250 individual-year observations from nine provincial regions in rural China. We find that economic poverty is conducive to entrepreneurship mainly in the form of self-employment. Moreover, our results show that the effect of economic poverty on the choice of entrepreneurship as a career is weakened by economic development but strengthened by income equality. Our study provides implications to enrich the discussion of common prosperity and extends underdog entrepreneurship literature by considering unique aspects of regional contexts. (For more information, please contact: Jialin Song, Tongji University, China: sdsongjialin@tongji.edu.cn)

Getting Ahead of Yourself: How Social Activism Accelerates Exploration in Emerging Markets
Marlon Fernandes Rodrigues Alves, SKEMA Business School
Larissa Marchiori Pacheco, SUNY Polytechnic
Nahyun Kim, Tilburg University
Oana Branzei, Ivey Business School
Adriana Cristina Ferreira Caldana, University of Sao Paulo

Notwithstanding the progress in science and technology, global warming, income inequality and violation of human rights represent some of the grand challenges that confront the current way firms operate and interact with society. While it is widely acknowledged that demand pressures arising from customers and regulators stimulate innovations that benefit society more broadly, the role of social activism in inducing firm-level exploration remains understudied. To address this gap, we examined the firms’ responses in the electricity industry in an emerging market to the Sustainable Development Goals Compass launched in 2015 by the United Nations. We departed from a longitudinal, inductive, theory-building approach based on fuzzy set analysis supplemented by a linguistics analysis of firm reports. Our results suggest that, first, social activism can persuade firms to engage in exploration to address the grand challenges. Second, firms explore by selectively committing to the practices claimed by social activists. Third, social activism induces firms to explore by changing their long-term orientation. Our study contributes to enriching the grand challenges literature, advancing the interaction between social activism and exploration, and expanding the behavioral perspective on sustainable innovation. (For more information, please contact: Larissa Marchiori Pacheco, SUNY Polytechnic, USA: pachecl@sunypoly.edu)
Session: 2.3.18 - Special Session  
Track: 16. Clinics and Cafés  

**Teaching Café: Teaching and Learning in Times of Crisis**

**Presented On:** July 8, 2023 - 13:00-14:15

**Facilitators:**  
Taras Danko, National Technical University  
Marina Schmitz, IEDC Bled School of Management

In times of multiple environmental and humanitarian crises, previous assumptions about teaching and learning environments are challenged. Against the backdrop of these events, fostering the resilience of both faculty members and students is of utmost importance. We are interested in sharing our experiences, hearing about ongoing initiatives, and discussing best practices with fellow educators to actively shape our new normal of teaching and learning in times of crisis.

1. Dynamics of teaching are changing. Is it true? Does it matter? Is there a problem?
2. What are the implications?
4. How education as an institution should/will respond?

(For more information, please contact: Taras Danko, National Technical University, Ukraine: tarasdanko2010@gmail.com)

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Session: 2.4.1 - Special Session  
Track: 15. Special Sessions  

**Past, Present, and Future of International Business Policy Research (JIBP Special Session)**

**Presented On:** July 8, 2023 - 14:30-15:45

**Chairs:** Sarianna Lundan, University of Bremen and Ari Van Assche, HEC Montréal

**Panelists:**  
Ari Van Assche, HEC Montréal  
Sarianna Lundan, University of Bremen  
Jeremy Clegg, University of Leeds  
Pavida Pananond, Thammasat University  
Rob Van Tulder, RSM Erasmus University Rotterdam

In June 2023, the Journal of International Business Policy (JIBP) will celebrate both the fifth anniversary of its launch and the first changing of the guard of the editor-in-chief. To mark these events, this showcase panel that includes outgoing and incoming JIBP area editors, will discuss the contribution of IB scholarship to policy discussions, the role that JIBP has played in the past five years, and the research areas that require more attention.  
(For more information, please contact: Ari Van Assche, HEC Montréal, Canada: ari.van-assche@hec.ca)
Session: 2.4.2 - Special Session  
Track: 12. Knowledge, Innovation, and Technology

Global Knowledge Sourcing in the Age of De-globalization

Presented On: July 8, 2023 - 14:30-15:45

Chairs: Minyoung Kim, University of Kansas and Felipe Monteiro, INSEAD

Panelists:
- Ram Mudambi, Temple University
- Elizabeth Rose, IIM Udaipur
- Grazia D. Santangelo, Copenhagen Business School
- Jaeyong Song, Seoul National University

This panel of international business scholars will discuss the potential impact of deglobalization pressures on global knowledge sourcing. The panel will feature experts from diverse cultural and professional backgrounds, who will provide various perspectives on the topic. The scholars will discuss whether deglobalization trends, such as rising protectionism and nationalism, will lead to a decrease in global knowledge exchange, or if they will actually stimulate the creation of new forms of collaboration and knowledge sharing.

Some of the key controversies and questions that the panel may address include:

- What are the implications of deglobalization for the competitiveness and innovation of firms? How can companies navigate these challenges and continue to access global knowledge and expertise?
- How are technology and digitalization changing the landscape of global knowledge sourcing, and how might these trends be impacted by geopolitical tensions?
- How have geopolitical tensions impacted global knowledge sourcing in the past, and what lessons can be learned from these experiences?

The panel will provide a timely and thought-provoking discussion on a topic that has significant implications for businesses, policymakers, and society at large. (For more information, please contact: Minyoung Kim, University of Kansas, USA: mkm@ku.edu)

Session: 2.4.3 - Special Session  
Track: 9. Emerging Markets and Emerging Market MNEs

Emerging Market Shared Interest Group: Amplifying the Impact of a Large Community

Presented On: July 8, 2023 - 14:30-15:45

Chair: Helena Barnard, University of Petoria

Panelists:
- Helena Barnard, University of Petoria
- Kristin Brandl, University of Victoria
- Maoliang Bu, Nanjing University
- Asda Chintakananda, National Institute of Development Administration
- Maria Alejandra Gonzalez-Perez, Universidad EAFIT

Many AIB members come from emerging market countries, still live there, or are professionally interested in business into and from emerging markets. The emerging markets track is always one of the biggest tracks at the AIB World conference. Yet there has never been a single organization that brought together and sought to
leverage the interest and energy of this community. In 2022, AIB’s Emerging Markets Shared Interest Group was founded. This SIG aims to become a convening group that amplifies the emerging market-related efforts and energies of chapters and other SIGs. This panel serves to share what initiatives we have identified as core, and to hear from our constituents how the EM SIG can best serve AIB. (For more information, please contact: Helena Barnard, University of Petoria, South Africa: barnardh@gibs.co.za)

Session: 2.4.4 - Panel
Track: 14. Theme: IB Resilience under Global Disruptions

Global Strategy in a Fragmented World: Application of Social Identity Theory in International Business

Presented On: July 8, 2023 - 14:30-15:45

Chair: Charles Dhanaraj, Georgia State University
Discussant: Stacey Fitzsimmons, University of Victoria

Panelists:
Charles Dhanaraj, Georgia State University
Matt Raskovic, Auckland University of Technology
Yulia Muratova, Aarhus University
Olivier Bertrand, FGV-EBAPE
Marie-Ann Betschinger, HEC Montréal

Social identity is central to international business (IB). However, a majority of our attention in IB has been on the national identity, and government regulations or national culture has been a major driving force in IB research. As the geopolitical conflicts escalate, and polarization and nationalism dominate the headlines, IB scholars are faced with the challenge of how to analyze the dynamic evolution of the global interactions within and across the firms.

The panel presents how social identity theory, with its roots in social psychology, can provide a viable platform to understand the how social groups shape the perception, attitudes and behaviors of individuals and groups through a nexus of values, norms, and beliefs (Tajfel & Turner, 1979). How can we invoke social identity theory to the subnational and intra national conflicts? As cross national conflicts flare up how does an MNE dispersed across the tightly contested global space and may even provide a way forward to build trust across distressed communities across the globe. How can SIT help IB scholars understand and theorize current and emerging socio-political trends, not as exogenous events but as endogenous recursive processes shaped by social identity mechanisms and their social psychology dynamics? (For more information, please contact: Charles Dhanaraj, Georgia State University, USA: charles.dhanaraj@du.edu)
**Session: 2.4.5 - Panel**  
**Track: 11. Sustainability in International Business**

**Sustainable Development Goals and International Business**

**Presented On:** July 8, 2023 - 14:30-15:45

Chair: Hemant Merchant, University of South Florida

**Panelists:**
- Pervez Ghauri, University of Birmingham
- Gabriel R. G. Benito, BI Norwegian Business School
- Hussain Rammal, University of Adelaide
- Rekha Rao-Nicholson, University of Essex

This proposal is motivated by a group of papers in The New Frontiers of International Business, a scholarly volume (edited by H. Merchant) published in 2022 by Springer. The proposal intends to showcase the symbiotic relationship between Sustainable Development Goals (SDGs) and MNEs. SDGs refer to intended outcomes that narrow inequalities and disconnects within and between nations and create a salubrious context for the human population. MNEs are considered to be instrumental for achieving this desirable future. (For more information, please contact: Hemant Merchant, University of South Florida, USA: hmerchant@usf.edu)

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**Session: 2.4.6 - Competitive**  
**Track: 13. Theme: CEE Region in Times of Disruption**

**Growth Challenges of CEE Firms in Times of Disruption**

**Presented On:** July 8, 2023 - 14:30-15:45

Chair: Andreja Jaklic, University of Ljubljana

**Chinese Migrant and Diaspora Investors Entering Eastern and Central European Business - a Multiple Case Study**
- Maria Elo, University of Southern Denmark
- Xiaotian Zhang, Curtin University
- Florian Täube, RKW

Chinese outward investment has gained increasing research interest with focus on the role of Chinese state. The role of pioneering Chinese entrepreneurs abroad has remained uncovered although they have been fundamental door-openers of new markets and developers of new spatialities for international business. This paper examines outward Chinese investment from the perspective of transnational diaspora entrepreneurship and Chinese migrants. We explore these entrepreneurial trajectories and dynamics that interconnect business environments and cross borders. What kind of entrepreneurial individuals started venturing in new contexts and what motivated them to investment in atypical locations in Central- and Eastern Europe? This multiple case study taking a retrospective look finds that these Chinese migrant-early movers are influenced by their own entrepreneurial aspirations, more than by any pull factors or policy-goals. They have screened locations, such as post-conflict contexts that are almost empty, with the purpose to invest in creating growth businesses. They have multi-entrepreneurial aspirations that are not limited to immigrant entrepreneurship in e.g. food sector. We contribute to understanding of an important type of a transnational migrant entrepreneur - a change agent that responds entrepreneurially to global social-cultural and economic-political changes. The study shows that demanding transitional and "empty" markets may benefit from cooperation with Chinese transnational diaspora.
entrepreneurs in fostering the generation of local entrepreneurial ecosystems, the "change". (For more information, please contact: Maria Elo, University of Southern Denmark, Denmark: melo@sam.sdu.dk)

Strategic Responses to the COVID-19 Pandemic – The View of Regional Players in Central and Eastern Europe
Arnold Schuh, WU Vienna
Viktoriia Smirnova, WU Vienna

The COVID-19 pandemic has confronted the economies in CEE with a drastic external shock. While economically less affected than Western Europe, high fatalities tarnish the performance of the countries of the region. In this study, we analyze the impact of the COVID-19 pandemic on companies and industries in CEE and identify their strategic responses. A content analysis of the annual reports 2020 of 50 listed companies from the EU-CEE11 and Austria, so-called “regional players”, delivers three strategic postures: persevering (48% of firms), mixed (32%) and proactive stances (20%). Surprisingly, no pure defensive strategic orientation was found. We argue that the responses to the COVID-19 pandemic differ from classic crisis management thanks to the dominant focus on health and well-being of employees and customers and the enhanced use of innovations. Digitalization enabled the continuation of operations, development of innovative products and launch of new organizational design as well as work arrangements. Besides modified management priorities in crisis fighting our findings contribute to the discussion of the effectiveness of consecutive stage-models vs orchestrated simultaneous approach. (For more information, please contact: Arnold Schuh, WU Vienna, Austria: arnold.schuh@wu.ac.at)

Post-Covid Governance Adaptation in Apparel Industry Global Value Chains: the Perspectives for the CEE region
Egidijus Rybakovas, Kaunas University of Technology
Jurgita Sekliuckiene, Kaunas University of Technology

The Covid-19 pandemic highly impacted businesses and disrupted their global value chains (GVCs). The expected post-pandemic apparel industry’s GVCs governance adaptations may reveal growth opportunities for the Central and Eastern European (CEE) region. The sample of 655 business media news publications that appeared during 2020-2022 year period served as an empirical data source for the research of apparel industry GVCs developments. The results indicate that expected GVCs reshoring or localization is noticeable in the United States. Europe remains in the pre-pandemic state; buyer-driven GVCs and global sourcing remain a dominant form of European apparel industry GVCs. The initiatives to increase apparel GVCs sustainability are developed on the bases of European partnerships but this does not lead to the actual reshoring of manufacturing; global suppliers are expected to continue supplying European retailers. The favorable perspectives for CEE’s textile and apparel industries are associated with expanding the circular production model, and with the need for traceability of the apparel supply chains. The supporting industries (e.g., information technology, software) also may be integrated. The research contributes to the scientific discussion by noting that considerations regarding GVCs developments should not be unified or generalized at the global level, regional contextual specifications should also be considered. (For more information, please contact: Egidijus Rybakovas, Kaunas University of Technology, Lithuania: egidijus.rybakovas@ktu.lt)
**Session: 2.4.7 - Special Session**  
**Track: 15. Special Sessions**

**Master Class B on International Marketing 'Publishing in International Marketing'**

**Presented On:** July 8, 2023 - 14:30-15:45

Instructor: Saeed Samiee, The University of Tulsa

This Master Class focuses on developing and preparing manuscripts for submission to scholarly journals. It will highlight issues emphasized by editors and reviewers that tend to undermine manuscript success. The goal is to prepare and polish research papers so as to heighten reviewer curiosity and interest, while reducing reviewer frustration, boredom, and resistance. The class will give particular attention to key sections of manuscripts, including the abstract, introduction, conceptual framing, methods, implications, citations, and tables and appendices. To the extent possible, the session will be interactive, with the goal of incorporating audience questions, experiences, and issues.

*These Master Classes are being offered through the generous contributions of the Sheth Foundation.*

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**Session: 2.4.8 - Competitive**  
**Track: 11. Sustainability in International Business**

**Governance and Sustainability**

**Presented On:** July 8, 2023 - 14:30-15:45

Chair: Maria Vasileva Ilieva, University of Leeds


*Governance Failure and Firm-Level Crises: The Case of the Volkswagen Emissions Scandal*

Liena Kano, University of Calgary  
Sean Simoes, University of Calgary  
Alain Verbeke, University of Calgary

We use a micro-level perspective to analyze the antecedents, enablers, and consequences of a firm-level crisis: the Volkswagen emissions crisis, which reflects a failure of governance to meet commonly accepted standards of corporate social responsibility (CSR). Based on a qualitative analysis of reliable, publicly available data, we identify situational context variables at the macro-, firm-, and micro-levels that facilitated severe information and commitment problems, which culminated in the crisis. We also discuss how the lack of safeguards at the firm level enabled the breakdowns in Volkswagen’s governance routines, leading to the crisis. We show the impact of a variety of facets of bounded rationality and unreliability, and we argue that governance failure can occur due to a variety of microfoundational factors, including but not limited to opportunism. Proper governance must therefore include a range of safeguards that target multiple expressions of bounded rationality and bounded reliability. For managers, we propose a set of specific safeguards to be included in a multinational enterprise’s governance system. These safeguards should help to avoid and mitigate future crises and permit the firm to meet commonly accepted CSR standards. *(For more information, please contact: Sean Simoes, University of Calgary, Canada: sean.simoes@ucalgary.ca)*

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**On Socially Responsible GVC Governance Structures: Outsourcing vs. Internalization in the First Mile**

Simon Peter Iskander, Queen's University  
Anthony Goerzen, Queen's University  
Christian Geisler Asmussen, Copenhagen Business School  
Niron Hashai, Reichman University

To minimize costs, the traditional approach used by multinational corporations (MNCs) to optimize price and quality in the production and delivery of goods and services has been achieved through hierarchical and arm’s length contractual means. This approach combines with the factors that propel economic globalization, yielding complex global value chains (GVCs). However, an emerging challenge facing lead MNCs is that they are unable to control the social and environmental implications of the activities throughout their GVCs. The traditional approach to deal with these issues has been that of “cascading contracts” where responsibility is handed along the GVC sequence of firms. Yet, consumers, civil society, and regulators are increasingly holding lead MNCs morally and financially responsible for social and environmental problems even when these issues do not arise within the MNC’s hierarchical or contractual boundaries. To provide new insights into the organization of MNCs, we develop a formal analytical model that combines cascading responsibilities with the value-adding and value diminishing factors that have begun to arch from the “first mile” of the GVC directly to the lead MNC. *(For more information, please contact: Simon Peter Iskander, Queen’s University, Canada: simon.iskander@queensu.ca)*

**Support for Sustainable Development Goal 5**

M. Fernanda Wagstaff, University of Texas at El Paso  
Hua Fang Liu, Kean University  
Maria del Carmen Triana, Vanderbilt University  
Len Treviño, Florida Atlantic University

We investigate the link between Sustainable Development Goal 5 (SDG 5 - Gender Equality) and multinational enterprises’ (MNEs) social performance. Drawing from institutional theory, we develop two mediating hypotheses that examine the role of diversity targets and the implementation of work-life balance practices to explain the relationship between support for SDG 5 and MNEs’ social performance. We also posit that women’s representation across the organizational structure, including women in executive, management, and employee positions, strengthens the relationship between support for SDG 5 and diversity targets as well as work-life balance practices. We tested these relationships with a sample of 418 MNEs in the S&P 500 and found support for most of them. This study contributes to institutional theory by developing a nuanced understanding of how to leverage two mechanisms linking support for SDG 5 and MNEs’ social performance. In addition, we highlight the importance of recognizing that MNEs’ support for SDG 5 contributes to achieving the United Nations’ agenda of well-being for all. We offer theoretical, policy, and practical implications as well as an agenda for future research. *(For more information, please contact: M. Fernanda Wagstaff, University of Texas at El Paso, USA: fwagstaff@utep.edu)*

**Remaking Capitalism Globally? Country Characteristics and International Adoption of the B Corporation Certification**

Yuping Zeng, Southern Illinois University Edwardsville  
Xiyue Deng, Southern Illinois University Edwardsville

This study examines country characteristics that impact firms’ adoption of the B Corporation (B Corp) certification. Drawing on research on the international diffusion of corporate sustainability initiatives and studies on B Corps in the United States (US), we identify three sets of country characteristics that capture the necessary conditions for companies outside the US to adopt the B Corp certification: a country’s geographic, cultural, and economic proximity to the US, cultural values that foster social enterprises, and the adoption of the United Nations (UN)’ Global Compact (GC) program. Using the B Corp Impact dataset published by B Lab and supplementary country-level data, we found that the initial adoption of the B Corp certification in a country is positively related to the country’s geographic and cultural proximity to the US, its trade relations with the US,
the prevalence of postmaterialism values, and the adoption of the UN's GC. (For more information, please contact: Yuping Zeng, Southern Illinois University Edwardsville, USA: yzeng@siue.edu)

**Session: 2.4.9 - Competitive**  
**Track: 1. Internationalization and Entrepreneurship**

**Politics & Institutions: Harming or Aiding Internationalization?**

**Presented On:** July 8, 2023 - 14:30-15:45

Chair: Arkadiusz Mironko, Indiana University East

*Institutional Support in SME Internationalization: Road to Rise or Demise?*

Aleksi Niittymies, Aalto University  
Mika Yrjölä, Tampere University  
Abdollah Mohammadparast Tabas, University of Oulu  
Kalle Pajunen, Tampere University

This paper contributes to firm internationalization and international entrepreneurship research by explaining why governmentally sponsored institutional support helps SMEs to expand to foreign markets in some cases but not in others. Based on a qualitative analysis of 51 key informants representing internationalizing SMEs, we found that the specific implications of institutional support are driven by conditions emerging from complex interplay between two spectrums related to the relationship between the supporting institutions and the SMEs: (1) the closeness of their relationship and (2) the specificity of resources that could help SMEs in their internationalization. (For more information, please contact: Aleksi Niittymies, Aalto University, Finland: aleksi.niittymies@aalto.fi)

**Strategies of Chinese SMEs in Russia Under Sanctions**

Liubov Ermolaeva, St. Petersburg State University  
Shenglong Chen, Saint Petersburg State University  
Andrei Panibratov, Ecole de Management Léonard De Vinci

This study aims to explore the complex Russian market environment and reveal how Chinese small- and medium-sized enterprises (SMEs) could leverage the outcomes of geopolitical crisis and strategize survival and growth in the sanctioned Russian market. Implementing the contingency perspective, strategic fit approach, and strategy creation view, we conduct an abductive qualitative analysis based on extent knowledge and 31 in-depth interviews with Russian-based Chinese managers and entrepreneurs. Based on managerial and entrepreneurial cognition, we construct a four-stage model ascertaining the latent fitting process of Chinese SMEs, revealing four essential capabilities, and presenting tailored insights according to Russian contextual particularities. Moreover, we find that Chinese culture and business ethics predominantly shape SMEs' aspirations and actions in Russia. This research contributes to the literature on international management and strategy through clarifying the phenomenon and updating prior knowledge. It simultaneously provides implications for SMEs pursuing survival and expansion under adverse market conditions. (For more information, please contact: Liubov Ermolaeva, St. Petersburg State University, Russia: l.a.ermolaeva@gsom.spbu.ru)

Xiaojing Lu, Beijing Normal University-Hong Kong Baptist University United International College
Rong Zeng, University of Manitoba
Xiaoming Liu, Birkbeck, University of London

The current literature investigating the relationship between political connections (PCs) and firm internationalisation and their boundary conditions draws upon a range of theoretical arguments and different methodologies. This results in mixed and inconclusive findings. Our study seeks to bring clarity to our understanding of the PCs-internationalisation relationship by synthesizing existing theoretical arguments with insights from internalisation theory. We conduct a meta-analytic review of the relationship between PCs and firm internationalisation, and boundary conditions influencing their relationship. Based on a database encompassing 368 effect sizes out of 25,197 observations from 60 independent samples of 59 papers, our findings endorse the argument that PCs have a positive impact on firm internationalisation. Specifically, PCs with host country governments have a greater impact on firm internationalisation than PCs with home country governments. Furthermore, we test important contextual and methodological contingencies. We found PCs originating from host rather than home country political institutions have a stronger impact on firm internationalisation. PCs have a stronger impact on firm internationalisation when the host market is developing rather than developed. PCs have a stronger impact on firm internationalisation in the post-investment stage as opposed to the pre-investment stage. We discuss the theoretical contributions and managerial implications. We also outline the limitations and future research directions. (For more information, please contact: Xiaojing Lu, Beijing Normal University-Hong Kong Baptist University United International College, China: carolinexjlu@uic.edu.cn)

Session: 2.4.10 - Competitive
Track: 5. HRM, Leadership and Cross-Cultural Management

Virtual Teams and AI-Enabled Organizations

Presented On: July 8, 2023 - 14:30-15:45

Chair: Marie-Thérèse Claes, University of Vienna

Non-native Accent as a Barrier to Communication in Global Virtual Teams

Carlo Brighi, University of Victoria
Michal Szymanski, Moscow School of Management

In this paper we delve deeper into the role of an element of language – non-native accents – in intra-team communication of global virtual teams. We show the importance of accent-based threat of miscommunication and stereotyping, and highlight three coping mechanisms (technical, relational, and psychological) used to overcome such potential barriers to communication. Our study contributes to the language-sensitive stream in international management in that it raises awareness that language proficiency might not be the only relevant factor for successful communication in a multilingual team environment. (For more information, please contact: Carlo Brighi, University of Victoria, Canada: carlobrighi@uvic.ca)

Sharing Leadership Tasks and Support in Global Virtual Teams

Audra I. Mockaitis, Maynooth University
Lena Zander, Uppsala University
Peter Zettinig, Turku University

Virtual collaboration surged in numbers during the COVID-19 pandemic when team members found themselves working from home. It has been argued that shared leadership is especially beneficial in global virtual teams
A Critical Quest on People Management in the AI-Enabled Organizations
Kaushik Chaudhuri, Shiv Nadar Institution of Eminence DTU

This paper aims to enquire the uncomfortable realities in the current form of AI usage in managing people of organizations. We take a view on how the detrimental impact of management decisions and actions due to the abuse of algorithms in AI could be plausible in the absence of a robust ethical framework in organizations and institutional legal compliance. An exploitative model has been proposed conceptually to illustrate how irresponsible leadership could generate excessive bot-dependencies and habit formation and how it could induce an unperceived reliance – a superficial trust of the users towards AI programmed bots leading to the trap for exploitation. Further a second conceptual model on ethical leadership has been proposed that may attenuate the necessary culture and framework required to address this immediate contention. The proposed process in the framework can be accelerated involving a progressive management philosophy for an advanced socio-technical; emotional connects to people business and society in large. Discussions have been articulated to further this argument. (For more information, please contact: Kaushik Chaudhuri, Shiv Nadar Institution of Eminence DTU, India: kaushik.chaudhuri@snu.edu.in)

Session: 2.4.11 - Competitive
Track: 9. Emerging Markets and Emerging Market MNEs

Innovation and Emerging Markets Firms

Presented On: July 8, 2023 - 14:30-15:45

Chair: Sonal Thukral, University of Delhi

From EMNEs’ Home-Centric to Polycentric Capability Upgrading: Changing Impetus of Technological Catch-Up at the End of the Upward Spiral
Rishiraj Kashyap, Western University
Andreas Schotter, Western University

Many emerging market multinationals (EMNEs) have aggressively pursued knowledge-seeking outward foreign direct investment to catch-up on their technological capabilities with established developed country multinational enterprises (DMNEs). While some EMNEs have caught up in terms of their output or production capabilities, they are still lagging in terms of their innovation capabilities. However, in recent years, globally-oriented EMNEs in advanced stages of their internationalization have intensified their innovation catch-up by pursuing innovatory activities in their offshore R&D locations that offer superior knowledge infrastructures. This pattern is increasingly leading to the deepening of EMNEs’ innovation capabilities in a dispersed manner outside their home-base. Based on such trends, I argue that the locus of EMNEs’ technological catch-up is shifting from...
output-oriented capability upgrading in their home-base to innovation-oriented capability upgrading in their foreign subsidiaries. My argument counters the dominant idea in the extant literature (especially the springboard perspective) that EMNEs’ catch-up is primarily geared towards accumulating technological capabilities in their home-base. The argument is forward-looking in that the projected trajectory of EMNEs’ innovation capability accumulation is seemingly depart from that of DMNEs. Therefore, my argument potentially reinvigorates the debate on whether existing international business theories adequately explain EMNEs’ evolution. (For more information, please contact: Rishiraj Kashyap, Western University, Canada: rkashyap.phd@ivey.ca)

The Impact of Green Innovation on Emerging Market Multinational Enterprises’ Foreign Direct Investment in Tax Havens: An Analysis from Stakeholder Perspective
Ruosu Gao, University of Sydney
Yi Li, University of Sydney
Huan Zhang, University of Sydney

By combining stakeholder and institutional perspectives, this paper examines the causal relationship between corporate social responsibility (CSR) and foreign direct investment (FDI) in tax havens by emerging market multinational enterprises (EMNEs), and the moderating role of local institutional support in this relationship. Using a panel dataset of China’s listed firms’ FDI from 2005 to 2016, with an initial sample of 26,975 observations from 3,277 firms, our empirical analysis shows that stakeholder expectations can burden EMNE and drive them to increase their awareness of Investing in tax havens. However, with changes in corporate culture resulting from increased corporate social responsibility, EMNEs have seen less investment in tax havens. Green innovations have an inverted U-shaped effect on tax-haven investments in EMNE, an unusual internationalization strategy and motivation beyond traditional research. Moreover, local green institutional support strengthens the causal relationship between green innovation and EMNEs’ FDI in tax havens, leading to a steeper inverted U-shaped relationship. This study complements the tax haven literature by analysing the role of CSR in tax haven investing and contributes to the CSR literature by integrating stakeholder perceptions of risk management and corporate culture. (For more information, please contact: Ruosu Gao, University of Sydney, Australia: rgao3920@uni.sydney.edu.au)

How Does Outward FDI Account for Innovation Performance? The Mediation Role of Knowledge Search
Jyun-Ying Fu, National Chengchi University
Danchi Tan, National Chengchi University
Weichieh Su, National ChengChi University

Drawing on springboard perspective, emerging multinational enterprises (EMNEs) may increase their innovation performance through outward foreign investments (OFDIs). Yet, the mechanism of how OFDIs promote innovation is underexplored. In this study, we propose and theorize how knowledge search plays a mediation role to stimulate the effect of OFDIs on innovation. We use a matching technique to control endogeneity arising from sample selection bias. Based on a sample of Chinese MNEs from 2009 to 2018, we find that the OFDIs of EMNEs are positively associated with the scope and the depth of their knowledge search. Furthermore, we find that OFDIs in developed markets have a more salient impact on the knowledge search scope (i.e., using new patent citations) than OFDIs in emerging markets. But OFDIs in emerging markets have a more salient impact on the depth of knowledge search (repeating old patent citations). Theoretical and managerial implications are provided for consideration. (For more information, please contact: Jyun-Ying Fu, National Chengchi University, Taiwan: trentfu@nccu.edu.tw)
Returnees’ Innovation Imprint, Inclusive and Exclusive Institutions, and R&D Intensity in Emerging Markets: Evidence From Chinese Listed Private Firms

Xiaogang He, Shanghai University of Finance and Economics
Yue Tina Xu, Cardiff Business School
Hailin Lu, Shanghai University of Finance and Economics

Based on an integrated framework from the resourced-based view, imprinting theory, and institutional arguments, this paper examines the impact of international returnees’ innovation imprint (INI) on R&D intensity. Using Chinese listed private firms from 2008 to 2020, we find returnees’ INI in both its scale and depth dimensions present a significantly positive relationship with focal firms’ R&D intensity. This main finding supports our cognitive approach in asserting both the existence of returnees’ cognitive beliefs about innovation and the cognitive effect on sustaining innovation of focal firms. In addition, inclusive institutions at both corporate and regional levels are found with a significantly strengthening impact on the INI-R&D intensity relationship. In contrast, exclusive institutions at both corporate and regional levels are found with a significantly weakening impact on the INI-R&D intensity relationship. This study evidences the neglected micro-foundation of human capital and the cognitive effect on sustaining innovation, and the moderation effect of institutional complexities in emerging markets. The findings have important implications for policymakers and practitioners. (For more information, please contact: Yue Tina Xu, Cardiff Business School, United Kingdom: xuy63@cardiff.ac.uk)

Session: 2.4.12 - Competitive
Track: 10. MNE State Relations and IB Policy

The Role of the Legal and Political Environments on Firm Strategy

Presented On: July 8, 2023 - 14:30-15:45

Chair: Diego Finchelstein, Universidad de San Andres

Policy Support Schemes and MNE Investment Location Choice
Pascal Simon Mayer, University of Muenster
Christopher Sabel, Erasmus University Rotterdam

Studies confirm that policy support – operationalized as subsidies – drives foreign investment location choices (LC). However, prior work treats policy support as monolithic. This study investigates the effect of policy support on LC along two dimensions: Direct vs. indirect and firm-specific vs. non-firm-specific policy support. We argue that direct policy support (e.g., cash) has a greater positive effect on LC than indirect policy support (e.g., tax rebates). Further, we argue that non-firm-specific policy support (by application) has a greater positive impact on LC than firm-specific policy support (for single firm). We test our assertions on data of US firms and their LC in the EU and China. We find support for our hypotheses, contributing to the strategy literature by establishing a nuanced understanding of policy support. (For more information, please contact: Pascal Simon Mayer, University of Muenster, Germany: pascal.mayer@wiwi.uni-muenster.de)

Regulatory Actions and Reputation Spillovers: Investor Reactions to Foreign Corrupt Practices Act Violations
Seung-Hyun Lee, University of Texas at Dallas
Jisun Yu, Concordia University
Jinsil Kim, College of New Jersey

We examine the impact of multinational enterprises’ (MNE) Foreign Corrupt Practices Act violations on industry bystander MNEs by focusing on investor reactions upon two different regulatory events: investigation and enforcement. We show that upon investigation, industry bystanders’ market value decline, but upon
enforcement, their market value is enhanced. Such investor reactions were further influenced by the level of corruption in the host country where the alleged bribery had occurred, and whether the bystander MNE has subsidiaries in that same host country. This study underscores the importance of considering social evaluation aspects in studying MNE corruption and its regulation. (For more information, please contact: Jinsil Kim, College of New Jersey, USA: kimj@tcnj.edu)

Global Tug of War? How Chinese OFDI Affects US MNEs’ FDI Location Decisions

Injae Jeon, Korea University
Jon Jungbien Moon, Korea University

In this paper, we try to investigate the location choice of US MNEs in response to Chinese outbound FDI (OFDI). Due to the market expansion effect of FDI, the strategic motive of FDI, and the supply chain relationship, we expect that US MNEs’ are more likely to enter a country if the country attracts larger amount of Chinese OFDI. Furthermore, based on institutional theory, the relationship can be moderated by three factors: political risk of the host country, the relationship between the host country and China, and the relationship between the US and China. Using the firm-level FDI data by US MNEs to thirty most frequently-entered destination countries except China from 2013 through 2020, we investigate how the FDI count in each host country by each MNE is affected by Chinese OFDI and find that US MNEs tend to enter countries more frequently when the host country attracts larger amount of Chinese FDI, but this relationship is weakened in countries with higher political risk, countries participating in BRI, and the period of US-China trade war. (For more information, please contact: Jon Jungbien Moon, Korea University, Korea, South: jonjmoon@korea.ac.kr)

Populism and MNE Performance

Markus Liebmann, WU Vienna
Vera Kunczer, WU Vienna

This study examines how host-country populist governments have an influence on the performance of multinational enterprises (MNEs) and their foreign direct investment (FDI) projects. Leveraging institutional theory, we elaborate how populist governments change the overall institutional environment for firms and thereby affect their operations. Thereby, populism breaks the notion of a quasi-static institutional environment, making the mechanisms and consequences of change visible. We also investigate what role the experience of MNEs plays in this relationship, building on organizational learning theory. Taking a sample of 5,036 FDI observations from 2007 to 2019 as a basis, we perform a long-run event study with the FDI as the main event, followed by a three year event window. We find that the overall performance in terms of buy-and-hold abnormal returns (BHAR) is more negatively affected, the more power a populist government has amassed in the host-country of the FDI. We cannot find any support for a moderating effect of (relevant) experience in this regard. Our results highlight the need to dig deeper into the implications of populism for MNEs and their (international) operations. (For more information, please contact: Markus Liebmann, WU Vienna, Austria: markus.liebmann@wu.ac.at)
Session: 2.4.13 - Interactive
Track: 6. Gender and Diversity

**Diversity, Multiple Identities and International Business**

**Presented On:** July 8, 2023 - 14:30-15:45

Chair: Naoki Ando, Hosei University

*Incorporating Identity into Inclusion Climate Analysis: An Illustrative Study of a Multinational Corporation*

Hilla Back, Aalto University
Philipp Back, Aalto University
Seonyoung Hwang, Aalto University

Inclusion climates are increasingly viewed as central in managing the benefits and challenges associated with diversity in organizations. However, as perceptions of inclusion climates have been found to violate some of the assumptions behind climate theory, much remains unclear regarding their appropriate analysis. Through an illustrative study, we offer an alternative way to analyze inclusion climates that provides more insights than has been previously achieved. This study advances conversations in the diversity and inclusion literature and also the organizational research methodology literature by highlighting the importance of combining both climate strength and climate level in inclusion climate analysis, and positing that inclusion climate may be most insightfully studied on the (intersectional) identity group level instead of the unit or organizational level that is most often used in extant climate research. *(For more information, please contact: Hilla Back, Aalto University, Finland: hilla.back@aalto.fi)*

*The Role of Language Accommodation Approaches in Reducing the Detrimental Effects of Corporate Language Policies*

Komal Kalra, Newcastle University

This study analyzes the impact of adopting a corporate language, i.e., English on the successful implementation of on-the-job training programs within two MNCs in India. Similar to the findings of prior research on language in international business, we find that adoption of English can create cognitive discomfort for less proficient speakers as they are unable to fully process the information that is transmitted during the training programs, which can further cause feelings of emotional anxiety and distress. Drawing on communication accommodation theory, we find that proactive and reactive language accommodation approaches employed by training recipients, trainers and the firm can facilitate the successful implementation of OJT programs. The impact of a language accommodation approach varies according to its source and time of implementation; proactive approaches employed by trainers reduce cognitive discomfort whereas reactive approaches employed by trainers, trainees and firm can reduce cognitive discomfort for trainees and emotional anxiety for both trainees and managers. Furthermore, some of the training programs are not successful despite the use of language accommodation approaches because of perceptions of biases associated with the gender of the training facilitator; many training recipients perceive the training sessions led by female multilingual managers as less successful than the ones that are led by male multilingual training facilitators. *(For more information, please contact: Komal Kalra, Newcastle University, United Kingdom: komal.kalra@newcastle.ac.uk)*

*Questioning the Female Underperformance Hypothesis: The Role of Formal and Informal Institutions in New Venture Growth*

Punit Arora, City University of New York
Ajai Gaur, Rutgers University

Using data from 39 transition economies, we examine the Female Underperformance Hypothesis from an institutional perspective. We show that new ventures led by female entrepreneurs exhibit superior growth
performance in hierarchical societies, but the opposite is true in egalitarian societies. We also find that malfunctioning institutions have a disproportionately negative effect on female entrepreneurs. Our robustness tests reveal that female entrepreneurs outperform their male counterparts in moderate environments, but not elsewhere. Overall, we suggest that these significant differences across contexts are likely caused by the underlying institutions, a phenomenon which should receive increased attention in future research on women’s entrepreneurship. (For more information, please contact: Punit Arora, City University of New York, USA: p.arora@rutgers.edu)

Status or Wealth? Implications of the Migrant Hierarchy in the Elite Migrant Journey in the Global South
Kathleen Park, Boston University
Eddy Ng, Queen’s University

Questions of how and why migrants can succeed in new national destinations and organizational settings have been widely debated in management and migration studies, with scholars pointing to factors ranging from acculturation to education to technology to help explain varying outcomes. However, issues specifically around differences among migrants and how those differences impact their organizational standing and outcomes have not been extensively studied from the intertwined perspectives of the status, hierarchy and diversity migrants have relative to each other as well as to native or citizen populations. Status—position relative to others within a defined group—has been a topic of scholarly interest for considerable time, and status incongruence—the temporary to permanent loss of status that can be experienced particularly by more highly skilled (elite) migrants in a new nation—has been studied in a variety of settings. Yet migrant hierarchy (migrants’ status relative to each other and to preexisting populations) and migrant diversity (particularly in relation to the diversity experiences of migrant populations as differentiated from the diversity experiences of preexisting populations) have only more recently begun to be explored. Building on emergent lines of research on migrant hierarchy, combined with new investigations into migrant diversity with special attention to the experiences of migrants as distinct from the experiences of indigenously diverse populations, we explore how ascribed and achieved status differences among elite migrants impact their transitions into destination countries and organizational settings. Elite migrants have been preferred in the Global North, while being needed but less protected in the Global South. We consider how differences among elite migrants, as well as the countries from which they originate and to which they are going, can influence their experiences of working and living in their new nations and organizations. (For more information, please contact: Kathleen Park, Boston University, USA: kathleen.park@gmail.com)

Session: 2.4.14 - Interactive
Track: 5. HRM, Leadership and Cross-Cultural Management

Thinking, Learning and Value Creation

Presented On: July 8, 2023 - 14:30-15:45

Chair: Michael Joseph Dominic Roberts, Mount Royal University

An Experiential Learning Approach to Expatriate Effectiveness: The Role of Learning Capacity and Learning Context
Ming Li, University of Liverpool
Jinglin Jiang, University of Hull
Meng Qi, Beijing University of Technology

Drawing on experiential learning theory, this study seeks to understand how the perceived learning environment in expatriates’ international experience and a more integrated experiential learning ability influences their cultural intelligence (CQ) and effectiveness. Specifically, the study examines the impact of cultural distance and
learning flexibility on the level of CQ in expatriates and consequently their adjustment and job performance. Analyses of data collected from 169 expatriates in China indicated that there is a positive relationship between cultural distance and CQ, and an inverted U-shape relationship between learning flexibility and CQ. CQ mediated the relationship between cultural distance and expatriate adjustment and partially mediated the relationship between learning flexibility and expatriate adjustment. CQ positively influenced expatriates’ job performance via expatriate adjustment. The results advance our knowledge of the role of experiential learning in developing capable global managers. Implications for the selection and development of global managers are also discussed. (For more information, please contact: Ming Li, University of Liverpool, United Kingdom: mll@liverpool.ac.uk)


Hina Mehreen, University of Technology Sydney

Knowledge acquired by international assignees can be a source of competitive advantage for MNEs. Although the literature tends to focus on the unidirectional knowledge flow through expatriates, little attention has been paid to the reverse transfer of knowledge via repatriates. Upon repatriation, individual activities involved in the knowledge transfer are critically important for MNEs. Using the AMO framework, we hypothesised that repatriates’ perceived organisational support in the repatriation phase of international assignment influenced RKT with the mediating effects of individual disseminative capacity, absorptive capacity and opportunity for interaction. Data were collected from 123 repatriated employees using a self-administered survey to test the hypotheses. The results showed that perceived organisational support practices directly affected RKT. Further, the disseminative capacity and opportunity for interaction mediated the relationship between perceived organisational support practices and RKT, while knowledge absorptive capacity did not mediate this relationship. The findings indicate that according to repatriates, organisations prioritise the initiation of knowledge transfer from repatriates without providing sufficient support for knowledge recipients to absorb repatriates’ knowledge appropriately. The study highlights the critical importance of individual activities in RKT and provides an agenda for future research on managing the knowledge transfer processes upon repatriation. Hence, the study contributes to the repatriation and knowledge management literature. (For more information, please contact: Hina Mehreen, University of Technology Sydney, Australia: hina.mehreen@uts.edu.au)

Local–Global R&D Employee Identities and Knowledge Sharing Behavior in a Global Team: The Roles of Leadership Style and Employee Personality

Mashiho Mihalache, University of Amsterdam

This study develops and tests a model that explains how individuals’ holding both local and global organizational identities positively influences the knowledge sharing behavior of R&D employees. This model proposes that holding such dual organizational identity positively influences the knowledge sharing behavior and this relationship is contingent on the employee’s personality (extraversion) and the type of leader the employee has (transformational leadership). The results of survey data collected from 129 R&D employees in a global team show that having this local–global organizational identity itself is not enough to lead to a positive impact on knowledge sharing behavior; however, we need to further consider the contingencies with the employee characteristics and leadership style. (For more information, please contact: Mashiho Mihalache, University of Amsterdam, Netherlands: mashiho.mihalache@gmail.com)

Stimulating Paradoxical Thinking through Nonmobile Global Work

Rany Salvoldi, Ben Gurion University
Dorit Efrat Treister, Ben Gurion University

Nonmobile global work is increasingly common in modern economy. However, little is known regarding it’s individual-level outcomes. In the current research we propose that nonmobile global work can stimulate workers’ paradoxical thinking – an increasingly critical cognitive competence to effectively navigate tensions at...
work. Nonmobile global work denotes working across borders while being embedded in national contexts, thus creating a setting where tension between cultural inconsistencies arises yet forces workers to address it to get the work done. Integrating global work literature with paradox literature, we propose that through such intercultural work experiences, workers may learn to apply paradoxical thinking. Furthermore, we posit that it is global work’s structural features of breadth of intercultural work and task interdependence that are critical, such that at high task interdependence, broad intercultural work stimulates paradoxical thinking. Five studies (scenario-based survey and experimental) involving 1,305 workers in nonmobile global work support our predictions. Particularly, we provide causal evidence to the conditions that elicit paradoxical thinking. This work offers important insights on the outcomes of nonmobile global work and the role of its structure in stimulating paradoxical thinking, thus contributing to global work literature and to paradox literature. (For more information, please contact: Rany Salvoldi, Ben Gurion University, Israel: ranybia@post.bgu.ac.il)

The Role of Intelligences in Teams: A Systematic Literature Review
Mahboobeh Davaei, Free University of Bozen-Bolzano
Marjaana Gunkel, Free University of Bozen-Bolzano

With organizations moving towards team-based structures, there is a great interest in studying organizational teams. Using a comprehensive, thorough, and systematic literature review, this study reviews the existing studies that have contributed to the importance of intelligences in various types of teams. This study intends to structure existing research, identify its current trends, and provide an overview of recent research strands and topics on the role of intelligences in organizational teams. Searches were conducted of Web of Science and EBSCO databases, and 44 eligible studies, published in Chartered Association of Business Schools (ABS) = 2-star journals, were identified. The results indicate that cognitive ability, emotional intelligence, and cultural intelligence can be considered important factors contributing to various team-related outcomes. Furthermore, the findings demonstrate a growing interest in research on global virtual teams, which is a trend that is predicted to continue. Suggestions for future research directions are discussed. (For more information, please contact: Mahboobeh Davaei, Free University of Bozen-Bolzano, Italy: mdavaei@unibz.it)

A Cross-Cultural Perspective on Future Orientation: Values and Practices
Anastasia Gracheva, Wharton School
Aleksandra Gracheva, Columbia University

The study aims at answering the question if future leaders are future-oriented and explores relevant values and practices from a cross-cultural perspective. Based on the survey of 647 young people in the United States, Japan, France, and Russia, and using GLOBE research methodology, the paper analyzes cross-generational and cross-cultural similarities and differences in youth future orientation. When compared to that of adults, it reveals a consistency in young people’s higher future orientation behavior scores and lower values scores, as well as visible distinctions in youth future orientation depending on the cultural context. The results contribute to multidisciplinary research of future orientation and to policy decision-making. (For more information, please contact: Anastasia Gracheva, Wharton School, USA: gracheva@wharton.upenn.edu)
**RBV, Competences and Learning in International Entrepreneurship**

**Presented On:** July 8, 2023 - 14:30-15:45

Chair: Birgit Hagen, University of Pavia

*Dynamic Capabilities Hierarchy and Competitive Strategy of Emerging Market INVs: Conditional Effect of Human Capital*

Dominic Buccieri, Missouri Southern State University

Although emerging market international new ventures (INVs) deploy hybrid strategies that couple cost leadership with unique features in their offerings, our understanding is limited as to the dynamic capability configurations that fuel emerging market INV competitive strategies. Limited attention has been given to the role of higher-order dynamic capabilities in shaping specific dynamic capabilities that are core to hybrid strategies of emerging market INVs. Moreover, human capital of entrepreneurial teams is a key concern to better understand capability configurations of resource-constrained emerging market INVs. Resource-based view is used to highlight the interplay between higher-order dynamic capabilities, ambidextrous innovation, dynamic marketing capabilities, and human capital that shape hybrid competitive strategies. The results indicate that higher-order dynamic capabilities shape dynamic marketing capabilities and ambidextrous innovation, respectively. Dynamic marketing capabilities and ambidextrous innovation drive competitive strategy. In addition, human capital moderates the relationship between higher-order dynamic capabilities and ambidextrous innovation. *(For more information, please contact: Dominic Buccieri, Missouri Southern State University, USA: buccieri-d@mssu.edu)*

*Investigating the Interplay Between International Experience and Firm Signals in Export: Integrating the RBV With the Signaling Theory*

Aktsar Hamdi Tsalits, National Chengchi University

Kuo-Feng Huang, National Chengchi University

This study investigates the interplay between international experience with international certification as a firm’s quality signal and firm formalization as a firm’s reputation signal and how these interactions predict export performance. By integrating the RBV with signaling theory, we discuss how international certification and firm formalization substitute the role of international experience in reducing uncertainty in export markets and thus reduce the importance of international experience on export performance. Using a dataset from World Bank Enterprise Surveys (WBES) in 2013, our analysis of firms from 45 countries supports our hypotheses that international certification and firm formalization reduce the importance of international experience in predicting export performance. Additionally, our findings suggest that for firms with low international experience, the export performance of firms with international certification and firm formalization outperforms their counterparts without those signals. Discussions for our findings and future research recommendations are presented in the last section. *(For more information, please contact: Aktsar Hamdi Tsalits, National Chengchi University, Indonesia: aktsar.hamdi.tsalits@live.undip.ac.id)*

*Founding Team Structure: A Critical Resource for Internationally Oriented Start-ups*

Alexander Berman, St. John’s University

Amir Shoham, Temple University

Noam Teltch, Temple University

In this study, we examine 771 Israeli early-stage start-ups to evaluate the relevance of the founding team structure to the success of internationally oriented new ventures. We apply the Resource-Based View (RBV)
Resilience of Knowledge-Based Exporter Profiles in the Global Economic Recession: SME Resource and Network Commitment

Susanne Emma Johanna Sandberg, Linnaeus University
Hans Jansson, Linnaeus University

During the last years, the world has faced several downturns – of which the Covid-19 is the latest. However, from 2008 onwards, the economic recession occurred affecting all markets across the globe, and, in particular, mature markets in Western Europe. In addition, strongly growing emerging markets in Europe were affected, such as the Baltic States and Poland, but to a lesser extent. Internationalized SMEs were especially hit by these hard times due to their vulnerability and small size. As knowledge is regarded as a key ingredient for firms undertaking international business due to the assumption of decreasing uncertainty and promoting further international investments, the importance of experiential knowledge in being resilient during the global economic recession will be examined in this paper. Our examination follows two subsequent stages. First, we cluster 144 international Swedish SMEs into four experiential knowledge profiles prior to the economic crisis in 2008. Second, the clusters are regressed on changes in market and network commitment during the financial crisis. Our data was collected at two distinct points of time. The data used to establish the knowledge profile of the SME was collected in 2007-2008. The data on commitment changes was collected after the recession decline in 2013. Our results show that the exporter profile called Learners holds the least positive market commitment change, as well as the lowest level of network commitment, in comparison to the profiles of Masters, Customer Experts and Country Experts. In particular, there is a significant difference regarding the profile labeled Masters. Thus, the paper contributes insight to how Swedish SMEs addressed their commitment in emerging markets during the economic crisis in order to stay resilient in times of turbulence. (For more information, please contact: Susanne Emma Johanna Sandberg, Linnaeus University, Sweden: susanne.sandberg@lnu.se)

How can SMEs Attract Talent with Employer Brand? A Study on Exporters in Emerging Economy

Xia Anna Chen, UNNC
Michal K. Lemanski, WU Vienna
Cong Cao, University of Nottingham Ningbo China

Talent shortage has been continuously on rise and reached 16-year-high, as reported by a survey report by Manpower Group 2022. The problems is most severe in emerging economies. China ranked the fourth in talent shortage, with 83% employers reporting being not able to find the talent they need. Chinese exporting SMEs face a great challenge in attracting and retaining talent due to its limited resources and constraints against multinational enterprises that complete for talent. This study is aimed to explore how exporting SMEs can attract talent with employer brand in the context of emerging economy of China. Qualitative study, specifically multiple-case study with SMEs and focus groups with talent, i.e. final year students, are incorporated to put under scrutiny this situation, while qualitative analytical techniques involving the use of software NVivo 12 is adopted for data analysis. The findings reveal some small yet important perception gaps between SME managers and prospective employees (talent) who have slightly different perceptions of employer brand. Specifically, or study reveals that Chinese exporting SMEs perceive remunerations and benefits, family-like working atmosphere, training and development, innovativeness and creativity, and ethics and CSR are attributes of their employer brand according to the importance order. Talent have similar perception but they also look for work-life balance in SME employer brand, and the importance order of the attributes are: remunerations and benefits, training and development, family-like working atmosphere, work-life balance, innovativeness and
Two-way Organizational Learning Across the Home and Host Countries
Ziyan Zhu, Sun Yat-sen University

Firms can learn from the diversity of environments. In this study, we distinguish the organizational learning process in economic and institutional dimensions. For multinational enterprises (MNEs), both dimensions of organizational learning can be achieved in intranational diversity at home and in international diversity abroad. Based on the view of knowledge exploration and exploitation in organizational learning theory, we propose that the knowledge obtained from subnational diversity at home is helpful in responding to the diversity in overseas markets. Similarly, knowledge acquired by the MNEs in overseas markets can also help them cope with the subnational diversity at home. The empirical results prove that economic knowledge can be well utilized across borders. Institutional learning in overseas markets is also beneficial to enterprises to cope with the institutional diversity at home. However, contrary to our expectation, learning through institutional diversity at home hinders MNEs from entering overseas markets with diverse institutional environments. We attribute this negative effect to the liability of foreignness and the cost of institutional learning. This study contributes to the internationalization process model by framing the two-way knowledge evolution model across borders. It also contributes to the organizational learning theory by the comparison between the learning effects in economic versus institutional dimensions. (For more information, please contact: Ziyan Zhu, Sun Yat-sen University, China: zhuziyan@mail.sysu.edu.cn)
Post-Merger Integration and Innovation of Reverse M&As: The Dynamic Transformation of Complementarity & Compatibility, Knowledge Management, and Trust Building

Xiaomeng Liu, University of Nottingham Ningbo China
Peter Ping Li, Copenhagen Business School

Mergers & Acquisitions (M&A) is a critical way for emerging market multinationals (EMNEs) to source strategic assets, overcome the “liability of emergingness” (LOE), and achieve innovation upgrading. A deliberately designed post-merger integration (PMI) process is required to achieve the aims. However, despite increasing attention to the PMI conducted by EMNEs, the understanding of its process and mechanisms remains insufficient, especially for the M&As conducted by EMNEs that acquire firms from advanced markets (which are termed as reverse M&As or RM&As in this paper). Through a multi-case study of Chinese MNEs, we illustrate the process through which PMI and post-merger innovation unfold by identifying a set of dynamic and interactive mechanisms including the complementarity, compatibility, knowledge management, and trust building. To be more specific, we find the transformation of complementarity and compatibility and consider knowledge management and trust building as the facilitators of this transformation. We further propose knowledge management and trust building as the mechanisms to alleviate LOE from different perspectives. The differentiation between exploitative innovation and exploratory innovation is also highlighted based on different conditions and PMI stages to achieve them. In sum, we reveal the dynamic and holistic process of PMI and post-merger innovation in the specific context of RM&As. (For more information, please contact: Xiaomeng Liu, University of Nottingham Ningbo China, China: bixxl12@nottingham.edu.cn)

The Effect of the Host Country’s Digital Level on the Financial Performance of Cross-Border Mergers and Acquisitions

Jian Ding, University of Malaya
Xuefeng Shao, University of Newcastle
Yifan Zhong, Curtin University
Lili Mi, Griffith University
Chuan Qin, University of Newcastle

This study investigates the impact of the host country’s digital level on the financial performance of cross-border mergers and acquisitions (M&A) of Chinese listed ICT enterprises. According to the findings, cross-border M&A has a negative correlation with short-term financial performance while having a positive correlation with long-term financial performance. This impact will grow even more as the host country’s digital level improves. The host country’s market size, on the other hand, has no significant regulatory impact on the host country’s digital level or short-term financial performance after M&A, but it does have a significant regulatory impact on long-term financial performance. (For more information, please contact: Jian Ding, University of Malaya, Malaysia: mr.chante001@gmail.com)

Institutional Imprinting and Cross-Border Acquisition Performance: An Emerging Market Perspective

Ankita Chhabra, Edingburgh Napier University
Manish Popli, IIM Indore
Radha Ladkani, IIM Indore

Embedding in a particular institutional environment does have an impact on firm strategy and behaviour, however, the effect of such an embedding on post-acquisition performance of firms has not been researched. In the context of emerging markets, this is quite pertinent as with liberalization a large number of firms from these markets have conducted cross-border acquisitions in order to augment their resource base and enhance their global competitiveness. Borrowing the arguments from institutional imprinting and organizational learning, we hypothesized and found the empirical support that the degree of institutional imprinting negatively impacts the post-acquisition performance of the cross-border acquisitions done by firms from emerging markets. Furthermore, we found support for the moderating impact of technological intensity and industry dynamism on this baseline relationship. We tested our predictions on a dataset comprising 312 majority stake cross-border
M&A deals done by publicly listed Indian firms from 2003 to 2015. (For more information, please contact: Ankita Chhabra, Edingburgh Napier University, United Kingdom: ankita.ac1@gmail.com)

Session: 2.4.17 - Interactive
Track: 12. Knowledge, Innovation, and Technology

Transferring Knowledge Across Borders

Presented On: July 8, 2023 - 14:30-15:45

Chair: Naoto Nadayama, Kanagawa University

Integrating Foreign-Generated Knowledge – Overcoming the Challenges of Cultural Distance
Róisín Donnelly, Tilburg University
Daniel Gelsing, Tilburg University

While previous work has separately examined how cultural distance may facilitate or hinder foreign knowledge integration and the host country-specific capabilities that are important for the integration of firm knowledge, relatively little work has examined their interplay. Further, while locations with strong technological sophistication present unique opportunities to the firm, they also create challenges, particularly if they are located in a country with very different cultural characteristics to the firm’s home country. Using a dataset of foreign knowledge created in 55 foreign countries by 730 firms headquartered in 28 countries from 1994 to 2009, we investigate how cultural distance affects the integration of this foreign knowledge and the host country capabilities that help overcome this. We find that firms are more likely to integrate their culturally distant created knowledge when they have strong host country absorptive capacity and relational capital and that this effect is driven by knowledge created in countries with strong technological leadership in the industry. (For more information, please contact: Róisín Donnelly, Tilburg University, Netherlands: r.donnelly@tilburguniversity.edu)

The Antecedent of Reverse Innovation: A Demand-based View
Ziliang Deng, Renmin University of China
Pei Wang, Renmin University of China

This study focuses on an important yet underexplored question in reverse innovation literature, namely the antecedents of leading multinational enterprises’ subsidiaries located in emerging markets to reversely transfer the innovation from emerging markets to developed markets. We combine the literature on reverse innovation with the demand-based view, and examine how the demand gap between home developed market and host emerging market can influence a subsidiary’s reverse innovation behaviors. We propose an inverted U-shaped relationship by identifying two latent mechanisms: one is the increasing opportunities for the innovation to be novel, and the other is the increasing challenges for the innovation to be applicable to developed markets. Empirical results based on panel data on subsidiaries with OECD nationalities in Chinese healthcare industries support our hypotheses. This study contributes to reverse innovation literature by investigating demand-side factors, and enriches the discussion on demand-driven innovation by taking a locationally differentiated cross-border perspective and exploring the potential influences of demand evolution on a global scale. (For more information, please contact: Pei Wang, Renmin University of China, China: 906768525@qq.com)

Business School Scholars Engaging in Knowledge Transfer With Firms in a Developing Economy
Christopher Boafo, Leipzig University
Utz Dornberger, Leipzig University

Research emphasizes business school scholars' knowledge-related interactions with business firms. However, we know less about the drivers and motivations for their interactions. There also needs to be more
understanding of the knowledge acquisition modes and benefits to business firms. The interpretive interview study explores 52 business school scholars’ knowledge transfer interactions with domestic and foreign market firms in a developing economy. Synthesizing our findings, we suggest four key insights. First, scholars’ knowledge transfer interactions are encouraged by the image- and project-opportunity drivers, such as media engagement, good word of mouth, in-service employed students, and projects by international development organizations. Second, national, societal, and self-driven mandates influence scholars’ motivations. Third, we illustrate a broad spectrum of generic and relational knowledge transfer modes, implying firms adopted searching and vicarious learning to engage business school faculty. Fourth, scholars transferred different knowledge content types following the domestic and foreign market contexts in which the knowledge is applied.

We collectively examine these elements using the network construct, noting that network structure explains the drivers and motivations, network governance illuminates the knowledge transfer modes, and network content elucidates the knowledge types. Our study further illustrates a proposed framework for business school scholars’ knowledge transfer in a developing economy, advancing our knowledge of academic engagement. (For more information, please contact: Christopher Boafo, Leipzig University, Germany: christopher.boafo@studserv.uni-leipzig.de)

When Do Subsidiaries Hide Knowledge From Their Regional Headquarters? A Configurational Study of Subsidiary Knowledge Hiding Behaviors
Jin Lee, University of Reading
Jong Min Lee, Yonsei University

Although multinational enterprises (MNEs) are generally considered an efficient mechanism to transfer knowledge to and from their geographically dispersed subsidiaries, this does not mean that they do not suffer from endemic imperfections. Subsidiaries often intentionally hide knowledge from headquarters, either to pursue self-interest or to enhance autonomy. Yet, few studies have examined the conditions under which subsidiaries are more likely to hide their knowledge. Examining 26 regional headquarters (RHQs) and their 48 subsidiaries belonging to 8 Korean MNEs, we uncover that an RHQ can function as a catalyst or an inhibitor for subsidiary managers’ knowledge hiding behaviors. We study the role of the RHQ’s identification as an MNE or subsidiaries, the RHQ’s level of autonomy in managing subsidiaries, and the RHQ age relative to the age of their subsidiaries. We find that no single variable on its own is attributed to subsidiary knowledge hiding. Instead, we do find three configurations associated with a higher level of subsidiary knowledge hiding. Overall, this study extends our understanding of the role of RHQs in subsidiary knowledge hiding behaviors based on a configurational approach whereby a set of conditions must be in place for knowledge hiding to occur. (For more information, please contact: Jiin Lee, University of Reading, Korea, South: jiin.lee@pgr.reading.ac.uk)

The Impact of Organizational Embeddedness on Reverse Knowledge Transfer in Emerging Multinational Corporations (MNCs): Why Home Country Context Matters
Chansoo Park, Memorial University of Newfoundland
Huimin Ouyang, Central University of Finance and Economics

A central question for international business researchers and practitioners is if and how organizational embeddedness in multinational corporations (MNCs) can help subsidiaries transfer knowledge to their parent firms. It has been suggested that different types of embeddedness provide different benefits for knowledge transfer. This paper aims to investigate the relationship between the level of subsidiaries’ relational and structural embeddedness and the degree of reverse knowledge transfer. To contextualize this relationship, drawing from social network theory and institutional theory, we develop a theoretical model showing how firms’ home country contexts (industry knowledge intensity and ownership) facilitate the importance of structural and relational embeddedness to reverse knowledge transfer. Using survey data from 197 Chinese MNCs, and by applying structural equation modeling (SEM) and fuzzy-set qualitative comparative analysis (fsQCA), our results show that relational embeddedness, and the combination of industry knowledge intensity and structural embeddedness, facilitates reverse knowledge transfer. Moreover, private firms can achieve high levels of reverse knowledge transfer in the absence of structural embeddedness. By considering the interplay of country
and organizational level variables, and using both SEM and fsQCA, our study provides new insights on reverse knowledge transfer in emerging MNCs and contributes to growing methodological considerations regarding complexity theory. (For more information, please contact: Chansoo Park, Memorial University of Newfoundland, Canada: cpark@mun.ca)

The Effect of Inter-Firm Knowledge Transfer: Spillovers from MNEs ‘Foreign’ Human Capital and Local Firms Productivities

Jong In Sun, Korea University
Ju Hyun Pyun, Korea University

This study examines the effect of multinational enterprises’ (MNEs) presence (via FDI) on purely domestic firms’ productivity via explicit human capital transfer from the MNEs. Using Korean firm-level data for 2010-2015, we identify human capital spillovers using local firms’ hired permanent foreign employees in an industry and region where both MNEs and local firms operate. This identification is valid because permanent foreign workers hired by local firms tend to be visa holders from MNEs due to Korea’s labor market environment. We find that the MNEs’ presence positively affects the productivity of local firms in the same industry and region, particularly for firms with higher growth in hiring skilled foreign employees. This human capital spillover from MNEs is also more pronounced in high R&D-intensive industries. Our results are robust with various measures of skilled foreign employees hired by local firms, variations of specifications, and controlling for endogeneity issues. (For more information, please contact: Jong In Sun, Korea University, Korea, South: sunjongin@korea.ac.kr)

Adoption of Digital Health Solutions for Chronic Diseases: The Case of Cancer-Prophylaxis Mobile Applications

Desislava Dikova, WU Vienna

mHealth applications have the potential to significantly improve overall health and healthcare systems around the world. While there has been prior research on the adoption criteria of mHealth apps, most of this research has focused on very basic mHealth solutions, such as digital consultation. This study examines the adoption criteria for more advanced and specialized mHealth apps, focused on cancer prophylaxis. The study applies the UTAUT model developed by Venkatesh et al. (2012) on a data sample of 415 respondents, using Structural Equation Modeling (SEM) analytics. We find a significant relationship between Performance Expectancy, Effort Expectancy, Social Influence, Price Value, Privacy & Security, and Habit and the Behavioral Intention of an individual to use a cancer prophylaxis mHealth app, gender, age, and nationality are significant moderators of an individual’s behavioral intention. Furthermore, we find a strong and positive relationship between the behavioral intention and actual usage behavior of an individual. We extends the current body of literature on mHealth adoption by revealing new insight on the adoption criteria of more advanced and specialized mHealth solutions. (For more information, please contact: Desislava Dikova, WU Vienna, Austria: desislava.dikova@wu.ac.at)

Session: 2.4.18 - Special Session
Track: 16. Clinics and Cafés

Teaching Café: Teaching Critical Perspectives in IB

Presented On: July 8, 2023 - 14:30-15:45

Facilitators:
Rudolf R. Sinkovics, University of Glasgow
Noemi Sinkovics, University of Glasgow
Ausrine Silenskyte, University of Vaasa
In this teaching cafe, we will discuss what critical perspectives (CP) in IB education are, why CP are essential for every IB educator, and how to incorporate CP in our teaching to support the development of responsible future managers in the field of IB. We will also explore differences between critical thinking and critical perspectives, the role of values in IB course content, and potential challenges to be overcome when integrating CP in IB education. (For more information, please contact: Rudolf R. Sinkovics, University of Glasgow, United Kingdom: rudolf.sinkovics@glasgow.ac.uk)

**Session: 2.4.19 - Special Session**  
**Track: 16. Clinics and Cafés**

*Fellows Café: Why You are Doing 'Science' All Wrong and What to Do About It*

**Presented On:** July 8, 2023 - 14:30-15:45

**Facilitator:** Timothy M. Devinney, University of Manchester

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

This session will focus on how traditional scientific method logic is flawed (and misunderstood). In particular, why solutions like 'replication' and 'pre-registration' along with meta-analysis do not get at the root issue of why so much published scholarship is false (Ioannidis, 2005) and lacks power and validity.

**Session: 2.4.20 - Special Session**  
**Track: 16. Clinics and Cafés**

*Fellows Café: Reputation Building by 'Invisible Firms': Collective Reputation and Firms' Global Competitiveness*

**Presented On:** July 8, 2023 - 14:30-15:45

**Facilitator:** Lilac Nachum, City University New York

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

Reputation is theorized as a firm-specific assets, but in some industries firms’ reputation is derived from access to distinctive locational assets that are abundant in their locals. This Cafe will explore the consequences of this state of affairs for firms’ ability to differentiate themselves and establish firm-specific competitive advantage.
Session: 2.4.21 - Special Session
Track: 16. Clinics and Cafés

**Fellows Café: How to Build More Resilient Value Chains**

**Presented On:** July 8, 2023 - 14:30-15:45

**Facilitator:** Torben Pedersen, Copenhagen Business School

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

The globalization of supply chains is both the enabler and the effect of the globalized economy. Recently, it has become clear that the high level of efficiency of tight global supply chains came with a cost as turbulence and resulting supply chain disruptions have become more frequent and common. A greater level of resilience in the global supply chain stands out as the main mechanism to mitigate challenges. While achieving resilience without doubt is challenging for companies, it can be done and we discuss a selection of initiatives companies can take in this regard.

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Session: 2.5.1 - Panel
Track: 13. Theme: CEE Region in Times of Disruption

**Displaced Scholars: The Effects of Wars on Academia**

**Presented On:** July 8, 2023 - 16:15-17:30

**Chairs:** Vas Taras, University of North Carolina at Greensboro and Lorraine Eden, Texas A&M University

**Panelists:**
- Nadiia Shmygol, Zaporizhzhia Polytechnic National University / Warsaw University of Technology
- Natalia Kochkina, Shevchenko National University / Macerata University
- Yevgen Bogodistov, MCI Innsbruck
- Serhiy Shturkhetskyy, National University of Ostroh Academy
- Carol Reade, San Jose State University
- Ernesto Tavoletti, Macerata University
- Jinsun Bae, Carleton University
- Len Treviño, Florida Atlantic University
- Emine Beyza Satoglu, Izmir Katip Celebi University
- Aldo Alvarez-Risco, Universidad de Lima
- Taras Danko, National Technical University

The Russia-Ukraine war uprooted tens of millions of people who sought refuge around the world. Among them are thousands of academics and millions of students from Ukraine. Some were welcomed on a temporary or permanent basis by universities in the E.U., many in Poland, USA, Canada, and other countries. Others never found a new academic home. These mass migrations had a profound effect on (1) Ukrainian scholars and students, (2) Universities that lost faculty and students, (3) Universities that host Ukrainian scholars and students. Similar migrations of researchers, professors, and students were observed during the military confrontations in Afghanistan, Syria, and other countries. The proposed panel will explore the many difficult, and sometimes controversial and highly contentious, issues surrounding the migration of academics and
New venture (NV) entrepreneurship is rapidly gaining strength in East Asia. Most East Asian NVs are focusing on information technology (IT) and Internet-based products and services, where companies from Japan, South Korea and China tend to be highly competitive. Furthermore, recent IT advances have lowered international market entry barriers, particularly for NVs. However, relatively few NVs from East Asian countries have successfully internationalized. The reasons for this situation are not well understood, as most extant NV internationalization research is based on Western countries, and limited consideration has been given to country-level contextual factors which may influence NV internationalization (or the lack thereof) in East Asia. This panel features four presentations and a discussion among experts on NV entrepreneurship in East Asia who will share their views on the internationalization potential of East Asian NVs, the specific context under which these firms operate, the background factors that constitute challenges for their international expansion, and managerial strategies and public policies that may help to address these hurdles and enhance the internationalization of East Asian NVs. Key findings and question that have emerged from the panel presentations will be identified by the discussant and discussed among the panelists and with the panel audience. (For more information, please contact: Martin Hemmert, Korea University, Korea, South: mhemmert@korea.ac.kr)
Phase II of the AIB History Project, which began in 2020, is coming to an end in July 2023. This proposed panel aims to present the work we have conducted during our three-year tenure, with the hope of inspiring discussion on how close engagement with our history could facilitate further development of our field. The panel's structure will mirror that of the Project, which consists of three major sub-themes, documenting respectively the history of IB thought, teaching, and institutions. Each of these sub-themes was studied by a small group of scholars who will present their work in the proposed panel. The presentations will chronicle the development of each of these sub-themes, analyzed within each group's respective conceptual framework. A concluding remark will place the historical evolution of IB in a comparative manner, relative to other disciplines in the social sciences. The panel will also feature the newly structured AIB History website. It is our belief that the panel will serve as a catalyst in helping us finalize the project material for publication in an edited volume, which we hope to publish in 2024. (For more information, please contact: Attila Yaprak, Wayne State University, USA: attila.yaprak@wayne.edu)

Session: 2.5.4 - Panel
Track: 8. Research Methods

Responsible Research and the Role of Values in IB Empirical Research (Sponsored by RM-SIG)

Presented On: July 8, 2023 - 16:15-17:30

Chair: Jelena Cerar, WU Vienna University of Economics and Business

Panelists:
Agnieszka Chidlow, University of Birmingham
Stewart R Miller, University of Texas at San Antonio
Emmanuella Plakoyiannaki, University of Vienna
Grazia D. Santangelo, Copenhagen Business School

Following numerous editorials in the Journal of International Business Studies focusing on increasing credibility, trustworthiness, and rigor of international scholarship, this panel will bring discussion centered on the role of values, both non-epistemically (such as ethical, social, cultural values), and epistemically, in scientific inquiry. Besides discussing philosophical aspects of this topic, it will also tap into the credibility of science, which is an important aspect of what responsible research should be about. Additionally, by focusing on values it will raise the issues that have been relatively neglected in the IB compared to other management fields and promote a conversation in the IB community about this topic. (For more information, please contact: Jelena Cerar, WU Vienna University of Economics and Business, Austria: jelena.cerar@wu.ac.at)
Digital Connectivity and Global Business

Presented On: July 8, 2023 - 16:15-17:30

Chairs: Ram Mudambi, Temple University and Vittoria G. Scalera, University of Amsterdam

Panelists:
- Sjoerd Beugelsdijk, University of Groningen
- Andreas Schotter, Western University
- Ricarda Bouncken, University of Bayreuth

Digitalization has changed the face of global business in the 21st century. However, the international business (IB) literature thus far has generally viewed digitalization as a tool rather than a strategy. Much of the IB scholarship equates digitalization with “Information and Communication Technology (ICT)” and sees it as a means of coordinating geographically dispersed activities. IB research either downplays or fails to integrate the other face of digitalization, what have been called in situ technologies (Autio et al., 2021). These include areas like artificial intelligence (AI), robotics, 3D printing and so on. The implementation of digital technologies and the digital transformation journey of firms typically incorporates both these faces. It consists of combinations of digital technologies that can change processes, products, solutions, and business models while offering new value creation, proposition, and capture models (Bouncken & Barwinski, 2021; Stallkamp & Schotter, 2021). At the same time these changes call in flexibility, vitalization, rethinking and recommitting individuals inside and outside firms in different contexts (Choudhury, et al., 2021; Sambamurthy, et al., 2003). In other words, the IB literature has not, as yet, fully incorporated digitalization into its theorization and empirical models. (For more information, please contact: Ram Mudambi, Temple University, USA: ram.mudambi@temple.edu)

Global Disruptions from US-China Decoupling: Reshoring, Near-shoring and Friend-shoring and the Chinese Responses

Presented On: July 8, 2023 - 16:15-17:30

Chair: Mohammad Elahee, Quinnipiac University

Panelists:
- Li Shen, Juniata College
- Mohammad Elahee, Quinnipiac University
- Crystal Jiang, Bryant University
- Gedeon Werner, Quinnipiac University

The growing fissure between the US and China is causing turmoil for global business, which is already battered by events such as the COVID-19 pandemic and the war in Ukraine. The new trade frictions between the US and China is leading to what some experts call "Decoupling"- which refers to US efforts to lessen its reliance on China and also to prevent China to become an assertive global power. History shows that despite sporadic assaults, global trade continues its journey and firms and countries find new ways to conduct businesses. However, transition to a new order causes anxiety, uncertainty, and economic costs. Although we are on the
A burgeoning stream of research is emerging on the importance of entrepreneurial imaginativeness in the new venture development process. Empirical studies so far have focused predominantly on its ideation-based outcomes—the number and quality of ideas produced. Knowledge remains scant, however, on its antecedent mechanisms and mediating role in nascent venturing. We integrate another growing research stream in entrepreneurship—multicultural experience—to probe how the creative, social, and practical cognitive schemas underpinning entrepreneurial imaginativeness can be cultivated through dimensions of perhaps the most distinctive form of cultural exposure: living abroad. We find evidence that depth and breadth of living abroad experiences relate to imaginativeness facets differentially, which in turn, can help us understand the extent to which entrepreneurs attempt to launch ventures.

(For more information, please contact: Robert J. Pidduck, Old Dominion University, USA: rpidduck@odu.edu)

National Culture, Individuals’ Dispositions, and Entrepreneurship
Johannes Kleinhempel, Copenhagen Business School

How does national culture influence entrepreneurship? There are three dominant perspectives—internalized cultural dispositions, legitimacy, and social support views—that propose distinct theoretical mechanisms. I offer a fresh approach to culture-entrepreneurship research by decoupling the theoretical mechanisms proposed by the internalized cultural dispositions view from other cultural perspectives as well as economic and institutional influences. I focus on cultural-level and individual-level achievement values and use second-generation immigrant entrepreneurship as empirical context. I argue that second-generation immigrants are more likely to be entrepreneurs if their country-of-ancestry culture is characterized by high levels of cultural achievement values—and that this relation is partially mediated by individuals’ achievement values. Data on more than 4,000 second-generation immigrants support these propositions. This paper underscores the importance of disentangling the distinct theoretical mechanisms through which culture influences entrepreneurship and sheds light on how culture matters.

(For more information, please contact: Johannes Kleinhempel, Copenhagen Business School, Denmark: jkl.si@cbs.dk)
Schumpeterian and Kirznerian EO, Opportunity Recognition, Exploitation, and International Performance: Does Status Quo Bias Play a Role?

Anisur R. Faroque, University of Vaasa
Anwar Sadat Shimul, Curtin University
Joseph Xu, Union University
Olli Kuivalainen, LUT University
Feisal Murshed, Kutztown University
Sanna Sundqvist, Aalto University

We generate new knowledge about the role of status quo bias in recognizing and exploiting international opportunities, thereby addressing a largely ignored issue of cognition in the international entrepreneurship research. First, to accommodate the entrepreneurial process perspective, we argue that internationalizing firms can have performance advantage of Kirznerian and Schumpeterian types of entrepreneurial orientation through the mediation of entrepreneurial processes involving opportunity recognition and exploitation. Later, drawing on the cognitive bias theory, we argue that status quo bias plays a significant role in the relationship between entrepreneurial orientation and opportunity recognition and exploitation. Results from 275 internationalizing firms from multiple industries suggest that EO types have differential influences and are differently influenced by international opportunity recognition, exploitation and status quo bias. While a higher level of organization-wide status quo bias strengthens the Schumpeterian EO-OR relationship, a lower level of status quo bias can only strengthen the Schumpeterian EO-opportunity exploitation relationship. On the contrary, status quo bias does not have any significant effects in Kirznerian firms. (For more information, please contact: Anisur R. Faroque, University of Vaasa, Finland: anisur.faroque@uwasa.fi)

Go and Expand Abroad! Connecting the Type and Length of Entrepreneurs’ International Experience With the Internationalization of Their Start Ups

Stefano Elia, Politecnico di Milano
Luca Grilli, Politecnico di Milano

How does entrepreneurs’ international experience affect the pursuit of international opportunities? We theorize that the type of international experience, i.e., work vs. education, and its length, long-term vs. short-term, influence the business model of the international opportunities pursued, i.e. Business to Consumer (B2C) vs. Business to Organization (B2O) markets. We test our theoretical framework on a sample of 1,034 young innovative companies created in Italy between 2010 and 2015 and show that the international education and the international long-term experience of entrepreneurs have a greater positive impact on the likelihood to target B2C vs. B2O foreign customers. In addition, their international work experience affects indistinctly the probability to target both types of foreign customers. These findings have implications for both theory and practice. (For more information, please contact: Stefano Elia, Politecnico di Milano, Italy: stefano.elia@polimi.it)
Strategizing Global Value Chains

Presented On: July 8, 2023 - 16:15-17:30

Chair: Chris Pitelis, Leeds University

Upgrading in GVCs in Emerging Market New Ventures
Rui Torres de Oliveira, Queensland University of Technology
Tam Nguyen, University of Queensland
Martie-Louise Verreyne, University of Queensland
Marta Indulska, University of Queensland
Janine Lay, Queensland University of Technology

Emerging market (EM) firms are critical in global value chains (GVCs) due to their low-cost resources and responsiveness to the orchestrator needs. However, EM firms are at the bottom of GVCs and without competitive advantages. Those firms may therefore be motivated to improve their competitive advantage and position in GVCs through functional upgrading. However, broader GVC participation comes with additional complexity and places demands on a firm’s resources and capabilities, potentially limiting its usefulness as a strategy for EM new ventures. To understand this tension, we examine how GVC participation relates to the performance of EM new ventures. To do so, we use a unique, high-quality dataset collected in Vietnam over a ten-year period (2005–2015). Our results confirm the relationship between GVC participation and financial performance and show that higher diversity of GVC participation is not necessarily better for EM new venture productivity. We contribute to the GVC and EM literature by conceptualizing GVC participation in a novel way and theorizing the effect of GVC participation on productivity and financial performance. (For more information, please contact: Rui Torres de Oliveira, Queensland University of Technology, Australia: rui.torresdeoliveira@qut.edu.au)

Designing Business Units: Efficiency Implications of Geographical and Functional Scope in a Global Value Chain’s Footprint
Luciano Ciravegna, INCAE
Carlos Rodriguez, INCAE
Bent Petersen, Copenhagen Business School

We examine the effects that agglomeration and dispersion in a firm’s value chain have on the efficiency attained by its foreign production units. By drawing on the resource-based view and the transaction cost economics lenses, we identify three effects of dispersion and disaggregation in the efficiency attained by the foreign production unit: 1) geographic scope effects, which reduce efficiency when disaggregated activities are related; 2) functional scope effects, which increase efficiency, the larger the concentration of related functions in a given location; and 3) ownership effects, which moderate the geographic and functional effects on configurations that draw on the use of outsourced activities. We test these interrelations using a dataset of administrative and technical projects offshored between 1995 and 2012. Overall, we find moderate support for geographic effects and strong support for functional, and ownership mode effects. Our study suggests that agglomeration of related activities tends to benefit firms developing fully owned foreign units whereas locational specialization benefits firms adopting outsourced offshoring. (For more information, please contact: Luciano Ciravegna, INCAE, Costa Rica: luciano.ciravegna@incae.edu)
Making MNEs’ Gains of Factor-Income in Global Value Chains Visible
Gabriele Suder, Federation University Australia
Bo Meng, Institute of Developing Economies
Yuning Gao, Tsinghua University
Jiabai Ye, Tsinghua University
Wenyin Cheng, Institute of Developing Economies

As multinational enterprises (MNEs) face the challenge of adjusting their strategies in the post-pandemic recovery period, where the uncertainty in the global business landscape is further agitated by geopolitical tensions, this paper aims to provide a new and insightful presentation about how, where, and to what extent MNEs capture factor-income (labor compensation and return to capital) in global value chains (GVCs). In line with the existing country-sector level analyses about GVC topology based on trade or input-output data, our approach adds one more important dimension, firm ownership, and focuses on the activities of MNEs who are considered the main organizers and players in GVCs. Compared to the conventional territory-based trade in value-added approach for GVCs analyses, we utilize firm-control based trade in factor-income approach, thus can clearly identify MNEs’ gains in organizing and participating in GVCs through both trade and investment routes in income terms. With a network analysis based on the OECD’s Activity of MNEs (AMNE)’s inter-country input-output data and our own original estimation of bilateral and sectoral FDI stock data, we could clearly make MNEs’ gains, their positions, and interdependency across countries visible along GVCs. Our main findings show that 1) the US-owned MNEs are the largest gainer of factor-income and can keep its global supply hub position in GVC networks at the aggregate level over time; 2) however, at the sector level and in different sub-networks by GVC route, the US’ dominant position in organizing GVCs has been largely taken over by other economies; 3) behind those dramatic topological changes in the GVC sub-networks, we could see that the focus of both the US- and UK-owned MNEs in arranging GVCs have transferred from real to virtual economies, which left great room for other economy-owned MNEs, like France, Switzerland, the Netherlands, Hong Kong, and the rising China to be able organize and join GVCs, thus can get more factor-income; 4) The pattern of MNEs-led GVCs organization has changed from the global single-hub-spoke to more likely the reginal multiple-hub-spoke type. (For more information, please contact: Gabriele Suder, Federation University Australia, Australia: g.suder@federation.edu.au)

Session: 2.5.9 - Competitive
Track: 12. Knowledge, Innovation, and Technology

Knowledge Governance in the MNC

Presented On: July 8, 2023 - 16:15-17:30

Chair: Elizabeth Rose, IIM Udaipur

Inward FDI and Innovation by Indigenous Firms: Influence of Iterative Orchestration
Edward Levitas, University of Wisconsin-Milwaukee
Tailan Chi, University of Wisconsin-Milwaukee

This study investigates a mechanism or capability that potentially helps an indigenous firm to benefit from the spillovers from inward FDI and protect itself from the possible harms of intensified competition for markets and inputs that are also associated with inward FDI. The mechanism, which we term Iterative Orchestration, entails iteration between divergent and convergent thinking in the firm’s inventive and innovative endeavors. We theorize that a demonstrated capacity for such iteration enhances an indigenous firm’s success in invention and innovation and the firm’s chance of benefiting from rather than being hurt by inward FDI. Our empirical tests using data from the biopharmaceutical industry in the US provide support for our theory and hypotheses. (For more information, please contact: Tailan Chi, University of Wisconsin-Milwaukee, USA: chit@uwm.edu)
Defending Firm Knowledge against Industry Rivals: The Influence of Technological and Geographic Multimarket Contact

Heather Berry, George Washington University
Róisín Donnelly, Tilburg University

In this paper, we explore how technological similarity across multimarket contact with industry rivals impacts the knowledge defense decisions of multinational corporations (MNCs). Not all rivals represent the same threat to firms and our paper highlights the imitation threat that comes from industry rivals who are more similar in technology focus and their technological success (with leaders tending to focus on other leading industry rivals and laggards focusing on other lagging industry rivals). Our results also suggest that foreign-based MNCs with high technological similarity that are active in a focal firm’s home country represent an important threat to firms, given that these firms can use and exploit a firm’s knowledge assets across countries. Overall, this paper contributes to both the multimarket contact and the global knowledge management literatures by examining which industry rivals present more credible threats to firms to better understand the knowledge management and defense decisions of MNCs. (For more information, please contact: Róisín Donnelly, Tilburg University, Netherlands: r.donnelly@tilburguniversity.edu)

Subsidiary Knowledge Creation, Selective Disclosure, and Knowledge Protection in Its Local Environment

Ulf Andersson, Mälardalen University
Paul Ryan, Trinity College Dublin
Majella Giblin, University of Galway
Alessandra Perri, Luiss University

In this paper we add empirical insight to the debate on the competing imperatives of knowledge creation and protection. We draw on data collected in 15-year longitudinal, multi-case study of competitor subsidiaries co-located in a foreign high-tech cluster. We show that they establish heterogeneous patterns of interaction depending on the type of agent and the position it assumes. The issue of sourcing and protecting knowledge is mainly managed at the subsidiary-level, and the prominence of horizontal partner attraction and avoidance shifts with its innovation-creating activities and depending on the type of horizontal partner. We extend theory on the complex strategic management of knowledge-based activities in foreign locations, and the increasingly active role subsidiaries play in localised strategic management of MNE knowledge creation and protection. We add to literature on subsidiary initiatives through a nuanced explanation of how subsidiaries differentially manage selective knowledge disclosure through taking a variety of external sourcing initiatives. Our third contribution demonstrates how the knowledge stakes for the subsidiary in selective knowledge disclosure are not static, but rather inter-related co-evolutionary processes of: advancement in the MNE knowledge hierarchy, quality of external knowledge, and the criticality of knowledge entrusted it by HQ. (For more information, please contact: Ulf Andersson, Mälardalen University, Sweden: ulf.r.andersson@mdu.se)

Recombination of Knowledge Bundles and Hiring Offshore Experts for Firm Specific Advantages

Yongjian Bao, University of Lethbridge
Wenlong Yuan, University of Manitoba
Alain Verbeke, University of Calgary
Zhenyu Wu, University of Manitoba

A popular argument about Huawei’s human capital strategy is that offshore experts generate competitive advantage for telecommunication manufacturer Huawei by providing innovative output, but without integrating their knowledge with the activities of other key staff members at Huawei’s home base (Schaefer, 2020). The contrast between Schaefer (2020) and mainstream international business theories led us to conduct further empirical analyses of Huawei. We find that there was extensive integration between offshore experts and Huawei’s home base, and that dynamic matching led to catch-up and competitive advantage for Huawei. In analyzing the contributions of offshore experts, Schaefer (2020) overlooks the inherent uncertainty of R&D
projects and the embedded nature of offshore experts' functioning. (For more information, please contact: Yongjian Bao, University of Lethbridge, Canada: yj.bao@uleth.ca)

**Session: 2.5.10 - Competitive**
**Track: 6. Gender and Diversity**

**Can Women Have It All? Women Executives and Entrepreneurs**

Presented On: July 8, 2023 - 16:15-17:30

Chair: Saba S. Colakoglu, Georgia Institute of Technology

Into the Shards of the Broken Glass Ceiling: A Cross-Country Analysis of the Speed of Advancement and Exit of Female Executives

Esha Mendiratta, Vlerick Business School
Shibashish Mukherjee, EM Lyon Business School
Jana Oehmichen, Johannes Gutenberg University of Mainz

We examine the speed of advancement and exit of top female executives, vis-à-vis comparable men, and their interdependencies with the country context. In line with findings of recent research, we suggest that female executives are likely to experience an apparent gender premium in the form of lower age at the time of appointment. However, this premium may be transitory. As such, we document that the women who benefit from this premium are also likely to experience a penalty in the form of faster exits from these positions, with age mediating the differential speed of exit of male and female executives. Furthermore, we contend that this gender premium and penalty are contingent on countries’ local gender norms such that lower gender parity leads to a higher premium and stronger penalty for these female executives. Results based on 15,202 unique rookie executive directors from 33 countries during 2002-2015 largely support our predictions. (For more information, please contact: Esha Mendiratta, Vlerick Business School, Belgium: esha.mendiratta@gmail.com)

Female Entrepreneurs and the Gender Pay Gap

Alexander S Kritikos, DIW Berlin
Mika Maliranta, LABORE
Satu Nurmi, Statistics Finland

We examine how the gender of entrepreneurs and business-owners is related to the relative wages paid to female and male employees working in their firms. Using Finnish register data, we find that gender pay discrimination is about 3 %-points lower for hourly wages in female-owned firms than in male-owned firms, and 4-5%-points lower for monthly wages. Results are robust to how the pay is measured, i.e. the inclusion of nonrecurring annual compensation, over-time, shift-work. Moreover, we find that there is an almost neglectable gender pay gap among start-ups and young firms of up to 5 years, but only when these are led by female entrepreneurs. As firms mature, we observe that the gender pay gap increases in these firms but remains always below the gap in male-owned firms. Given these findings, we also investigate context-related factors to further on the understanding of the sources of the gender pay gap. Significant differences in the pay gap appear when differentiating between high and low-productivity firms as well as for industries that are either male or female dominated. (For more information, please contact: Alexander S Kritikos, DIW Berlin, Germany: akritikos@diw.de)
An Empirical Examination of the Impact of Individual Cultural Differences on the Termination of Manufacturing IJVs Hosted in Emerging versus Developed Markets

M. Berk Talay, University of Massachusetts Lowell
M. Billur Akdeniz, University of New Hampshire
Jose Mauricio Galli Geleilate, UMASS Lowell
William Newburry, Florida International University

International joint ventures (IJVs) have become a popular organizational form for global manufacturing activities. In this context, the cultural background of partnering firms can have significant influences on their decision-making and overall effectiveness of operations. There is, however, a dearth of research on the role of specific cultural differences on the stability of operations in manufacturing IJVs. Our study addresses this gap by investigating how cultural differences in terms of power distance, individualism, masculinity, uncertainty avoidance, and long-term orientation affect the termination likelihood of IJVs. We develop hypotheses on the impact of each cultural dimension difference on IJV termination and on how that impact varies between emerging and developed markets as the IJV host country. Based on a unique dataset of 10,630 manufacturing IJVs established in 55 countries from 1995 to 2017, our findings indicate that while some cultural differences generate dysfunctionalities, others can work in complementarity and lower the IJV termination likelihood. We conclude that each specific cultural dimension plays a particular role in the termination of manufacturing IJVs and that host-country effects also have a determinant role in how these cultural differences will play out and influence organizational outcomes. (For more information, please contact: M. Billur Akdeniz, University of New Hampshire, USA: billur.akdeniz@unh.edu)

Enhancing Entrepreneurial Orientation Through Inter-Organizational Matching: Insights From Advanced Market Firms Under Emerging Market Ownership

Geer He, Hitotsubashi University

Previous literature on mergers and acquisitions (M&As) of advanced market firms (AMFs) by emerging market firms (EMFs) has suggested how such M&As enable EMFs to strengthen their organizations. By contrast, scant attention has been paid to the organizational changes of the acquired AMFs, and the idea that AMFs acquired by EMFs tend not to change organization-wise prevails. Addressing this research void, this study challenges the mainstream idea of "little or no change" when examining AMFs' post-acquisition organizational dynamics under emerging market ownership. Qualitatively theorizing from four Japanese firms' evolutions under Chinese ownership from 2009 to 2022, I found three acquirees experienced a significant enhancement of entrepreneurial orientation (EO), manifested in organizational behaviors. I then comparatively analyzed the changed and unchanged acquirees and proposed that given the pre-acquisition EO gap between the EMF acquirer and the AMF acquiree, such EO enhancement results from an inter-organizational EO matching between the two sides and is reinforced by the acquirer-acquiree power imbalance. (For more information, please contact: Geer He, Hitotsubashi University, Japan: geer.he@outlook.com)
Direction of Multinationality of Emerging Economy Multinationals: Evidence from India
Apalak Khatua, XLRI - Xavier School of Management

An essential yet challenging decision that EMNEs must make when setting up a subsidiary abroad is whether to do it in developed economies or other emerging market economies. The extant literature has rarely probed what influences the location choice of EMNEs’ outward investments. This paper aims to address this gap and hypothesizes that large shareholdings by promoters or foreign institutional investors negate agency problems (due to managerial risk aversion) and enhance the propensity to pursue risky but value-accrediting upmarket strategies. Furthermore, we argue that the beneficial effects of large owners are subtle for group-affiliated firms compared to their standalone counterparts. We test our proposed hypotheses using a proprietary, longitudinal dataset during 2007–2013 for 213 Indian multinational firms and find support for our arguments. (For more information, please contact: Apalak Khatua, XLRI - Xavier School of Management, India: apalak@xlri.ac.in)

Managing Frugal Products in Emerging Markets: How to Benefit from Rootedness while Straddling Mainstream and Frugal Products
Siddharth Natarajan, Nanyang Technological University
Arzi Adbi, National University of Singapore
Ajay Bhaskarabhatla, Erasmus University

Although scholars have highlighted the importance of frugal products in emerging markets, research to date has underemphasised the idea that established firms in emerging markets often need to straddle mainstream and frugal products. We theorise the conditions under which firms in emerging markets can benefit by straddling mainstream and frugal products. We argue that in emerging markets, firms that straddle mainstream and frugal products can potentially gain competitive benefits when they have stronger roots in mainstream products. We contend that greater variety in mainstream products strengthens price competitiveness in frugal products, and also boosts spillback benefits in mainstream products. We empirically test our arguments in the context of shampoo firms in India, where acute income disparity inadvertently leads to a diversity of opportunities for firms to sell both mainstream and frugal products. We study 921 unique brands offered by 851 shampoo firms in India. Using granular data on prices and packaging volumes, we study when shampoo brands benefit by straddling mainstream and frugal products. The paper provides meaningful contributions to our understanding of business success in emerging markets. Our key message is that business success in emerging markets may call for incremental growth through straddling and rootedness. (For more information, please contact: Siddharth Natarajan, Nanyang Technological University, Singapore: siddharth.natarajan@ntu.edu.sg)

Chinese Investment in Resource-Rich Countries: A Literature Review and New Directions for Future Research
Maria Richert, University of Reading
Irina Heim, University of Reading
Yelena Kalyuzhnova, University of Reading

This paper presents a detailed review of 112 articles on the role of Chinese outward foreign direct investment (OFDI) in resource-rich countries. Based on thorough coverage of studies published between 2006 and 2022, we identify the major perspectives, theories, and methodologies used in this research area. Moreover, we indicate avenues for further theoretical development in the domain of Chinese OFDI in resource-rich countries. Five research streams identified the various groups of contextual factors, including the following: institutional pattern, economic fundamentals, factors affecting motives of investment, investment risk, and social and environmental patterns. We find that several sub-areas of these research themes remain under investigated. Hence, our study highlights research gaps that require scholarly attention. Our study outlines potential methodological and research development directions by suggesting future research. (For more information, please contact: Maria Richert, University of Reading, United Kingdom: m.richert@pgr.reading.ac.uk)
**Environmental Transparency, International Orientation of Firms, and Eco-Innovation in Emerging Markets**

Sorin Krammer, University of Surrey  
Jonathan Doh, Villanova University  
Lichao Wu, Xiamen University  
Lan Lin, Peking University

Transparency has been heralded as a solution to economic policies, security issues, and human rights. Combining elements from institutional and signaling theories, we develop a theoretical framework which suggests that institutional changes regarding pollution transparency incentivize firms in emerging markets to go beyond first-order responses to this problem (i.e., green washing, reduce pollution temporary, or mask it via outsourcing) and take a more proactive stance by developing eco-innovations, i.e., new technologies targeting energy saving, emissions reduction, or other long-term environmental benefits. Moreover, we posit that the effects of these institutional changes will be more pronounced for internationally oriented firms (i.e., foreign-owned and exporting firms) given the learning and exploitation benefits associated with these activities. We test these hypotheses using a quasi-experimental design that takes advantage of a change in pollution transparency regulations in China in 2008 across 113 cities. Employing a large sample of Chinese manufacturing firms during the period of 2002-2013 across 338 cities we find support for our conjectures: pollution transparency increases both the incidence and intensity of firms’ eco-innovations in transparent jurisdictions, and that these effects are more pronounced for internationally oriented firms. *(For more information, please contact: Sorin Krammer, University of Surrey, United Kingdom: s.krammer@surrey.ac.uk)*

**Multinational Enterprises, Industry 4.0 and Sustainability: A Multidisciplinary Review and Research Agenda**

Ans Kolk, University of Amsterdam  
Francesca Ciulli, Tilburg University  
Vaclav Ocelik, University of Amsterdam

Humanity is facing important challenges, especially in the area of sustainability, for which all parties and means need to be brought together. Multinational enterprises (MNEs) are considered key actors for helping realise a successful transition towards a greener and more equitable future, in a time and age in which much hope is set on novel digital technologies (often termed Industry 4.0) to speed up change ‘for good’. Despite this attention, however, there is very limited insight into the actual state of the art regarding MNEs, Industry 4.0 and the implications for sustainability. We therefore conduct a systemic multidisciplinary review of the literature, examining the different types of digital technologies, the geographical scope of the studies, and the sustainability dimensions covered. Based on this critical evaluation, which considers both (potential) positive and negative implications, we present a promising research agenda for scholars on themes that are also highly relevant for organisations, individuals, societies and the planet. *(For more information, please contact: Ans Kolk, University of Amsterdam, Netherlands: akolk@uva.nl)*
The Impact of Green Innovation on Firm Financial Performance: Moderating Effect of International Strategic Legitimacy Seeking Behaviour and Country Green Image

Mashiho Mihalache, University of Amsterdam
Victorine van der Ven, University of Amsterdam

Although much research has been carried out to examine whether adopting green innovation can lead to a positive financial impact on firms, there has been little research that looks at the role of firm-level and country-level characteristics to provide more nuanced insight into that relationship. In this study, we explore whether it is the case that green innovation’s impact on the financial performance of firms depends on their international strategic legitimacy-seeking behavior and the green image of the country where these firms are headquartered. Based on data from the 81 largest fashion firms across 22 countries over the period 2007–2019, our results indicate that engaging in green innovation does significantly improve a firm’s financial performance. However, once the firm adopts such practices, seeking further international legitimacy with regard to sustainability has less of an impact on its financial performance. Also, the impact of engaging in green innovation is less positive if a firm comes from a country with a strong green image. (For more information, please contact: Mashiho Mihalache, University of Amsterdam, Netherlands: mashiho.mihalache@gmail.com)

Session: 2.5.13 - Interactive
Track: 3. Finance, Accounting and Corporate Governance

Business, Society, and Corporate Governance

Presented On: July 8, 2023 - 16:15-17:30

Chair: Omrane Guedhami, University of South Carolina

The Generalized Sustainability Credit Rating System
Rodrigo Zeidan, New York University, Shanghai
Seye Onabolu, Sona Analytics

This article describes the steps required to generalize a sustainability credit rating system based on the analytical hierarchy process. We argue that such systems are ideal for commercial banks to improve their lending processes. Starting with the model by Zeidan et al. (2015), we transform the SCSS from a closed to an open platform by adding country and industry variables, two additional possible answers, and an explicit way to generate forward default probabilities. Finally, we illustrate the final report that could be used for similar models to help make banks greener. The final reports are generated after initial tests on a database of 100+ public companies, with over 1,000+ further tests conducted in six months following the initial assessments. (For more information, please contact: Rodrigo Zeidan, New York University, Shanghai, China: rz25@nyu.edu)

Are Carbon Trading Markets Efficient? A Longitudinal Investigation
Ajith Venugopal, Texas A&M International University
Natalia Diniz-Maganini, FGV EAESP
Abdul A. Rasheed, University of Texas at Arlington

In this paper, we examine the evolution of price efficiency in the European Union Carbon Emissions Market using Multifractal Detrended Fluctuation Analysis (MFDA). We also estimate the net cross-correlations between the carbon and commodities markets using Detrended Partial Cross-Correlation Analysis (DPCCA). Our analysis is based on daily values of the S&P GSCI Carbon Emission Allowances (EUA) EUR index and the S&P GSCI index for the period between January 2010 and May 2022 and uses seven-year rolling windows. Our results indicate that the efficiency of the EU ETS markets has been improving steadily and that its correlation with the broader commodities market is increasing over time. The adaptive market hypothesis is more
supportive of our finding of efficiency improvements over time than the efficient market hypothesis. (For more information, please contact: Natalia Diniz-Maganini, FGV EAESP, Brazil: natalia.diniz@fgv.br)

The Impact of Business Social Responsibility and Organizational Culture on Business Performance: Evidence from SMEs

Christian Tabi Amponsah, Yorkville University
Gouher Ahmed, Skyline University College
Anas Abudaqa, Universiti Sains Malaysia
Rashed Alzahmi, UAE University
Mohd Hilmi, Universiti Sains Malaysia

Corporation Social responsibility is an emerging reality in business that has the potential to enhance an organization's performance. This study aims to examine the nexus between business social responsibility (BSR) strategies and the organizational performance of manufacturing SMEs. Drawing on data from managers of manufacturing SMEs through questionnaires, and Smart-PLS six hypotheses were tested. The findings indicated that all BSR strategies such as BSR trust, BSR commitment, and BSR ethics have a positive association with business performance. The results also revealed that organizational culture has positive mediation role among the nexus of BSR trust and firm performance, BSR commitment and firm performance, BSR, and firm performance. The results provide guidelines for regulation-making authorities that could enhance focus on BSR strategies, which is an essential part for improving firm performance. The findings can potentially serve as an impetus for policy makers in SMEs around the world who are exploring the increasing performance. (For more information, please contact: Christian Tabi Amponsah, Yorkville University, Canada: chris_tabi@hotmail.com)

The Effect of ESG on the Performance of Mergers and Acquisitions: An International Study

Sheng-Hung Chen, National Kaohsiung University of Science and Technology
Feng-Jui Hsu, National Taichung University of Science and Technology, Taichung
Xuan Thi Kim, National Kaohsiung University of Science and Technology

Mergers and Acquisitions (M&A) allows firms to change the level of value creation for their investors and also plays a natural experiment role to examine the impact of changes in different policies on firm value. This thesis aims to explore whether firm's ESG performance increases cumulative abnormal return (CAR) for firms engage an M&A transaction around the announcement date. In addition, this thesis also examines the bidder's performance by investigating the risk-taking (standard deviation of ROA and ROE) as well as accounting performance after M&As. Using the sample of 527 M&A international completed deals during the period 2002-2019, all firms in the sample are required to have ESG data for at least 6 years for measurement purposes. Taking into account a number of econometric methods, the event study methods, market model, and multivariate regression are used for empirical analysis. This thesis finds that the ESG performance in the M&A activities have a positive effect on firm cumulative abnormal returns after M&As by controlling for firm]s, and deal]s characteristics. Especially, all the ESG individual components support the positive effect on market valuation after M&As. As conducting an estimation of the bidder's financial performance after M&As, the results show that ESG has contributed to the bidder's positive performance after M&A transactions in long run. Furthermore, the analysis of the firm's risk-taking suggests that ESG performance has the potential to minimize firm risk-taking. This thesis adds to the existing literature on the effectiveness of ESG actions and provides recommendations for corporate managers and investors more in implementing corporate social responsibility in the M&A. (For more information, please contact: Sheng-Hung Chen, National Kaohsiung University of Science and Technology, Taiwan: shchenib@nkust.edu.tw)
How do board interlocks impact exploratory innovation?
Deepali Dhingra, IIM Lucknow
Neeraj Dwivedi, IIM Lucknow

It has been long debated in the corporate governance literature whether board interlocks can effectively contribute to organizational innovation activities. Drawing on the resource dependence theory, this study proposes a curvilinear relationship between interlocking directors' presence on the board and the exploratory innovation initiatives undertaken by firms. An analysis of a sample of 896 publicly-listed Indian firms for 2013–2022 renders support to our predictions. Our results are robust for various model specifications and alternative measures of key variables. The implications of our findings to the corporate governance and innovation literatures are discussed. (For more information, please contact: Deepali Dhingra, IIM Lucknow, India: fpm20015@iiml.ac.in)

How Does the CEO's Past Successes and Failures Affect the R&D of the Family Business?
Jihoon Kang, Chungnam National University
Jaeyoung Cho, University of Wollongong in Dubai

Despite the vast research on family business innovation, our knowledge is limited about how various types of family firms differ in R&D investments from nonfamily and other family competitors and how the founder CEO’s entrepreneurial success and failure experiences affect their R&D investments. Using a two-stages-least squares (2SLS) regression analysis on 2,001 small- and medium-sized enterprises (SMEs) in South Korea, we find that family firms are generally less likely than nonfamily competitors to invest in R&D regardless of their types and that family-influenced and family-controlled firms have lower R&D investments than general family firms. However, we do not find any significant differences in R&D investments between family-influenced and family-controlled firms. More importantly, when the founder CEO has more entrepreneurial failure experiences, family firms are more likely than nonfamily firms to invest in R&D regardless of their types and that family-influenced and family-controlled firms have higher R&D investments than general family firms. We also find significant differences in R&D investments between family-influenced and family-controlled firms when the founder CEO has more entrepreneurial success and failure experiences. The findings of this study extend the existing family business innovation literature and the scholarly understanding of heterogeneity in family firms' innovation initiatives. (For more information, please contact: Jihoon Kang, Chungnam National University, Korea, South: jihoonkang@cnu.ac.kr)

The Persuasiveness of Accounting Records in the Context of Modern Slavery
Marcia Annisette, York University
Christina Stringer, University of Auckland
Kam Phung, Simon Fraser University

This paper draws on the reports of the audit investigation of the Sajo Oyang Corporation to capture the regulatory voids, multinational supply chains, wide power differentials, state complicity, management deception and deflection that enable contemporary slavery. Furthermore, the paper shows how these features, combined with auditor rules-based approaches, management bias and lack of expertise in human rights issues work to stultify audit verification practices rendering them ineffective in detecting incidences of contemporary slavery. (For more information, please contact: Christina Stringer, University of Auckland, New Zealand: c.stringer@auckland.ac.nz)
The Influence of Small Business Funding Decisions on Performance: The Moderated Mediation Role of Corporate Governance System

Samuel Bucklock Ato Dadzie, Ghana Institute of Management and Public Administration
Richard Owusu, Linnaeus University

Purpose: The paper investigates the role of corporate governance on the relationship between small businesses financing choice decisions on the business performance.

Design/methodology/approach: The paper was situated within the theory of the financial growth cycle and adopted survey approach for data collection and analysis done through partial least square structural equation modelling. Findings: The study found that the interaction of corporate governance and financing choice decisions strengthen the performance relationship. Further corporate governance mediates the positive relationship between financing choice decisions and performance. Thus, suggesting that corporate governance can carry the effect of the financing choice decisions to performance. Originality: The study contributes to the small business financing choice and performance literature by employing the financial growth cycle theory in explaining the financing choice decisions and in particular the role of corporate governance in the relationship.

(For more information, please contact: Samuel Bucklock Ato Dadzie, Ghana Institute of Management and Public Administration, Ghana: sdadzie@gimpa.edu.gh)

Session: 2.5.14 - Interactive
Track: 5. HRM, Leadership and Cross-Cultural Management

Talent Management and Development

Presented On: July 8, 2023 - 16:15-17:30

Chair: Fabian Froese, University of Goettingen

International Career Behavior and Context: Theoretical Propositions, Evidence, and Implications for Multinational Companies
Alfred Presbitero, Deakin University
Dana L. Ott, University of Otago

Multinational companies (MNCs) including both headquarters and foreign subsidiaries have relied mainly on domestic talents to fill in their workforce. However, with the continuing labor skills shortages, many MNCs must source talent from overseas. So how can MNCs effectively tap talents from overseas? In this research, we focus the spotlight on individual talents and the self-management of their career behaviors. Anchoring on the interest and choice models of Social Cognitive Career Theory, we propose the mechanisms through which talents develop international career interests, goals, and actions. We also propose that context plays an important multi-level role in an individual's international career behaviors. Moreover, we search and review the existing literature to substantiate our propositions and generate valuable insights for MNCs so they can effectively tap talents from overseas by understanding the process of self-management of international careers. (For more information, please contact: Alfred Presbitero, Deakin University, Australia: alfred.presbitero@deakin.edu.au)

Conceptualizing Expatriate Resilience During Global Work Relocations
Miriam Moeller, University of Queensland
Jane Maley, Sabanci University
Timothy Kiessling, Sabanci University

Eliciting an alternative explanation as to why some expatriates adjust better than others, we conceptualize the psychological process of expatriate grief experienced during global work relocations. We theorize about the relationship between adversities and grief responses by applying Job Demand-Resource theory to explain how
the processing of grief has the potential to mature their professional identity, thereby aiding retention. We put forward a resilience enhancement agenda that will support global organizations in responding to individual’s grief experiences. This is followed by a series of six propositions and theoretical contributions, before concluding with conceptual and empirical future research opportunities. (For more information, please contact: Miriam Moeller, University of Queensland, Australia: m.moeller@uq.edu.au)

Is Being ‘International’ a Disadvantage In at the Workplace? The Case of IntELS or Internationally Educated Local Staff in Vietnam

Mary Precy Aguilar Lego, United Arab Emirates University
Ron Edwards, Asia Pacific University of Technology and Innovation
Sharif As-Saber, Administration and Innovation Network (GAIN International)

They are IntELS or ‘internationally educated local staff’. IntELS are employed in local workplaces and have been growing in numbers reflecting the rising popularity of gaining international qualifications. They either go abroad to study, enrol themselves at an offshore branch campus of a foreign university in their home country or join in a twinning or joint program offered through a collaborative arrangement between foreign and local academic institutions. Using a mixed research method, the paper examined the relationship between the degree of exposure to international higher education of IntELS and their organisational commitment. The study reveals that IntELS who have more exposure to international higher education are less committed to their employers. In particular, overseas educated locals are less committed than local branch campuses graduates and who are in turn less committed than graduates from local universities. These findings contribute to research and practice of enhancing the organisational commitment of IntELS in the workplace. This is a case study in the context of Vietnam and the first known research on identifying and recognising the existence of IntELS in the local workplace. (For more information, please contact: Mary Precy Aguilar Lego, United Arab Emirates University, United Arab Emirates: marylego@uaeu.ac.ae)

Local Subsidiary CEOs and Organizational Identification of Host Country Nationals: A Three-Step Sequential Mixed-Methods Study

DuckJung Shin, Korea University
Hee-Chan Song, Chulalongkorn University
Jeong-Hun Kim, Chung-Ang University

We investigate organizational identification of host country nationals (HCNs) working for subsidiaries of foreign multinational enterprises (MNEs). Taking a social identity approach, we consider the role of HCN subsidiary CEOs in enhancing organizational identification of HCNs, given the subsidiary CEOs’ psychological and work-related proximity to the headquarters while being perceived as in-group members by their HCN subordinates. To approach the issue, we use a three-step sequential mixed methods approach to develop and test a model on organizational identification. First, we used a small set of field data to understand the phenomenon that motivate us to develop propositions. Second, we then conducted a survey for both HCN subsidiary CEOs and low-level HCNs to test our hypotheses. We find that cross-level interaction effects of HCN subsidiary CEOs’ relationship with executives in headquarters, HCNs’ overseas work opportunities within the MNE, and HQ-subsidiary cross-unit interactions on organizational identification. Based on the results, to triangulate, we thirdly conducted additional interviews mainly with low-level HCNs in a different context (Thailand) to capture emerging insights while ensuring the transferability of the findings from the initial context (Korea). Findings imply that HCN subsidiary CEOs are agents of headquarters who connect MNEs with low-level HCNs in the host country context. (For more information, please contact: DuckJung Shin, Korea University, Korea, South: djwave@korea.ac.kr)
Cross-culturally effective leaders are necessary for organizations to navigate the increasingly globalized economic landscape. Cultural intelligence (CQ) has been widely recognized as one promising avenue to address the challenging issue of the paucity of globally qualified leaders. This study was conducted to expand CQ’s nomological network. We explore the direct and moderating roles of individual differences. Specifically, we examine the importance of self-construal and GSD (GSD) in individuals, and examine how these behavioral differences influence the cultural experience-CQ relationship in the context of leadership. We help to identify individual-level factors that can help develop cross-culturally effective leaders. Theoretically, the study advances our understanding of CQ by drawing on self-determination theory. Practically, it provides organizations with evidence-based tools to identify and develop cross-culturally effective leaders. (For more information, please contact: Rimi Zakaria, University of Wisconsin-Whitewater, USA: zakaria@uww.edu)

Context-Based Networking and Managerial Career in Thailand
Patchara Popaitoon, Chulalongkorn University
Nuttirudee Charoenruk, Chulalongkorn University
Pasu Decharin, Chulalongkorn University

Given the world economy is becoming increasingly integrated and globalized, organizations are concerned with how to design and implement people management practices to fit the global as well as the local context. Based on a thorough literature review, this study investigates the moderated mediation model of networking behaviour and managerial level on extraversion and promotability relationships in Thailand. Questionnaire survey targeted to Thai managers was adopted for the study. We received 165 usable responses from first-line managers and 159 from middle managers for the analysis. Our results supported the moderated mediation model that networking behaviour partially mediated the relations of extraversion with promotability. Contrast to previous research, our Thai samples reported that the effect was stronger for the group of first-line managers suggesting those managers in early career stage strive more to gain career resource for promotability. We discuss our results through the lens of Thai cultural values, i.e. collectivism, and reciprocity (Bunkhun), seniority and power distance, and high context and uncertainty avoidance in accordance with the trends on organization reforms, restructuring and delayering. These findings provide support for a career development policies and practices for multinational companies. (For more information, please contact: Patchara Popaitoon, Chulalongkorn University, Thailand: patchara.p@cbs.chula.ac.th)

Session: 2.5.15 - Interactive
Track: 9. Emerging Markets and Emerging Market MNEs

Competitive and Comparative Advantages in EMNEs

Presented On: July 8, 2023 - 16:15-17:30

Chair: Farhad Uddin Ahmed, Brunel University London

Managing Business and Institutional Links Simultaneously: How Global Value Chain and Political Capital Influence EMNEs’ Innovation?
Huan Zou, SOAS University of London
Chia-Ling (Eunice) Liu, National Taiwan University

How and why do emerging multinational enterprises (EMNEs) that have domestic political linkages perform well in international markets? Drawing from path dependency logic and a dynamic capabilities perspective, we
Innovation Capabilities of Emerging Market MNEs and Host Country Innovation Systems: A Comparative Institutionalism Perspective

Niti Bhasin, University of Delhi
Surender Munjal, University of Leeds
Sumit Kundu, Florida International University

While there exists considerable literature on the strategies of multinational enterprises (MNEs) to build innovation capabilities, research on how these capabilities and their competitiveness relate to the host country innovation systems is limited, particularly in the case of emerging market multinational enterprises (EMNEs). We examine the relationship between innovation capability of an EMNE and the innovation system of the host country. Using the comparative institutionalism perspective and providing support from cases of MNEs from various emerging economies, we posit that the difference between the innovation system of the home and host country (innovation distance) affects the relative competitive advantage of the innovation capability of an EMNE. This, in turn, has a bearing on the internationalization strategy of the EMNE. We contribute to the existing literature by laying out a framework for understanding the utilisation of innovation capabilities by EMNEs in the specific institutional context of innovation systems of home and host countries. Based on this relationship, we categorize EMNEs as leaders, achievers, learners and aspirers. (For more information, please contact: Niti Bhasin, University of Delhi, India: nitibhasin@commerce.du.ac.in)

Joint Resources to Fill Institutional Voids and Facilitate Exports in the Argentine Wine Industry

Daniel Joseph Friel, Universidad de San Andrés

The varieties of capitalism approach in political science and institution-based theory in strategy contend that institutional voids in developing countries undermine the operation of markets. Large companies are thought to have particular advantages in exporting because they are believed to be the only firms that have access to the resources necessary to fill these voids. However, until now no work has been done on how all firms, including small- and medium-sized ones, can create regional institutions to address deficiencies in national ones. More work also needs to be done on how firms draw on past institutions to resolve these problems. This article illustrates this process by demonstrating how the wine industry in Argentina drew on institutions associated with cooperatives in this country and the experience of Australia to create an association that addressed institutional voids in the areas of finance, training and inter-firm relations. The filling of these voids proved critical in enabling large and small wineries to upgrade their operations and improve their export performance. (For more information, please contact: Daniel Joseph Friel, Universidad de San Andrés, Argentina: dfriel@udesa.edu.ar)

State Ownership in Emerging Markets: Blessing or Curse?

Olga Cretu, Skolkovo Moscow School of Management

According to recent research, state-owned multinationals (SOMNEs) are now some of the world’s most active cross-border investors. This phenomenon is specific to emerging markets where the governments support the internationalization of state-owned enterprises (SOEs). In this manuscript we tried to answer the central question: How does state ownership affect the strategies and performance of emerging market multinationals? A comparative analysis of the largest Chinese and Russian SOMNEs has been employed to answer the research
Liability of Emergingness in Exporting: Transactional and Relational Dimensions
Vladislav Maksimov, University of North Carolina at Greensboro
Stephanie Wang, Indiana University
Juan Bu, Indiana University

We analyze the drivers of the liability of emergingness (LOE) in exporting, i.e., the additional disadvantages that emerging market firms suffer in their exports because they come from emerging markets. We propose that importer’s negative perceptions of emerging market firms’ home country institutions shape the type and degree of LOE. Specifically, we distinguish between formal and informal institutions to disaggregate the LOE into transactional and relational and propose that these dimensions constrain opportunities to engage in effective economic or relational exchange, stifling export performance. However, we also argue that information on the organizational capabilities or behavioral reliability of these firms helps counteract the negative effects. The analysis of a sample of 3,542 exporting firms from 25 emerging economies supports these arguments. (For more information, please contact: Vladislav Maksimov, University of North Carolina at Greensboro, USA: vrmaksim@uncg.edu)

Export Performance of Emerging Economy Enterprises: The Influence of Home Country Institutional Environments and Digital Capability
Chao Zhang, Universitat Autònoma de Barcelona
Abdullah Al Mamun, University of Northampton

We employ a two-stage theoretical model which argues export performance of emerging economy enterprises (EEEs) depends both upon their home country institutional environments and firm- specific capability. Specifically, we test this theoretical model based on Heckman two-stage procedure using a large dataset of 30,978 firm-level observations and covering 76 emerging economies globally. Our findings suggest EEEs will be more likely to export (i.e., export propensity) when facing low corruption, strong political stability, and high government effectiveness not in line with weak institutional escapism. Besides and surprisingly, firm digital capability influences post-entry performance (i.e., export intensity) in a U-shaped way. Taken together, our study enhances and advances understanding of determinants of EEEs’ export performance, contributing to the explanations of institutions and firm capability on exporting activities. (For more information, please contact: Chao Zhang, Universitat Autònoma de Barcelona, Spain: chao.zhang@uab.cat)

Lubricating Institutional Frictions: How Ownership Advantage Shapes Location Choice of Business Groups?
Rameshwar Arora, O. P. Jindal Global University
Prashant Salwan, IIM Indore
Noman Shaheer, University of Sydney

We analyze the effect of the accumulated knowledge on circumventing the institutional friction in host nations. We build on the organizational learning and institutional friction perspectives and argue that the accumulated knowledge pool of business groups (BGs) facilitates foreign location choice in favor of religiously and linguistically diverse locations. We use a longitudinal dataset of Indian Business group affiliates and find that the accumulated knowledge base lubricates the institutional friction and enhances the propensity of firms to locate in religiously and linguistically diverse countries. Our study deepens the understanding of the internationalization behavior of business group affiliates and particularly sheds light on their location choice in diverse host nations. (For more information, please contact: Rameshwar Arora, O. P. Jindal Global University, India: f14rameshvara@iimidr.ac.in)
**Phenomenon-Driven Views to Methods in IB**

**Presented On:** July 8, 2023 - 16:15-17:30

Chair: Claudio De Mattos, University of Huddersfield

*MNEs in Networks and Networks within MNEs: Which Research Method When?*

James Nebus, Suffolk University  
Sokol Celo, Suffolk University

The metaphor of the MNE as a network is a popular one. However, the same MNE can be represented by many different networks and analyzed by different methods. The most appropriate network stems from the particular research question and theory. They dictate the network boundaries, what relationships the network ties should represent, the level of analysis of the nodes, and finally the research method. First, we examine different types of networks, list research questions and theories that correspond to each type, and cite examples of IB research using different MNE networks and research methods they employ. Next, we distinguish between social network analysis and the NK/NKC agent based modeling, the methods most appropriate for IB research. We explain the main attributes of each research method and when each should be employed. Finally, we describe the practical applications and recommend tutorials for IB researchers who want to learn more about applying these methods. *(For more information, please contact: James Nebus, Suffolk University, USA: jnebus@suffolk.edu)*

**Internet as a Data Source for SME Internationalization Studies**

Pascal Wild, School of Management Fribourg  
Eric Mc Laren, HEG Fribourg

Website data promise to be a valuable source for studies in the field of SME internationalization. However, little is yet known about the accuracy and reliability of firm website information. We used a web mining approach to explore internationalization activities and firmographics of 205 SMEs, which were previously surveyed with a questionnaire, and the information obtained from both sources were compared. We put particular emphasis on the investigation of a potential sampling bias when surveying internationalization activities through firm websites. We find that the availability of information on the websites of internationalizing SMEs does not differ according their size or relative turnover generated from foreign markets, but rather on their market entry modes. Whereas export-oriented SMEs tend not to disclose international activities on their websites, SMEs entering foreign markets with contractual modes and most likely SMEs engaging in FDI disclose information about their international activities on their websites. Moreover, our results show that the most efficient search pattern is given by detecting names of foreign countries since it led to the highest possible number of companies detected as internationalizing SMEs. *(For more information, please contact: Pascal Wild, School of Management Fribourg, Switzerland: pascal.wild@hefr.ch)*

**Understanding Internationalization Patterns**

Leah Madita Fischer, University of Innsbruck  
Harald Puhr, University of Innsbruck

Internationalization of corporate activities is a core aspect of research in International Business. While several theories explain internationalization decisions, the understanding of non-incremental, non-linear internationalization processes remains incomplete. In particular, a large-scale empirical analysis of these
deviations from "classic" internationalization theory is missing. To this end, this study applies a machine learning model to identify a set of internationalization-process clusters. Based on the clustering, the study investigates factors that determine according to which pattern individual firms internationalize and explains how firms draw on the organizational learning process. Thereby, the study outlines that multiple theoretically distinct internationalization patterns may exist in parallel but apply to different firms. The study's findings contribute to a more dynamic understanding of the heterogeneity of processes by which firms expand their foreign operations. (For more information, please contact: Leah Madita Fischer, University of Innsbruck, Austria: leah.fischer@uibk.ac.at)

Power and International Knowledge Transfer: The Need for Explicating Multiple Power-Lenses and Power-Assumptions in IB Research

Madeleine Bausch, University of Chile
Jasmin Mahadevan, Pforzheim University

International Business (IB) studies is an increasingly pluralist and multidisciplinary field, with methodological awareness and explicitness being essential for understanding the dynamics of contemporary Multinational Enterprises (MNE). Consequently, this conceptual paper maps and explicates power in relation to the MNE core activity of international knowledge transfer (IKT). We classify IKT literature into six perspectives (resource-based, network, institutional, political, cultural, language) and find that these are generally limited by a lack of power-sensitivity and explicitness. Combining and adapting Clegg's Frameworks of Power and the Burrell and Morgan matrix, we explicate the multiple power-lenses (Clegg) and power-assumptions (Burrell-Morgan) underlying IKT research. We find regulative and functionalist perspectives to be the dominating power-assumptions. The structural lens on power is most frequently employed, followed by some interpretive and even less critical studies which also consider agency and discourse. Rules of practice emerge as the most neglected power-lens. To overcome this limited conceptualization of power in IKT research, we propose a combined framework for explicating power as involving multiple power-lenses and power-assumptions, to build upon those IKT studies that have gone the furthest in considering alternative power-lenses and power-assumptions (Scandinavian institutionalist, political and linguistic), and to acknowledge rules of practice as crucial 'switch of power'. (For more information, please contact: Madeleine Bausch, University of Chile, Chile: mbausch@fen.uchile.cl)

An Analytically Structured History Approach Using a Relational Database

Zeerim Cheung, University of Sydney
Robin Gustafsson, Aalto University
Erik Lakomaa, Stockholm School of Economics
Eero Aalto, Aalto University
Rasmus Nykvist, Stockholm School of Economics

We present an analytically structured history approach using a relational database to bridge the methodological divide between history and management and organizational research. Extensive digitized archival sets with rich metadata and analytical structures form the core of the database. The approach provides multiple methodological strengths. First, source transparency is established by linking all steps of the coding and analysis to the sources in the database. Second, the approach enables real-time research collaboration and constant comparison of the coding and analysis of sources. Third, the always available and searchable database enables the researcher to easily move back and forth from sources to narrative construction and theorizing. Due to this efficiency gain, research can be based on extensive archival datasets enabling rigorous conceptual development. The approach responds to the call for methodological openness and disclosure when conducting historical analyses. Additionally, the approach enables the development of contextually grounded explanations and theories that respond to the criticism that management and organizational research is ahistorical. Thus, the approach fulfills the requirement for the dual integrity of historical veracity and conceptual rigor. (For more information, please contact: Zeerim Cheung, University of Sydney, Australia: zeerim.cheung@sydney.edu.au)
The Implementation of Topic Modeling Method in International Business Research: A Visual Programming-Based Approach

Maxim Grib, Friedrich-Alexander-Universität Erlangen-Nürnberg

Traditional methods of literature analysis cannot keep up with the ever-growing amount of scientific literature. Due to the costly and time-consuming coding process, manual literature reviews can analyze only a limited number of scientific articles. Integrating computer-based techniques, such as topic modeling, into the literature analysis process improves researchers' ability to process large amounts of textual data. It enables literature analysis to be conducted in a scalable and highly transparent manner. This study provides an overview of a code-free implementation of topic modeling for IB researchers. Based on an exemplary literature search of titles, abstracts, and keywords of 4302 articles from the six leading IB journals, 17 literature clusters are presented and discussed. The visual programming-based approach allows us to document each step of the data preprocessing and significantly increases the transparency and reproducibility of the literature search. The results of the topic modeling algorithm are used to identify key research trends and determine the "hot" and "cold" topics in the IB literature. (For more information, please contact: Maxim Grib, Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany: maxim.grib@fau.de)

Session: 2.5.17 - Interactive
Track: 14. Theme: IB Resilience under Global Disruptions

Dimensions of Disruptions and Resilience

Presented On: July 8, 2023 - 16:15-17:30

Chair: Arkadiusz Kowalski, Warsaw School of Economics

A Study on the Development of Reference Model on Risk Management and Resilience Shipping Organizations in Asia Pacific

Chackrit Duangphastra, Chulalongkorn University

The paper explored various practices used by Asian based shipping in response to risks with the general resilient organization model. The resilience shipping organization in the Asia Pacific is formed by a combination of three main attributes comprising leadership and culture, networks and relationships, and change ready. The study suggested that any shipping organization can become resilience by proactively conducting the following tasks including making adaptive capacity a core competency, developing leaders that people want to follow, becoming a learning organization, engaging practices on resilience with maritime supply chain stakeholders, designing resilience into operational excellence; and looking beyond risks to see opportunities, especially in Asia Pacific region which will maintain sustainable growth in maritime logistics economy the future. (For more information, please contact: Chackrit Duangphastra, Chulalongkorn University, Thailand: chackrit@cbs.chula.ac.th)

Globalization, Disruption and Resilience

Peter D Ørberg Jensen, Copenhagen Business School
Torben Pedersen, Copenhagen Business School

The emergence of global supply chains has fundamentally changed the way we produce goods. This internationalization of supply chains is both the enabler and the effect of the globalized economy. In recent years, it has become clear that the global supply chains have come with a cost where turbulence and resulting disruptions in the global supply chains have become more frequent and common. In this paper, we query into the relationship between economic globalization and vulnerabilities arising from global factors and disruptive
events, and the implications for global value chains and companies. We discuss this relationship in order to address the question, which strategies companies can apply in order to navigate in this environment and become more resilient. We distinguish resilience into three different phases and strategies. These include respectively a pro-active phase with a readiness strategy, an absorptive phase with a response strategy, and a re-active phase with a recovery strategy. We conclude with reflections on possible strategies companies can adopt to become less vulnerable and more resilient. We identify possible avenues for future research and suggest dynamic capabilities theory as a promising theoretical perspective to guide future research on how to build resilience in a dynamic world. (For more information, please contact: Peter D Ørberg Jensen, Copenhagen Business School, Denmark; poe.si@cbs.dk)

Does Climate Aid Reduce Perceived Climate Risks to Foreign Direct Investors?
Jonas Gamso, Arizona State University

Climate risks are deterring multilateral companies (MNCs) from making foreign investments in low- and middle-income countries. This is worrisome, as foreign direct investment (FDI) is one of the key ingredients for generating economic growth and development. Foreign investors are being deterred in large part by concerns that they will be forced to incur adaptation costs to offset extreme weather driven by climate change. However, they may not withhold investments when host-states absorb those costs for them. Unfortunately, many states in the developing world lack the resources to implement the climate-related measures that could assure investors. The international community has taken steps to fill this gap by providing foreign aid to developing countries with the purpose of shoring up climate resilience. Inflows of climate aid may signal to foreign investors that a potential host-state will have the resources to address key climate risks, leading them to follow through on investments. Against this backdrop, this paper investigates whether climate aid reduces MNCs’ anxieties about investing in climate-vulnerable countries. Results of country-level panel data analysis suggest that climate risks deter MNCs from investing in countries that receive low levels of climate aid, but that this effect vanishes as climate aid inflows rise. (For more information, please contact: Jonas Gamso, Arizona State University, USA: jonas.gamso@asu.edu)

Impression Management: Cost of Debt and Resilience
Juan Valbuena Hernandez, University of Granada
Inmaculada Martin-Tapia, University of Granada
Natalia Ortiz-de-Mandojana, University of Granada

This paper takes framework of resources and capabilities theory to develop our argumentation related to Impression Mangement - IM-. It also incorporates signaling theory to develop the hypotheses presented on the effect of symbolic and substantive practices on the cost of debt and resilience. In developing the proposed models to test the hypotheses, we assumed that investors are very well informed and therefore they analyze and evaluate the behavior and communications of firms. We find that the cost of debt is higher in those firms that have hypocritical behavior and are in turn less resilient. On the other hand, symbolic practices reduce the cost of debt and improve the resilience indicator adopted in our research. Therefore, we suggest managers to use IM techniques consistent with the objectives that firms achieve and consequently implement substantial practices around management to avoid affecting the financial environment of the firm. (For more information, please contact: Juan Valbuena Hernandez, University of Granada, Spain: juanpvalbuena@ugr.es)

Metaverse as a Paradigm Shift in Global Business: Is It a Challenge or an Opportunity?
Trang Nguyen, Memorial University of Newfoundland
Chansoo Park, Memorial University of Newfoundland

Over the last century, myriad paradigm shifts have caused profound changes in perceptions, common practices, inventions, and lifestyles. From Copernicus's heliocentric astronomy, and Darwin's theory of Evolution to the roar of Artificial Intelligence, blockchain, cloud, genetic engineering, and virtual/augmented reality, global
disruptive forces have formed the world we are living in today. Currently global business is affected by various aspects of global disruptions such as global pandemic, Russo-Ukrainian war, and climate change. The intertwined drivers under the Fourth Industrial Revolution propel a massive leap globally. Amongst projected trends, Metaverse has risen to be the next never-before-seen paradigm shift. The Metaverse potential is unlimited, so as the challenges it brings. Gaming, fintech, healthcare, and education are the first industries to embrace the new wave, while other sectors are anticipated to follow suit in the future. Despite being the buzzword and drawing massive interest, the Metaverse's development roadmap has not yet been entirely determined. We examine the global Metaverse industry as a paradigm shift in global business. Metaverse brings enormous opportunities in global business, same as the overwhelming challenges accompanying with it. The study contributes to recent streams of research that seek to understand Metaverse as a paradigm shift in global business. (For more information, please contact: Chansoo Park, Memorial University of Newfoundland, Canada: cpark@mun.ca)

Microfoundations of dynamic capability for Emerging Market SMEs' Business Model Innovation during External Shocks

Pushyarag Puthusserry, University of Kent
Kristel Miller, Ulster University
Gary Knight, Willamette University
Zaheer Khan, University of Aberdeen

The external shocks created by Covid-19 have resulted in a renewed need to understand how organizations can adapt their resources to respond to and enact changes to remain competitive and sustainable. Whilst much research has explored crisis management from an organizational level, much remains unknown on the micro-foundations of organizational crisis management strategies. Hence, this paper explores how dynamic managerial capabilities influence SMEs' business model innovation (BMI) during external shocks. Utilizing a sample of SMEs' business model responses to the external shocks created by Covid 19 within the emerging market of India, we provide nascent insights into how human, social and cognitive capabilities led to differential configurations of BMI. We contribute to new knowledge on the important role that managerial cognition, social and human capital have on the response speed and decision-making processes of organizations during external shocks. In particular, we illustrate how managerial capabilities may be imperative in an emerging market to overcome institutional contextual constraints. (For more information, please contact: Pushyarag Puthusserry, University of Kent, United Kingdom: p.n.puthusserry@kent.ac.uk)

Coping with Global Disruptions: A Review of De-internationalization Antecedents

Alex Brinkmeier, Saint Louis University
Lauren Drury, Saint Louis University
Yeon Jae Choi, Saint Louis University

This working paper aims to address the conference theme of resiliency by shedding light on the interrelations of de-internationalization antecedents. International businesses have been presented with numerous motives and barriers to exit at an unprecedented rate due to the massive number of global disruptions. Yet, there is limited research that provides empirical evidence of both motives and barriers to exit and their interaction with the divest decision. Therefore, this paper enacts a systematic review technique to provide a comprehensive review of de-internationalization antecedents. The literature search results in the selection of 83 articles which are evaluated on 56 different criteria. By narrowing the selected sample to de-internationalization antecedents, a more thorough evaluation is completed further delineating each concept and its relations to the de-internationalization decision. The study aims to create a typology of de-internationalization antecedents and examine the relationships between de- internationalizations motives, barriers, and the divestment decision. This analysis will further the de- internationalization framework, expose controversies and gaps within the literature providing clear research directions, and provide a tool for practitioners coping with divestment discussions due to global disruptions. (For more information, please contact: Alex Brinkmeier, Saint Louis University, USA: alex.brinkmeier@slu.edu)
Business centers (BC) or shared services centers (SSC) are widely used by multinational corporations as a part of their business strategies. The attention of researchers in international business has increased along with the growth of SSCs and this topic is currently being studied by a number of authors. In this article we focused on the Central and Eastern Europe (CEE) in order to construct a structured evaluation of the extremely dispersed literature on SSCs in this region. A meta-analysis of the relevant literature sources has been the fundamental technique employed in this paper based on the analysis of the WoS, Science Direct, Taylor & Francis, and Emerald Insights databases. The results show that Poland is the most researched country, with Central Europe being studied more thoroughly than Eastern Europe. Relevant literature study shows that the researchers systematically investigated the motivations of foreign companies to create SSCs in CEE and focused frequently on human resources management part of their activities. They use a variety of techniques in their articles, including both qualitative and quantitative techniques. Based on this study, the authors of this paper formulate the conclusions and outline possible future prospects of the research of this phenomenon. 

(For more information, please contact: Dagmar Grachová, University of Economics in Bratislava, Slovakia: dagmar.grachova@euba.sk)

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**Session: 2.5.18 - Special Session**  
**Track: 16. Clinics and Cafés**

**Research Methods Clinic: Qualitative Research**

**Presented On:** July 8, 2023 - 16:15-17:30

**Facilitator:** Rebecca Piekkari, Aalto University

Join a group discussion, with an expert, organized around a specific research methodology of interest. Discuss best practices, or get advice on specific problems that you may be facing.

*This session is organized by the AIB Research Methods SIG.*

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**Session: 2.5.19 - Special Session**  
**Track: 16. Clinics and Cafés**

**Fellows Café: Digitalization and International Business**

**Presented On:** July 8, 2023 - 16:15-17:30

**Facilitators:** Nicole Coviello, Wilfrid Laurier University and Saeed Samiee, The University of Tulsa

*Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.*

Digitalization is transforming organizations at a global level. Our cafe conversation will focus on emerging research trajectories stemming from digitalization, and implications for how we teach IB in a digital world.
Session: 2.5.20 - Special Session
Track: 16. Clinics and Cafés

Fellows Café: Corporate Governance, Finance and Global Strategy

Presented On: July 8, 2023 - 16:15-17:30

Facilitators: Igor Filatotchev, Kings College London and Roger Strange, University of Sussex

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

Too often, researchers consider corporate finance, governance and strategic management as separate domains associated with the process of firm internationalization. But there are many opportunities to build conceptual and empirical bridges between these disciplines. This café will provide encouragement and guidance regarding integrative, cross-disciplinary research across IB, finance, corporate governance and global strategy.

Session: 2.5.21 - Special Session
Track: 16. Clinics and Cafés

Fellows Café: Reverse Innovation: A Decade Later

Presented On: July 8, 2023 - 16:15-17:30

Facilitator: Ravi Ramamurti, Northeastern University

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

This Café will take a look back at what the evidence has shown about the role of innovation in emerging economies, its diffusion to other parts of the world, including developed countries (i.e. "reverse innovation"), and the relative roles of developed-country MNCs and emerging-market MNCs in that process. We will discuss examples from different industries and countries, and speculate on how the phenomenon might play out in the next decade.
**Session: 3.1.1 - Special Session**
**Track: 15. Special Sessions**

**Populist Politics and Democratic Backsliding: Implications for Judicial Independence, Media Freedom, and MNE Political Risk**

**Presented On:** July 9, 2023 - 09:00-10:15

Chair: Witold Henisz, University of Pennsylvania

Panelists:
- Witold Henisz, University of Pennsylvania
- Heather Berry, George Washington University
- Christopher A. Hartwell, Zurich University for Applied Sciences
- Paul M. Vaaler, University of Minnesota

Populist politics paired with natural and man-made crises (Edgell, 2021) have led to democratic “backsliding” in Poland and many other countries (Boese et al., 2022; Lewkowicz, Wozniak, & Wrzesinski, 2022; Waldner & Lust, 2018). Retreats from foundational public governance commitments justified by “threats” from “foreign” migrants, elites, and pandemics pose new and novel political risks for multinational enterprises (MNEs) actually doing or considering doing business in those countries (Hartwell & Devinney, 2021; John & Lawton, 2018).

Given that the AIB annual meeting this July 2023 will be in Warsaw, we think it vital that assembled international business (IB) scholars have a forum to discuss and debate this backsliding trend and its implications for MNE management and public policy. We propose a discussion panel providing that forum and pursuing several aims. It will survey recent populist political trends and their detrimental impact on two local institutions typically checking and balancing governments given to overreach: the judiciary and the media. It will consider how populist political trends in Poland and other countries have eroded judicial independence checking and balancing government overreach from within and a free media doing the same from without. It will consider how that erosion increases MNE political risk by imperiling contract and property rights that judges interpret in the breach and that media representatives publicize when corruptly ignored. Finally, it will explore how, at times, MNEs may be more than passive observers managing increased risk when populist politics threaten judicial independence and media freedom because sometimes MNE strategies magnify those threats.

(For more information, please contact: Witold Henisz, University of Pennsylvania, USA: henisz@wharton.upenn.edu)

**Session: 3.1.2 - Special Session**
**Track: 4. Global Strategy, Organization and Value Chains**

**Global Strategy, Organization and Value Chains: Resilience or Renaissance?**

**Presented On:** July 9, 2023 - 09:00-10:15

Chairs: Sinéad Monaghan, Trinity College Dublin and Hussain Rammal, University of Adelaide

Panelists:
- Peter Buckley, University of Leeds
- Liena Kano, University of Calgary
- Luciano Ciravegna, INCAE
- Peter Liesch, University of Queensland
The current era of international business presents a unique and unprecedented environment for global firms, including but not limited to war and geopolitical tensions, the Covid-19 pandemic, cybersecurity, climate change, and financial crisis. The capacity of firms to engage in responsive measures to manage these external challenges provides the context of this unique panel presentation. On one hand, there are elements of resilient practices whereby global firms navigate issues in an agile and adaptive manner through innovation and digitization. However, on the other hand, there is evidence whereby global firms completely reconfiguring their operations, identifying new forms of international involvement, or considering non-traditional means of engagement. Within this panel, four esteemed scholars share their research to advance our understanding of this evolving process. *(For more information, please contact: Sinéad Monaghan, Trinity College Dublin, Ireland: sinead.monaghan@tcd.ie)*

**Session: 3.1.3 - Special Session**  
**Track: 15. Special Sessions**

**2023 UNCTAD-AIB Award for Research on Investment and Development**

**Presented On:** July 9, 2023 - 09:00-10:15

Chair: James Zhan, UNCTAD

The UNCTAD Division of Investment and Enterprise (DIAE) and the Academy of International Business (AIB) have jointly established an award for the best young academic research work on international investment and development. The award is intended for PhD students or early career researchers with no more than five years of full-time work experience.

**Public Opinion Preferences for Government Action in Investor-State Disputes**  
Stefano Burzo, University of British Columbia

Governments seek foreign direct investment because of the expected benefits to their economies. In the past 30 years, however, foreign investors have sued governments for alleged violations such as expropriation or lack of fair and equitable treatment. When facing a dispute, governments can try to settle it or they can litigate it until there is a tribunal award. Scholars argue these investment disputes can decrease the foreign investment received or retained by the countries involved. So far, the scholarship has focused mainly on the perceptions of government officials and foreign investors, only recently starting to consider the perceptions of another actor that influences policymaking in democratic countries: the public.

Drawing on existing literature, I identify the factors that influence public preferences for government behavior in investor-state disputes and empirically examine them in a survey experiment fielded in the United States. The results show that citizens are more likely to support their government litigating the dispute (rather than settling it) when there have been prior disputes with companies from the same partner country, or when the political regime of the partner country is authoritarian. Other economic factors seem to have less of an influence on public support, including concerns about jobs created by the foreign company or the amount of investment from the partner country.

By identifying the factors more likely to influence public opinion support of government behavior in investment disputes, this study complements previous work on the responsiveness of public opinion to dispute settlement provisions in the context of trade treaties. More broadly, this study contributes to the scholarly literature examining public support for the consequences of international agreements and can inform governments’ understanding of the phenomenon. *(For more information, please contact: Stefano Burzo, University of British Columbia, Canada: burzo@student.ubc.ca)*
Policy Support Schemes and MNE Investment Location Choice
Pascal Simon Mayer, University of Muenster
Christopher Sabel, Erasmus University Rotterdam

Studies confirm that policy support – operationalized as subsidies – drives foreign investment location choices (LC). However, prior work treats policy support as monolithic. This study investigates the effect of policy support on LC along two dimensions: Direct vs. indirect and firm-specific vs. non-firm-specific policy support. We argue that direct policy support (e.g., cash) has a greater positive effect on LC than indirect policy support (e.g., tax rebates). Further, we argue that non-firm-specific policy support (by application) has a greater positive impact on LC than firm-specific policy support (for single firm). We test our assertions on data of US firms and their LC in the EU and China. We find support for our hypotheses, contributing to the strategy literature by establishing a nuanced understanding of policy support. (For more information, please contact: Pascal Simon Mayer, University of Muenster, Germany: pascal.mayer@wiwi.uni-muenster.de)

Do Investor Protection Laws Benefit Investors? Evidence from a Natural Experiment on Cross-Listed Firms
Wei Lin, University of St. Gallen

Corporate governance in emerging economies centers around principal-principal conflicts that stem from concentrated ownership. We exploit a natural experiment setting where legislators in China revise the Securities Law aiming at improved minority shareholder protection. Specifically, we employ a propensity-score-matched (PSM) difference-in-differences (DiD) design. To implement this, we first match firms that are cross-listed in mainland China and Hong Kong to peer firms listed in Hong Kong by firm size, industry, board size, and board independence. Then we investigate the outcomes concerning the treated firms that are subject to the revised law compared to the control firms. First, we find that independent directors in cross-listed firms turn over significantly more. Second, the newly appointed to replace the resigned directors tend to be younger and include more female. We argue that these two findings suggest firms have taken the opportunity to appoint directors more befitting to the new environment, bringing in long turn benefits. Third, we find no evidence of significant changes in board independence in the short run. Combined with the first two findings, we argue that our evidence provides reconciliation on the arguments advanced by the finance and the strategy literature on the effects of strengthened shareholder-friendly corporate governance at the firm level and symbolic adoption of certain governance practices could take place jointly. (For more information, please contact: Wei Lin, University of St. Gallen, Switzerland: linweidavid@hotmail.com)

Session: 3.1.4 - Panel
Track: 7. Teaching and Education

Practical Approaches, Successful Student Outcomes – The Value of Comprehensive Global Experiential Learning in International Business Education

Presented On: July 9, 2023 - 09:00-10:15

Chair: Srdan Zdravkovic, Bryant University

Panelists:
Srdan Zdravkovic, Bryant University
Hadi Alhorr, St. Louis University
Omar Khan, Morgan State University
Bill McShane, University of Pittsburgh
Jacqueline Saslawski, Bryant University

AIB 2023 Conference Proceedings
This panel will bring together academics from U.S. business schools who have over 60 years combined experience in teaching, researching, and administering international business experiences and courses, both on the undergraduate and graduate level, at small- and medium- private, as well as, at large-public institutions. The panel will discuss how to offer comprehensive global experiential learning throughout the student lifecycle that lead to successful 21st century skills outcomes for students. With the pandemic-induced challenges to student readiness and academic achievement, this panel will explore how to offer scaffolded experiential learning throughout the student program experience. From orientation, to the classroom, off-campus and beyond, panelists will explore the key learning interventions necessary to foster student long-term success.

(For more information, please contact: Srdan Zdravkovic, Bryant University, USA: szdravko@bryant.edu)

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Session: 3.1.5 - Panel
Track: 11. Sustainability in International Business

The Past-Present-Future of Sustainable Business: What Is the Future for IB Scholarship?

Presented On: July 9, 2023 - 09:00-10:15

Chairs: Geoffrey Jones, Harvard Business School and Rob Van Tulder, RSM Erasmus University Rotterdam
Discussant: Paul Polman, Imagine / Former CEO of Unilever

Panelists:
- Pavida Pananond, Thammasat University
- Teresa da Silva Lopes, University of York
- Sarianna Lundan, University of Bremen
- Rudolf R. Sinkovics, University of Glasgow
- Elizabeth Wang, Leeds University

The study of corporate responsibilities and the way they produce value for society (or not) remains fragmented, parsimonious, not very well integrated in longer term assessment of trends (requiring a historical account), as well as not very well linked to the bigger societal issues (requiring an account of the sustainability crises and possible solutions that the world is facing nowadays). This panel discusses the past, present and future of IB scholarly attention to the sustainable business practices of Multinationals with a number of central questions: should recent efforts of corporate responsibility be treated with scepticism or more positively, should government regulation play a role, and how have MNEs responded to global initiatives like the Sustainable Development Goals and the Paris Climate Agreement? What should be the role of business schools? How can sustainability and responsibility be better incorporated into IB curriculum? This panel considers these topics by discussing the content and applicability of two recently released books by leading scholars:

2. "Deeply Responsible Business. A global History of Values-driven Leadership" (Geoffrey Jones, Harvard University Press, 2023)

(For more information, please contact: Rob Van Tulder, RSM Erasmus University Rotterdam, Netherlands: rtulder@rsm.nl)
International Business Resilience under Global Disruptions: Spotlight on MENA (AIB MENA Chapter Panel)

Presented On: July 9, 2023 - 09:00-10:15

Chair: Melodena Stephens, Mohammed Bin Rashid School of Government

Panelists:
- Melodena Stephens, Mohammed Bin Rashid School of Government
- Vijay Pereira, NEOMA Business School
- Marcio Amaral-Baptista, Africa Business School
- Yama Temouri, Khalifa University
- Immanuel Azaad Moonesar, Mohammed Bin Rashid School of Government

The Middle East Africa Region, depending on how you view it, is approximately 21 countries with great disparity (population, income, development, tech adoption, peace, or food security). The IB research from the region is low though it is of strategic geopolitical importance when viewing it from the point of supply of energy, strategic chokepoints, and religious tourism and trade (Stephens, 2022). The region has high geopolitical tensions (15% of the world’s conflicts), creating a challenge for long-term strategic planning (WorldBank, 2011b). There are contradictions inherent in the region: For example, the Intifada movement led to a boycott of goods from USA. Yet the Abraham Accord has led to reopening of borders between UAE and other countries and Israel. The purpose of this panel is to discuss the importance of understanding the “space,” found between crossing of borders of political and economic spheres of activity (Boddewyn and Brewer, 1994). This interactive panel also gains significance since AIBMENA will be hosting its next conference in Rabat, Morocco. The experts from the region will present topics that may lead to a greater research focus on the region. (For more information, please contact: Melodena Stephens, Mohammed Bin Rashid School of Government, United Arab Emirates: melodena.stephensb@mbrsg.ac.ae)

Corporate Sustainability and Misconduct

Presented On: July 9, 2023 - 09:00-10:15

Chair: Xiaolan Zheng, University of Nottingham Ningbo China

Corporate Decarbonization under Financial Constraints: International Evidence
- Lilian Ng, York University
- Xiaoqiong Wang, Indiana University-Kokomo
- Jing Yu, University of Sydney

Climate change is the biggest environmental challenge facing the world today, and corporate commitments to decarbonization are vital to combat this crisis. Our study investigates whether and how firms strategically reduce their carbon footprints under financial resource constraints. Analyzing firms across 51 countries suggests that firms are less likely to decarbonize and implement carbon abatement strategies when facing financial constraints. However, environmental regulatory stringency, while not government policies that subsidize green technology development, can mitigate such adverse effects. Unlike domestic companies, multinational
corporations, especially with limited financial resources, can avert strict environmental regulations by shifting their emission-intensive activity to foreign subsidiaries in countries with weaker environmental regulations. Finally, our results suggest that financially-constrained emitters have limited access to international equity and bond markets. (For more information, please contact: Lilian Ng, York University, Canada: lng@schulich.yorku.ca)

**Directors And Corporate Sustainability**
Lukas Roth, University of Alberta
Peter Iliev, Penn State University

We show that the board of directors drives U.S. firms’ sustainability performance when directors acquire sustainability expertise at foreign firms where they serve on the board. This increase in sustainability comes both from improvements in environmental and social practices. Boards implement policy changes consistent with targeting greater sustainability by forming sustainability committees, linking executive pay to sustainability, and improving sustainability oversight and accountability. Directors also consider the tradeoffs between sustainability improvements and firm characteristics, with boards having a stronger impact on sustainability in firms from clean industries and firms that face less operational and financial constraints. Our findings are robust to alternative sustainability measures, board expertise proxies, and empirical specifications. (For more information, please contact: Lukas Roth, University of Alberta, Canada: lukas.roth@ualberta.ca)

**Import Penetration and Corporate Misconduct: A Natural Experiment**
Ying Zheng, Bryant University
Christopher Dupuis, Bryant University

Import penetration from China is largely exogenous to the U.S. product market. Using this natural experiment, we find that heightened China import penetration curbs corporate misconduct of U.S. firms. The effect is more pronounced for firms with weaker corporate governance and firms that could better withstand product market competition. The findings suggest that when import penetration increases, firms may improve corporate governance, and differentiate themselves through product innovation or corporate social responsibility to cope with the competition. In addition, we address the exogeneity concern derived from the influence of China value penetration. Furthermore, we find that competition related policies such as tariff reduction and U.S. granting China Permanent Normal Trade Relations (PNTR) status also lower corporate misconduct. Our work adds to the debates on competition and corporate misconduct at a cross-country competitive landscape. (For more information, please contact: Ying Zheng, Bryant University, USA: czheng@bryant.edu)

**Session: 3.1.8 - Competitive**
**Track: 1. Internationalization and Entrepreneurship**

**Space, Location and Internationalization**

Presented On: July 9, 2023 - 09:00-10:15

Chair: Martina Musteen, San Diego State University

Strangers in the Village. Geographic Proximity, Acquisition Agglomeration of Foreign Entrants and Exports of Local Companies: Spillover Effects of Chinese Acquisitions in the Bordeaux Vineyards
Alexandre Bohas, ESSCA School of Management/Aix-Marseille Université (CERGAM)
Pierre-Xavier Meschi, Aix-Marseille Université / SKEMA Business School

Drawing on the difference between the ‘place’ (position and location) and ‘space’ (geographic proximity/distance, network and interactions) geographic dimensions of the company behavior, we focus in this paper on the export spillovers resulting from geographic proximity and agglomeration (‘space’) of Chinese-
acquired companies in the distinctive ‘place’ of Bordeaux vineyards. Building on the awareness, motivation and capability framework, we hypothesize (i) that geographic proximity between Chinese-acquired and local companies has a positive influence on export spillovers and (ii) that the positive impact of geographic proximity is strengthened when coupled with country-of-origin acquisition agglomeration. We empirically examine these hypotheses with a panel (2008-2018) database of 1,751 Bordeaux local wineries located in rural communes in which Chinese acquisitions did or did not occur. Our results indicate first a clear export spillover effect observed at the very local (commune) micro-level. Second, we do not find any significant strengthening impact of Chinese acquisition agglomeration on export spillovers. (For more information, please contact: Alexandre Bohas, ESSCA School of Management/Aix-Marseille Université (CERGAM), France: alexandre.bohas@essca.fr)

The Role of Social Capital in Location Perceptions of Startup Founders: Information Asymmetry in Early-Stage Location Decisions
Anna-Riikka Smolander, Aalto University
Daria Kautto, Aalto University
Perttu Kahari, Aalto University

International location choice has been studied extensively in relation to multinational corporations, but entrepreneurial location choice is different due to its information characteristics. For most early-stage start-up founders location decisions are infrequent, complex, and associated with high levels of information asymmetry. Consequently, the location decisions are not conducted under the conditions of rational choice, but instead, the preferences and judgements about the entrepreneurial locations reflect subjective entrepreneurial perceptions. Utilizing the concept of information asymmetry and the framework of the entrepreneurship ecosystem structure, this study explores the differences in the social construction of location perceptions of the early-stage startup founders. We interviewed 30 start-up founders in five European countries with an active startup community and applied ideal-type analysis. We identified three distinct ideal-types of early-stage startup founders. Due to the perceived information asymmetry, each of these types has different perceptions and experiences of their location and the local ecosystem. Social capital was identified as the primary way of mitigating the identified information uncertainty. Our study contributes to the academic research on entrepreneurial decision-making and extends the knowledge of the role of individual perception of the context factors in location decision-making. (For more information, please contact: Anna-Riikka Smolander, Aalto University, Finland: anna-riikka.smolander@aalto.fi)

An Established SME’s Preparation To Scale Internationally: Constraints and Enablers
Majid Eghbali-Zarch, Memorial University of Newfoundland
Paul Bassler, Memorial University of Newfoundland

This paper examines the constraining and enabling factors for an established technology SME in its endeavors to prepare for scaling internationally. While established SMEs may face rigidities that make them less flexible compared to younger SMEs, they have many advantages compared to start-ups and younger firms, which can facilitate their intentions of scaling internationally. We use interview and participant-observation data to analyze a Canadian technology SME using the case study method. Four organizational-level concepts emerged from our data: the readiness of organizational processes, management of paradoxical demands of international scaling, international market scaling capability, and confident soloist. (For more information, please contact: Majid Eghbali-Zarch, Memorial University of Newfoundland, Canada: majidez@mun.ca)
**Session: 3.1.9 - Competitive**  
**Track: 2. Marketing Strategy and Consumer Research**

**Consumer Purchase Decisions Across Markets and Cultural Differences**

**Presented On:** July 9, 2023 - 09:00-10:15

Chair: Gary Knight, Willamette University


Maria Gabriela Montanari, University of Vienna  
Luisa Klara Bell, University of Vienna  
Adamantios Diamantopoulos, University of Vienna  
Udo Wagner, University of Vienna

Empirical evidence shows that foreign languages (FLs) act as implicit country-of-origin (COO) cues and affect consumer responses towards a brand. However, it is unclear whether such cues influence consumers to the same extent as explicit COO cues, particularly if implicit COO cues are presented to consumers through unconventional lettering, that is, a FL script distinct from the consumers’ mother tongue. Drawing on sociolinguistic and psycholinguistic perspectives on FLs and focusing on product packaging, we examine the effect of implicit (unconventional lettering) versus explicit (“made in” label) COO cues on consumers’ willingness-to-pay (WTP). Our findings demonstrate that adding a foreign language (unconventional lettering) to product packaging leads to a higher WTP than packaging without a COO cue. We further reveal that consumers are willing to pay more for a brand that uses an implicit COO cue (unconventional lettering) versus an explicit COO cue (made in label) on its packaging. Based on these findings, implications for research and practice are discussed and suggestions for future research offered. *(For more information, please contact: Maria Gabriela Montanari, University of Vienna, Austria: gabriela.montanari@univie.ac.at)*

*General and Changed Effects of National Institutions on Cross-National Differences in Corporate Brand Ability Associations during the Pandemic*

Nele Jacobs, Universität Trier  
Bernhard Swoboda, Universität Trier

During the pandemic, consumer behavior and brand preferences changed. However, little is known about how or why brand associations differ and change across countries, especially for multinationals with a specific expertise and ability, for example to offer vaccines. The authors use institutional theory to fill this gap. They contribute to research by analyzing the roles of national institutions for consumers’ corporate brand ability associations in 20 countries over time. We find different roles of regulative, normative, and cultural-cognitive institutions. Those roles changed and varied among Pfizer and its competitors before and during the pandemic. Institutional theory strongly complements signaling theory in cross-national studies on ability associations. This study, for the first time, shows whether firms can benefit from ability associations across nations and why the role of each institution changes during a black swan event such as COVID-19. *(For more information, please contact: Nele Jacobs, Universität Trier, Germany: n.jacobs@uni-trier.de)*

*Coping with Negative Emotions in Intercultural Service Encounters*

Hyeyoon Jung, University of Tennessee Chattanooga  
Peter Magnusson, University of Texas Rio Grande Valley  
Valerie Taylor, University of Tennessee Chattanooga

Globalization and increased global migration mean that consumers are increasingly interacting with service providers from different cultures. Even when there is no service failure, sometimes these intercultural service
encounters (i.e., ICSEs) result in a negative experience for the consumer. This research investigates when and how consumers respond negatively to such ICSEs. Specifically, we show that consumers experience different types of negative emotions (discomfort or anger) depending on the origin of the service provider and that these emotions lead them to engage in unique behavioral coping processes (emotion-focused or problem-focused coping). Furthermore, we show how two positioning strategies, namely a global consumer culture positioning (i.e., GCCP) strategy and a local consumer culture positioning (LCCP) strategy, can serve as effective marketing approaches to suppress the detrimental effects of ICSE. These findings are discussed in relation to theory and implications for retailers. (For more information, please contact: Peter Magnusson, University of Texas Rio Grande Valley, USA: peter.magnusson@utrgv.edu)

How French Wine Personality Influences Canadian Consumers’ Purchase Decisions?
José I. Rojas-Méndez, Carleton University
Michael J. Hine, Carleton University
Michel Rod, University of New Brunswick - Saint John

The purpose of this cross-sectional research is to establish the connection between country wine brand personality (CWBP) and perceived gender of wine with wine consumption occasion preferences and to test the importance of wine involvement as a moderator in this relationship. This is the first study using the brand personality metaphor, demonstrating that CWBP is a good predictor of wine consumption occasion preference. A specific brand personality scale has been developed for French wine in Canada. An online survey was employed, and data was collected from 315 Canadian wine consumers from across the country. Exploratory and Confirmatory Factor Analysis indicate that French wine has a personality expressed by high Status, medium-level Arrogance and Sincerity, but not Freneticism. French wine is also perceived as feminine rather than masculine. French wine is preferred for special occasions such as an intimate dinner or gift giving but not for more casual outdoor activities such as BBQs or picnics. The moderation of wine involvement in the likelihood of choosing French wine is mostly present in the relationship between French wine brand personality and special occasion consumption. These findings provide marketers with information to support specific French wine marketing strategies in Canada. (For more information, please contact: José I. Rojas-Méndez, Carleton University, Canada: jose.rojas@carleton.ca)

Session: 3.1.10 - Competitive
Track: 12. Knowledge, Innovation, and Technology

Digitalization, Blockchain and High Technology MNCs

Presented On: July 9, 2023 - 09:00-10:15

Chair: Wenli Ding-Elliott, Rutgers University

Introducing the ‘Block Transaction’ To IB Theory: An Appreciative Inquiry into the Implications of Blockchain for the Governance of International Trade Exchanges
Atilla Onuklu, Bilkent University
TL Hill, Temple University
Charles Dhanaraj, Georgia State University

We conduct an appreciative inquiry into the implications of the blockchain for the substantial and increasing transaction costs involved in managing international trade exchanges. Our inquiry introduces the concept of a “block transaction” which reframes the series of sequential transactions between highly interdependent parties as a single set of simultaneous, interdependent transactions. This reframing shifts the locus of governance control to the localized community of parties involved in the trade exchange and admits Ostrom’s commons governance remedies as a complement to transaction cost economics market and internalization remedies to
the challenges of bounded rationality and opportunism in international trade. (For more information, please contact: Atilla Onuklu, Bilkent University, Turkey: aonuklu@bilkent.edu.tr)

Developing Entrepreneurial Competencies in Global, Decentralized, Blockchain-Based Business Ecosystems
Jurgita Butkeviciene, Kaunas University of Technology
Ausrine Silenskyte, University of Vaasa

Entrepreneurial ecosystems make a great impact on developing entrepreneurial network and competencies vital for entrepreneurial success globally and locally. Investigating successful entrepreneurs from the USA, Europe, and Asia, we observe that with the adoption of public permissionless blockchain entrepreneurial ecosystems are becoming borderless and allow developing entrepreneurial competencies when residing anywhere in the world. While businesses reinforced by the latter technology are still somewhat constrained by the location (particularly its legal environment), the impact that blockchain-based entrepreneurial ecosystems make on entrepreneurs is borderless. As a result, even with limited initial competencies entrepreneurs are able to establish and develop successful blockchain-based international business. Our findings expand theorization of entrepreneurial ecosystems by shedding light on how the changing nature of entrepreneurial ecosystems contribute to the development of the entrepreneurial competences needed to grow successful global digital business. We demonstrate that unique features of blockchain-based business (BBB) ecosystem transform and enhances a number of entrepreneurial skills and reveal mechanisms through which this impact becomes possible. Finally, we provide a competency framework for BBB entrepreneurs. (For more information, please contact: Jurgita Butkeviciene, Kaunas University of Technology, Lithuania: jurgita.butkeviciene@ktu.edu)

Institutional supra-nationalization, substitution, and MNEs’ IPR strategies
Dan Prud’homme, Florida International University
Mercedes Campi, OECD
Marco Duenas, Pantheon-Sorbonne University
Walter Park, American University

We examine when multinational enterprises (MNEs) choose to substitute regionally supra-nationalized institutions for national institutions. Our empirical context is the introduction of the Community Plant Variety Office (CPVO), which offers intellectual property rights (IPR) that protect plant science innovations in all EU countries and exists as an alternative to national institutions protecting such innovations. Our firm-level analyses show that many multinationals have switched from filing IPR at national institutions to CPVO. More specifically, we find that, at the country level, non-resident MNEs are more likely to switch than resident ones, while at the regional level, non-resident EU MNEs are more likely to switch than non-EU ones. Also, more internationalized MNEs, regardless of their origin, are more likely to switch. By discussing the three MNE internationalization boundary conditions behind these results, our work helps explain when MNEs perceive greater advantages from supra-nationalized institutions than from national ones. We also discuss implications of our work for IPR policymakers. (For more information, please contact: Dan Prud’homme, Florida International University, USA: dprudhom@fiu.edu)
Multinational Firms’ International Expansion: Effect of Intangible Types and Foreignness  
Roxanne L Jaffe, Vanderbilt University  
Siddharth Sharma, Indian School of Business  
Wilbur Chung, University of Maryland

Multinational firms expand abroad based upon their knowledge-based, intangible assets, which can be technical and/or marketing in nature. When applying intangibles abroad, firms face a liability of foreignness – additional costs due to differences between the home and host environments. We argue that there are greater foreignness costs for firms’ marketing versus technical activities. We expect that this differential and firms’ firm-specific stocks of intangible assets affect multinational firms’ international expansion choices. We examine how intangible type and foreignness affect firms’ location choice and entry mode when expanding internationally.  
(For more information, please contact: Roxanne L Jaffe, Vanderbilt University, USA: roxanne.l.jaffe@vanderbilt.edu)

Matrilineal or Patrilineal: Location choice of Outward FDI by International Joint Ventures Operating in China  
Ping Lv, University of Chinese Academy of Sciences  
Waner Xu, University of Chinese Academy of Sciences

This study examines the choice of outward foreign direct investment (FDI) location in the context of international joint ventures (IJVs). Drawing on social exchange theory and social identity theory, we study how three contextual IJV variables - the distance between parents, unbalanced equity share, and relationship age - shape the location choice in terms of cultural and institutional distance to both local and foreign parents. We argue that bilateral exchange and unilateral identity facilitate the accumulation of cultural and institutional knowledge, respectively, which may help mitigate the unfamiliarity hazards caused by cultural and institutional distance. Using a bivariate probit model based on data from 445 outward FDI of IJVs established in China, we find that location choice in terms of distance to foreign source countries is related to all three variables, while the choice in terms of distance to China is not significantly affected by the social process between parents. This study’s results demonstrate how the combination of social theory and location choice research provides new insights into the internationalization of IJVs.  
(For more information, please contact: Waner Xu, University of Chinese Academy of Sciences, China: xuwaner19@mails.ucas.ac.cn)

How Innovation Policies Influence Knowledge Flows in International Alliances  
Torben Pedersen, Copenhagen Business School  
Jens-Christian Friedmann, Erasmus University

International alliances facilitate learning among firms by providing access to complementary knowledge embedded in different countries, yet we do not know how the partnering firms’ distinct national contexts shape their learning in alliances. This study brings together research on learning in alliances and research on national innovation systems to examine how innovation policies in the respective home countries of the focal firms and their partners can increase the effectiveness of knowledge acquisition in alliances. Our analyses indicate that supply-side innovation policies in the focal firms’ home countries and demand-side policies in their partners’
home countries increase the focal firms’ knowledge acquisition from their partners. *(For more information, please contact: Torben Pedersen, Copenhagen Business School, Denmark: tp.si@cbs.dk)*

**MNE Network-Dependence and Performance: The Role of GVC Governance and Liabilities of Fragmentation**

Bo Bernhard Nielsen, University of Sydney
Sarah Elizabeth McWilliam, University of Sydney

This article examines how co-lead MNEs in complex GVCs are dependent on external factors to determine GVC governance structures; and on how such dependence can influence the MNE’s financial performance. External factors include those related to the characteristics of the GVC, other actors within it, and the locations of its activities. The analysis uses data from 1274 construction GVCs located across 477 cities and 61 countries, all nested within a common lead firm whose project data indicates firm performance within each GVC. The study draws on intersections between GVC governance theory and the components of the eclectic paradigm to derive theoretical and empirical insights into how costs associated with a network governance structure – referred to as “liabilities of fragmentation” – may be overcome. The findings demonstrate how lead firm performance is influenced by complex forces underlying GVC governance structures, including the dynamic capabilities of other GVC actors. *(For more information, please contact: Bo Bernhard Nielsen, University of Sydney, Australia: bo.nielsen@sydney.edu.au)*

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**Session: 3.1.12 - Competitive**
**Track: 9. Emerging Markets and Emerging Market MNEs**

**Internationalization of EMNEs**

**Presented On:** July 9, 2023 - 09:00-10:15

Chair: Patricio Duran, University of Richmond

**Does Degree of Foreign Investments Spur up the Market Reactions to Counter Responses by Incumbent Firms?**

Manish Popli, IIM Indore
Sowmya Kannan, IIM Indore
Mehul Raithatha, IIM Indore

In emerging economies, following the implementation of market-efficiency reforms, an influx of investments by resource-rich foreign firms prompts incumbent firms to engage in competitive response actions of cross-border acquisitions. In this study, we propose and find support for the idea that cross-border acquisition announcement returns will be greater for firms in industries that receive more foreign investments. Furthermore, we advance the impact of incumbent firms' vulnerability on the baseline relationship, as assessed through their domestic market dependence and performance attainment discrepancies. The empirical findings support our theoretical model and demonstrate the integrative role of the industry- and firm-level determinants in influencing market reactions to cross-border acquisitions by firms from emerging economies. *(For more information, please contact: Sowmya Kannan, IIM Indore, India: f20sowmyak@iimidr.ac.in)*

**Pro-Market Reform and First Cross-Border Acquisition Speed of Emerging Market Firms: Exploring Intergroup and Intragroup Heterogeneity**

Sandeep Yadav, IIM Bangalore
Pallikara Rameshan, IIM Kozhikode

This study extends the springboard perspective by providing contextual insights into heterogeneity in emerging market firms' aggressive internationalization, conceptualized as the speed of first cross-border acquisition (CBA).
We investigate how the business group (BG) affiliated firms respond to pro-market reform based on among BGs and within BG heterogeneities. We test the proposed hypotheses using Cox proportional hazard models on a sample of 8419 Indian firms (73,388 firm-year observations) for a period of 24 years (1996 to 2019). We find that the scope of pro-market reform is likely to increase the speed of the first CBA. Furthermore, we find that this relationship is contingent on among BGs (product diversification, prior CBA experience) and within BG (firm position in BG, firm in the core industry of BG) heterogeneity of affiliated firms. (For more information, please contact: Sandeep Yadav, IIM Bangalore, India: sandee.p.yadav@iimb.ac.in)

Location Choice and Indian Outward Foreign Direct Investment: Institutional Thresholds and Differentiating Between Institutional Quality and Institutional Distance
Rishika Nayyar, University of Sussex
John Luiz, University of Sussex and University of Cape Town

Institutions matter as regards foreign location investment decisions, but how they matter and in what ways, is still unsettled. We differentiate between absolute and relative institutional effects on both location choice and on the size of FDI, by examining where India’s MNEs invested between 2008 and 2020. We show that the quality of institutions affects location choice, but once they have made that decision then the scale of the investment is impacted by institutional threshold effects and institutional distance. We provide nuance to studies on the asymmetrical effects of institutions on outward FDI location choice. We show that the effects of absolute institutions matter more where host countries lie at the lower end of the institutional profile distribution. Likewise, as regards institutional distance, we find that where the host country is located along the institutional profile distribution matters. This has substantial consequences from both a managerial and a policy perspective. (For more information, please contact: Rishika Nayyar, University of Sussex, United Kingdom: r.nayyar@sussex.ac.uk)

Session: 3.1.13 - Interactive
Track: 3. Finance, Accounting and Corporate Governance

International Financing and Risk Management

Presented On: July 9, 2023 - 09:00-10:15

Chair: Sivakumar Venkataramany, Ashland University

What Motivates Firms To Issue Sukuks Versus Conventional Bonds?
Ayse Yuce, Toronto Metropolitan University
Usama Toor, Toronto Metropolitan University

Thirty years ago, Sukuks were first issued in Malaysia in the form of certificates backed by securitized assets resembling conventional bonds. Globally this security has seen tremendous growth across the Middle East, Asia and Europe since the first issue by Shell in 1990. This paper explores the different financial performance and firm characteristics that motivate corporations to issue sukuk. We examine 628 Bond and 227 Sukuk issuers globally across 12 countries in our study to explore the factors that drive issuers. We also consider how the financial crisis of 2008 has impacted the decision process of companies in choosing to issue Sukuks over Conventional bonds. (For more information, please contact: Ayse Yuce, Toronto Metropolitan University, Canada: ayuce@torontomu.ca)
The External Financing Costs of Private Equity Ownership in Caribbean Offshore Economies
Bruce Hearn, University of Bradford
Collins Ntim, University of Southampton
Venancio Tauringana, University of Southampton
Trond Randoy, Copenhagen Business School
Lars Oxelheim, Lund University
John Malagila, University of Essex

Using a unique, hand-collected sample of 146 firms in the Caribbean region, this paper explores the impact of private equity (PE) ownership on the external financing costs of listed firms in Caribbean offshore economies. Our analysis is based on the ownership competency theory of Foss, Klein, Lien, Zellweger & Zenger (2021) and shows PE ownership increases these costs, as reflected in quoted bid-ask spreads. This relationship is negatively moderated by both the firm having a related party located in an offshore jurisdiction and the adoption of shareholder value governance. Our analysis sheds light on PE financing’s impact in stimulating entrepreneurial regeneration of small island economies and facilitating further broader investment, as well as maturity and exit in PE investment cycles (For more information, please contact: Bruce Hearn, University of Bradford, United Kingdom: b.hearn@bradford.ac.uk)

Earthquakes, MNCs and Cash Holdings: Cross Country Panel Data and a Case Study of Chile
Andres Ramirez, Bryant University
Nezih Altay, DePaul University

Much has been written but little concluded on the relationship between risk and internationalization of the firm. One of the main functions of holding cash is to serve as insurance against operational glitches. The level of cash held depends on the perceived risk levels. Natural disasters such as earthquakes create uncertainty for the firm. Clients, suppliers, employees may all be affected. Physical infrastructure, both public and private is destroyed. Government responses can vary widely. Consequently, to mitigate against post-earthquake uncertainty firms tend to hoard cash. We posit that the international exposure and diversification of MNCs should reduce their exposure to post-earthquake risk, thus reducing their need to increase cash holdings. We employ multi-level analysis. First, for an overview, we study the impact of 299 earthquakes that occurred between 1990 and 2004 on cash holdings. We have over 150,000 firm-year observations from 50 countries. Second, we conduct a case study of the February 27, 2010, earthquake in Chile, applying a difference-in-difference estimation. Third, we focus on the firms that show post-quake abnormal returns in the market and conduct text analytics using their annual reports. Results show, at the high-level, indeed MNCs carry less cash than their domestic counterparts. But the story gets muddled when one dives into cash holdings of companies in one country. (For more information, please contact: Andres Ramirez, Bryant University, USA: jarame_usa@yahoo.com)

Using Field Experiments in International Business Research: Price Insensitivity to Risk in Creating Anonymous Shell Corporations
Brent Allred, Utah State University
Michael Findley, University of Texas
Daniel Nielson, University of Texas
J.C. Sharman, University of Cambridge

Field experiments allow IB researchers to address critical questions that cannot be effectively studied with other methodologies. We conduct a field experiment testing the price-sensitivity of corporate service providers for creating anonymous shell companies in violation of international laws. Drawing upon 1,046 responses from 782 firms in 148 countries, we test whether incorporation firms charge a premium to create anonymous shell corporations for customers with high-risk profiles, including money launderers and terrorism financiers. Confounding assumptions that higher risks require higher rewards, we find that businesses supplying shell companies are remarkably price insensitive to obvious risks of serious customer criminal intent. (For more information, please contact: Brent Allred, Utah State University, USA: brent.allred@usu.edu)
Blockchain and Governance: Organizational Consequences of Implementing Blockchain in a GVC
Mikael Soendergaard, Aarhus University

The organizational consequences from the use of blockchain technology in GVC affects organizational structure, the organizational hierarchy with increased centralization and higher formalization using rules. Top management will need to get more involved. Commonly held expectations of decentralization after introducing blockchain are not supported. Blockchain does not change task independency. An organizational simulation program, OrgCon, has been used to analyze publicly available information, in the example of a transcontinental transfer of flowers from port to port. Decentralization as a system level concept which insufficiently conceptualize a horizontal autonomous organization where trust, decision making, and governance is within the private blockchain application. (For more information, please contact: Mikael Soendergaard, Aarhus University, Denmark: msoendergaard@mgmt.au.dk)

The Commercial Space Industry: Challenging Existing International Business Theory
Denis Charles Odlin, University of Auckland

The commercial space industry comprises spacecraft manufacture and launch, as well as satellite-based communications, earth observation and measurement, climate monitoring, and global positioning. Proposed developments include microgravity manufacturing, asteroid mining, and orbiting solar power stations. International business scholars have not yet examined how well existing terrestrial IB theory fits space-based commerce, and the paper uses an IB perspective to analyse three key business issues limiting industry development: ineffective regulatory structure; space debris; and value and distance. Adequately explaining the distinct characteristics of commercial space industry suggests that IB theory needs to be extended. (For more information, please contact: Denis Charles Odlin, University of Auckland, New Zealand: denis.odlin@auckland.ac.nz)

Technological Solutions to Governance Problems in International Business – A Blockchain Perspective
Shubham Singh, Rutgers University, Newark and New Brunswick
Ajai Gaur, Rutgers University

The complexity of business relationships has made governance issues critical for their success. Governance issues have become especially critical for Multinational Corporations (MNCs) as they navigate the complex landscape of different cultures, laws, and regulations in the countries in which they operate. Further, technologies like blockchain have disrupted traditional models of business, creating new challenges and opportunities for governance. This paper presents a technological solution to the governance challenges faced by MNCs from a blockchain technology perspective. We highlight the way blockchain technology can help in overcoming different inter and intra-organization governance costs and thus offer itself as an alternate mechanism for the governance of international business relations. Specifically, blockchain features like immutability and peer-to-peer sharing offer the mechanism to bypass the need for trust in international business relations, thus the opportunity to overcome different governance costs. Taking this further, this paper presents a blockchain-business governance framework, which organizations can use to navigate different
Exploring Digitalization and Value Chains Interface: A Resource-Based Perspective
Marzenna Anna Weresa, SGH Warsaw School of Economics
Magdalena Marczewska, University of Warsaw

This main objective of the paper is to identify how digital technologies impact companies’ value chain. The paper is of exploratory nature. Based on the theoretical considerations, which integrate a resourced-based view and a value chain concept, this study uses a two-step desk research method: a bibliometric analysis of empirical papers published in the period of 1994-2022 followed by a semi-systematic literature review of the relevant papers. This study argues that digital transformation of companies is one of the drivers of value chains reconfiguration. Digital knowledge and skills are regarded as a core resource for value creation and delivery in the era of the industry 4.0. as digital technologies impact both primary and support activities of the value chain. Digital technologies can facilitate smarter and faster adoption and diffusion of knowledge as well as they enable to operate longer and more complex global value chains. This analysis also shows that digital technologies such as Big Data, Internet of Things, Cloud Computing, and Artificial Intelligence drive reconfiguration of value chains only when they offer more efficient solutions to traditional business problems or deliver new customer value propositions. (For more information, please contact: Marzenna Anna Weresa, SGH Warsaw School of Economics, Poland: marzenna.weresa@sgh.waw.pl)

Strategy for Investment Portfolio in GVC: Does Strong Equity-Based Control Over Group Companies Lead to Good Financial Performance?
Hirofumi Tatsumoto, University of Tsukuba
Toshio Yamauchi, University of Tsukuba

Empirical studies based on internalization theory have indicated that strong equity-based control has a positive effect on the financial performance of individual entities within multinational enterprises (MNEs). Meanwhile, research on alliance portfolios also indicated that the effective utilization of alliances, including minority equity alliances, can enhance financial performance. This study examined the relationship between the strength of group-level control through equity ownership and financial performance in a sample of Japanese MNEs. The results suggested that while an increase in the percentage of majority-owned companies in the number of group companies is likely to improve performance, an exclusive focus on such ownership without any minority investment may lead to a decline in growth. Given that profitability and growth can be pursued in a balanced manner by maintaining organizational ambidexterity, MNEs may therefore benefit from maintaining majority ownership in their group companies while also holding some minority-owned companies in their portfolio. It may also be beneficial for MNEs to adapt their portfolio in response to changes in the business environment. (For more information, please contact: Hirofumi Tatsumoto, University of Tsukuba, Japan: tatsumoto@gssm.otsuka.tsukuba.ac.jp)

Factors Affecting Firms’ Upgrading in GVCs: A Systematic Literature Review and Future Research Agenda
Andrea Pallás-Rocafort, University of Valencia
José Pla-Barber, University of Valencia
Cristina Villar, University of Valencia

In this paper, we conduct a systematic literature review on the factors influencing GVC participants’ upgrading. As economies worldwide have entered GVCs, development opportunities for firms and their regions have received increasing attention. However, to the best of our knowledge, the various mechanisms at play affecting upgrading have not been systematically summarised to date. Besides, this topic becomes increasingly relevant nowadays as current trends that have intensified after the pandemic have the potential to alter the functioning and structure of GVCs. Thus, within this literature, we aim at answering what is the current state of knowledge
about the effects that different factors and actors, at different levels, have on upgrading, and through what specific mechanisms these effects take place. For each factor, we elucidate the mechanisms employed and their effect on upgrading, as studies sometimes find competing evidence, and we account for those that need further study. In this sense, we are particularly interested in the sustainable dimension of upgrading. Furthermore, we provide a novel approach by addressing our analysis from the perspective of private, public and social governance, which allows us to consider the local dimension also affecting upgrading in GVCs. (For more information, please contact: Andrea Pallás-Rocaful, University of Valencia, Spain: andrea.pallas@uv.es)

What Drives Global Logistics Efficiency? Learning from Cross-Country Comparisons

Erkan Bayraktar, Gulf University for Science and Technology
Mehmet Fatih Acar, Izmir Katip Celebi University
Enes Eryarson, Sabanci University

This study introduces a new systematic approach to analyzing countries' relative logistic performance. An output-oriented DEA model is developed based on the logistics performance index (LPI) to assess country-level logistics efficiencies and explore their logistics drivers. The descriptive analysis of LPI reveals that timeliness is the highest performance indicator for all logistic performance groups. International shipment practices in both 2010 and 2018 and tracking and tracing in 2018 no longer contribute to the competitiveness of the countries, even though they have a potential for improvement. Logistically low-performing countries should improve their structural problems related to customs, infrastructure, quality of logistics services, and timeliness. The biggest efficiency change between 2010 and 2018 was in the low-performing countries, supported by the high catch-up effect. Regarding the frontier shift effect, low and high-performing countries demonstrate relatively better adoption of the technological changes than medium ones. (For more information, please contact: Erkan Bayraktar, Gulf University for Science and Technology, Kuwait: bayraktar.e@gust.edu.kw)

Session: 3.1.15 - Interactive
Track: 7. Teaching and Education

Collaboration From Within and Abroad Towards Enhancing Teaching in International Business Curricula

Presented On: July 9, 2023 - 09:00-10:15

Chair: Maria Alejandra Gonzalez-Perez, Universidad EAFIT

Global Virtual Teams in Building Resilience- A Four-Year Study of Pre- and During COVID Disruption

Mona Pearl, DePaul University
Kelly Tzoumis, DePaul University

Global virtual teams (GVTs) have become an increasingly important tool in the workplace as well as in the learning environment. A model of resiliency was tested based on discernment, resourcefulness, problem solving, consideration of future consequences, critical thinking and culture. We conducted a four-year longitudinal study beginning in 2018 before the pandemic and lasting through the pandemic in 2021 to test the model of resiliency. The role of GVTs was used as an intervention to compare resiliency. Based on a sample of before the GVT experience (n=584) and after the GVT experience (n=399) with learners from six countries, results show that a) resiliency is predicated on discernment and resourcefulness, and that while problem solving, consideration of future consequences (CFC) and culture are important, after the GVT experience it is critical thinking that learners consider to be a significant factor; and (b) when controlling for the pandemic, it had no significant impact on resiliency perceived by the learner. (For more information, please contact: Mona Pearl, DePaul University, USA: mpearl@depaul.edu)
Change in Cultural and Professional Identities of Russian Academics Abroad Affected by Russian War in Ukraine.
Marina Iskhakova, Australian National University
Anna Earl, University of Canterbury

Academics and Universities are among key players who are shaping safe spaces in times of major regional and global conflicts. Russian Academics abroad are among non-obvious but key critical opponents to Russian political regime, who openly and firmly stand against the war with Ukraine. Understanding how the war affected one of the most intellectually independent and free community is necessary and crucial. This study seeks to examine how the war impacted cultural, professional and personal (well-being) identities of Russian academics abroad. Universities worldwide who employ Russian academics during the Russian-Ukrainian war will be provided with the evaluation of the impact and with key support strategies. This study employs mixed-method methodology to examine the effect that the war has had on Russian academics cultural, professional and personal (well-being) identities and what coping strategies they have used to deal with consequences of the war on their well-being. Preliminary results are based on in-depth, semi-structured interviews with 4 Russian academics who live and work abroad and 24 survey answers. Preliminary results indicate significant impact of the war on cultural and professional identities. The study contributes to the existing body of knowledge on the academic identity literature in a war context. (For more information, please contact: Anna Earl, University of Canterbury, New Zealand: anna.earl@canterbury.ac.nz)

Using the Project Management Process in Developing a Short-term Study Abroad Program
Karen Lynden, University of North Carolina Wilmington
Leilani O. Baumanis, Lynn University

The goal of this paper is to share the process of planning, organizing, and executing a short-term study abroad program using the project management process. As noted in the Academy of International Business (AIB) 2023 World conference call for papers, today’s international business is challenged by unprecedented global disruptions, and we must look to examples and be examples of resilience in practice (AIB, 2023). Much like the AIB conference location for 2023, our event location is being exposed to geopolitical, and socioeconomic changes, providing an important setting to discuss resilience and solutions in the face of global disruption. Drawing from the call for papers, AIB terms “resilience” as the capability to anticipate and cope with various kinds of disruptions in an agile manner, and resilience in particular is called for at various levels (government, business, and individual) to operate within and through global crisis. In this context, we look to plan and execute a successful short-term travel abroad program where stakeholders study, experience, and practice resilience as they develop business consulting skills, global mindset, cultural intelligence, and overall business acumen to work within complex environments and an ever-changing world. (For more information, please contact: Karen Lynden, University of North Carolina Wilmington, USA: lyndenk@uncw.edu)

Entrepreneurial Alertness during Global Disruptions: A Classroom Perspective
Raina Rutti, Wichita State University
Jase Ramsey, Florida Gulf Coast University
Trip Knoche, Florida Gulf Coast University

Increasing global disruptions, workforce mobility, and international assignments are creating demand for culturally adept employees that can recognize opportunities. While developing these employees may begin in the classroom, educators are experiencing difficulties motivating students to learn entrepreneurial competences. Entrepreneurial alertness (EA) training may be one way to increase their competencies, as well as their perceived creative self-efficacy with a global strategy course. We propose a quasi-experimental design to survey MBA students taking a global strategy course. We also suggest a pre- and post-test along with a control group. The purpose of this study is to see whether EA can be learned in the classroom, and if so, what are the consequences? Further, we aim to see whether cultural intelligence impacts the proposed direct relationships. (For more information, please contact: Raina Rutti, Wichita State University, USA: raina.rutti@wichita.edu)
Encouraging Student Engagement, Interaction and Learning via Online Discussion Boards: Reflections on Using Yellowdig in the COVID-19 Era
Eva Andrea Alfoldi, University of Delaware

Across the world, the COVID-19 lockdowns of 2020 brought online student engagement, social interaction and learning into the spotlight. During this time, Yellowdig (an educational discussion board with social media-like features) rose to prominence, designed to foster ongoing discussion and a community of inquiry among students. In this paper, I reflect on a multi-year, evolving experiment with Yellowdig on 14 international business and marketing courses taught over five semesters. I find that students consistently consider Yellowdig a relevant and valuable learning tool, even after classes have returned to face-to-face delivery. Nonetheless, my experience also highlights two limitations: 1) undergraduate students do not find Yellowdig rewarding enough to be habit-forming, especially when it is required on several courses; and 2) they rarely engage in true back-and-forth conversations unless the class size is small. Overall, I argue that while Yellowdig may not be a panacea for social learning, it is well suited to IB teaching and superior to traditional discussion boards, offering a versatile platform for student interaction and engagement as long as instructors have a clear understanding and realistic expectations. I conclude with a list of considerations to help instructors optimize their use of Yellowdig on different types of IB courses. (For more information, please contact: Eva Andrea Alfoldi, University of Delaware, USA: ealfoldi@udel.edu)

Session: 3.1.16 - Interactive
Track: 5. HRM, Leadership and Cross-Cultural Management

The Roles of Leaders

Presented On: July 9, 2023 - 09:00-10:15

Chair: Rafal Mrowka, SGH Warsaw School of Economics

Biculturalism and Leadership Effectiveness: Innate Biculturals and their Cross-cultural Competence
C. Lakshman, Florida Atlantic University
Jorge Gonzalez, University of Texas Rio Grande Valley

Cross-cultural Competence (CC) and leadership in globally dispersed locations are critical for MNCs to overcome the liability of foreignness. For this and other reasons, there has been tremendous growth in research on biculturalism (multiculturalism) in International Business research in recent times. Biculturalism has been shown to be a good predictor of cultural intelligence (CQ), CC, and Attributional Complexity (AC), which is an antecedent of CQ and CC. Despite theoretical arguments suggesting that biculturalism is related to cross-cultural leadership effectiveness, scholars have not empirically examined this relationship. In a field study, we examined the role of biculturalism on CC, as well as the role of AC as a mediating mechanism in a critical sample of innate biculturals and their subordinates. Based on responses of 200 primary respondents and 40 subordinates, we provide evidence in support of these relationships, while also showing the incremental validity of a recent measure of biculturalism over one popular dual acculturation measure. We identify critical contributions and discuss limitations and future research directions. (For more information, please contact: C. Lakshman, Florida Atlantic University, USA: clakshman2007@gmail.com)
Paternalistic Leadership and Follower’s Innovative Behavior: Mediation of Affective Commitment and Moderation of Individual Cultural Value Orientation
ChanHyuk Shin, Korea University
GaHye Hong, Pusan National University
MannSoo Shin, Korea University

For two decades, paternalistic leadership has received growing attention. However, open questions remain concerning its operationalization and effectiveness. Building upon social exchange theory and the cross-cultural management literature, we explore the moderating role of individual cultural value orientations on the strength of paternalistic leadership in the Korean context. An empirical analysis of 342 Korean followers with various personal backgrounds showed that affective commitment mediates the relationship between paternalistic leadership and followers’ innovative behavior. More importantly, the findings indicated that the strength of paternalistic leadership is contingent on individual-level cultural values orientation. Specifically, power distance and collectivist orientation strengthen the relationship between paternalistic leadership-affective commitment-innovative behavior mechanisms. These findings reveal the importance of individual-level cultural values in the paternalistic leadership literature. Based on the results, we discuss theoretical and managerial implications. (For more information, please contact: ChanHyuk Shin, Korea University, Korea, South: king6056@korea.ac.kr)

Cloning the Success or Falling into a Trap: The Role of a Founder CEO in the Corporate Comeback Again
Chin-Jung Luan, National Dong Hwa University
Chengli Tien, National Taiwan Normal University
Yu-Tang Tsai, National Dong Hwa University

This study aims to delineate the relationship of founder CEO-risky turnaround strategies-turnaround performance, and the moderating roles of prior turnaround experience of the firm during the second time turnaround and risk-taking capabilities. Many high-tech companies are still operated by founder CEOs and the companies have encountered several times of performance decline since 1990s. Previous studies have demonstrated that founder CEOs, compared to agent CEOs, prefer risk-taking approaches to turn around their declining firms from the theoretical perspectives of organizational identification, strategic leadership and stewardship/agency theories. In this research, we employ the firms of high technologies in Taiwan as the sample and collect the data from the Taiwan Economic Journal to test the proposed hypotheses. The results show that founder CEOs may not opt for market-based strategies during the second turnaround. In addition, a firm's risk-taking capabilities reveals mixed findings toward different market-based turnaround strategies. Moreover, the previous turnaround success experience is harmful to the second turnaround performance, and plays a moderating role in the relationship between market-based turnaround strategies and turnaround performance. This study then may contribute to both literature on turnaround strategy and risk-taking capabilities, and constructive suggestions to a firm during its turnaround and re-turnaround. (For more information, please contact: Chengli Tien, National Taiwan Normal University, Taiwan: cttien168@gmail.com)

Leader’s Role Modelling of Corporate Language Communication Across Personal and Organizational Contexts
Annamaria Georgieva, Aarhus University
Jakob Lauring, Aarhus University

While the positive influence of managers actively introducing a common language in multilingual organizations is relatively well documented, less focus has been directed towards how this actually functions across different situational contexts. We use responses from 2567 employees in multilingual organizations in the Nordic countries to show a positive association between a leader’s use of English, as the common language, and the employee's use of English. Our moderation analysis however demonstrates that the situational context in the form of formality of the communication (private vs. work purposes), as well as personal context of the employees (younger vs. older generation), and organizational context (private vs. public) significantly limit the influence of the manager. Lower level of communication formality and higher age of the employees generally reduce the effect of consistent English language management. Finally, in our triple interaction we expound that
employees of varying age groups differ in their response to English management, depending on the organization context as well. In public institutions, namely universities, younger academics seem to be much more impressionable and follow the mandate exemplified by their leaders. (For more information, please contact: Annamaria Georgieva, Aarhus University, Denmark: anku@mgmt.au.dk)

Session: 3.1.17 - Interactive
Track: 9. Emerging Markets and Emerging Market MNEs

Emerging Market Institutional Environment

Presented On: July 9, 2023 - 09:00-10:15

Chair: Desislava Dikova, WU Vienna

The Role of Diplomacy in a New World Order: The Belt and Road Initiative and Establishment Mode Decisions by Chinese MNEs

Diego Quer-Ramón, University of Alicante

The Belt and Road Initiative (BRI) is an ambitious development plan put forward by the Chinese government to promote an inter-country multidimensional cooperation. Today, it is a key diplomatic tool for China. The aim of this study is to investigate the role played by the BRI as a moderator of the influence of other institution-, industry-, and firm-specific factors on establishment mode choice by Chinese multinational enterprises (MNEs). Drawing on the strategy tripod, this study develops several hypotheses that are tested with data on 1,076 outward foreign direct investments (OFDIs) of Chinese MNEs between 2013 and 2021. The results show that the BRI moderates the influence of both firm's prior international acquisition experience and Chinese government’s OFDI restrictions on the establishment by means of an acquisition. This study contributes to reinforce the importance of institutions as the third leg of a strategy tripod when explaining international behavior of Chinese MNEs. It also suggests that the BRI is a diplomatic tool that may act as a substitute for firm’s resources and may mitigate the negative influence of other external factors. (For more information, please contact: Diego Quer-Ramón, University of Alicante, Spain: diego.quer@ua.es)

Knowledge Contribution and Equity Split Dynamics among China’s Technology-Based Ventures

Jiang Bian, University of Hong Kong

Equity split is one of the most critical decisions that entrepreneurial ventures need to make to align individual efforts with contributions among cofounders. While prior literature has examined the impact of equity division on individual cofounder’s effort to contribute ex post, we know little about how the initial sources of contribution shape equity division decision ex ante. Yet, it is well documented that knowledge contribution through ideas, technologies, and information is crucial for the creation and growth of high-tech ventures. Further, knowledge is hard to evaluate and contracts involving the evaluation of knowledge is subject to the hazard of renegotiation. Drawing insights from the behavioral theory of entrepreneurship, I argue that knowledge contribution, relative to other forms of contribution such as financial capital, real estate, and machinery, is associated with both a higher level of initial equity share and a higher level of equity dilution overtime. I further investigate the role of venture capital (VC) investors in facilitating equity split adjustment, paying special attention to VCs featured with different institutional logics (i.e., state affiliated VCs vs. private VCs). A hand-collected dataset from China that uniquely helps identify initial knowledge contribution among cofounders provides supportive evidence of my hypotheses. (For more information, please contact: Jiang Bian, University of Hong Kong, Hong Kong, SAR-PRC: bian@hku.hk)
Navigating the Link Between Informal Institutions and Outward Foreign Direct Investment: An Emerging Market Context

Xuchang Chen, Peking University
Mengzi Jin, Peking University
Roy Chua, Singapore Management University

Drawing on the cultural perspective and institution-based view, this paper seeks to understand the effect of heterogeneity in informal institutions within a country on outward foreign direct investment (OFDI). Using a large sample of emerging market firms’ outward foreign direct investment activities, we find that culture at the subnational level, as an important dimension of informal institutions, is a driver of firm’s international expansion. Further, we identify how variations in regional-level support, namely governmental R&D investment and inward FDI spillover, weaken the effects of subnational culture on firms’ OFDI. Overall, the cultural perspective sheds new light on firms’ OFDI strategy and enriches international business research. (For more information, please contact: Xuchang Chen, Peking University, China: xuchangchen@pku.edu.cn)

China-Africa Business Relationships: A Systematic Literature Review and Future Directions

Max Dike, De Montfort University
Richard Owusu, Linnaeus University

Chinese-African business relationships has become a major topic of academic relevance recently. This paper presents a systematic review of the relevant extant literature on Chinese-African business relationships published in the period 2000-2019. We use the antecedents-strategies-consequences framework for an enhanced appreciation of the subject. The findings suggest that China’s presence in Africa is economically and politically-motivated, with loans, grants, and infrastructure-for-resources as the main strategies to woo the Africans. China is accused of opportunism in Africa, exploiting the continent’s natural-resource base for its domestic use and seeking political support from African nations to drive its global agenda. The study contributes to an improved understanding of the research and provides bases for future researchers to find gaps and add to the knowledge of the subject. Managers and policy-makers from both sides can also use the findings to enhance their strategies and policies respectively. (For more information, please contact: Max Dike, De Montfort University, United Kingdom: max.dike@dmu.ac.uk)

Government Affiliation Levels and Specific Foreign Direct Investment Strategies

Xinwei Shi, Capital University of Economics and Business
Wenwei Chen, Regent's Park College, Oxford University
Hongshu Wang, Beijing Foreign Studies University
Qian Cheng, Leeds University

This article examines the impacts of government affiliation levels (i.e., incorporating Central-level, Provincial-level, City-level/County-level governments, and privately-owned enterprises) on Chinese(C) MNEs’ specific motive-oriented Foreign Direct Investment (FDI). A pooled logistic regression approach is used to test whether different government affiliation levels determine the natural resources-, technology-, and brand-oriented FDI strategies in the period from 2006 to 2015. Using a sample of Chinese companies that have fully completed cross-border merger and acquisition deals (M&As). Our results show that Chinese privately-owned enterprises are more likely to seek both foreign cutting-edge technologies and known brands. In contrast, CMNEs with higher government affiliation levels have less likelihood of seeking both technologies and brands, but they tend to acquire target firms involved in natural resources. Extant literature suggest that general state ownership positively facilitates CMNEs’ outward FDI. However, we asset that state ownership may be not a significant factor influencing CMNEs’ SAS FDI strategies, but the differing government affiliation levels do. Therefore, our findings further contribute to the IB literature, providing a better understanding on emerging-country MNEs, especially on CMNEs. (For more information, please contact: Hongshu Wang, Beijing Foreign Studies University, China: hongshu.wang@bfsu.edu.cn)

Ludan Wu, Durham University
Dylan Sutherland, Durham University

Emerging market (E)MNEs may struggle to innovate domestically owing to weak IPR enforcement, potentially leading to ‘institutional arbitrage’ related FDI to address their domestic institutional deficits. We use logistic regression modelling on 144,522 greenfield FDI projects, comparing the impact of patent enforcement between EMNEs and developed market (D)MNEs. We find the likelihood an EMNE chooses an R&D greenfield FDI project over other types of FDI projects is positively associated with increased levels of patent enforcement protection relative to its home market. We also find this relationship is stronger for EMNEs than DMNEs – that they have a greater sensitivity to institutional arbitrage in this regard. We discuss implications for understanding EMNE theorizing, including springboard theory, by identifying a specific type of institutional arbitrage that EMNEs are more strongly predisposed towards than DMNEs. (For more information, please contact: Ludan Wu, Durham University, China: ludan.wu@durham.ac.uk)

Does Subnational Institutional Context Matter to MNC Subsidiary Performance and Institutional Distance?
Evidence From a GMM Panel VAR Approach

Anuradha Saikia, IIM Shillong
Sharad Nath Bhattacharya, IIM Shillong
Rohit Dwivedi, IIM Shillong

The institutional based view of strategy for multinational corporation (MNC) internationalization in emerging markets has overlooked the effect of subnational institutional variation of the host country and its relationship with the regulatory institutional distance. Our study builds on this notion to examine the interlinkages between four factors: the host country’s industry institutional variation, the subsidiary performance, the regulatory institutional distance and host country’s macroeconomic uncertainty. Using a panel vector autoregressive model (PVAR) on a sample of 175 foreign-owned subsidiaries in India from 2005 to 2020, we find a bidirectional negative relationship of both the host country’s industry level institutional forces and regulatory institutional differences with the subsidiary performance. The study also reveals a unidirectional positive relationship between host country’s industry level institutional disputes and the regulatory institutional distance. These findings highlight the importance of industry level institutional complexities in influencing the regulatory quality of both the host and home country which in turn impacts the subsidiary performance. Policymakers should pay special attention to variations in the subnational institutional climate in emerging markets and consider subsidiaries as major stakeholders in regulatory decisions at the national and international level. (For more information, please contact: Anuradha Saikia, IIM Shillong, India: anuradha.fpm18@iimshillong.ac.in)

Session: 3.1.18 - Special Session  
Track: 16. Clinics and Cafés  

Research Methods Clinic: Writing Methods Papers

Presented On: July 9, 2023 - 09:00-10:15  
Facilitator: Tine Koehler, University of Melbourne

Join a group discussion, with an expert, organized around a specific research methodology of interest. Discuss best practices, or get advice on specific problems that you may be facing.

This session is organized by the AIB Research Methods SIG.
Fellows Café: The Diffusion of AI Adoption in the Context of Global Businesses: New Opportunities and Challenges for IB Researchers

Presented On: July 9, 2023 - 09:00-10:15

Facilitators: Igor Filatotchev, Kings College London and Keith Brouthers, King’s College London

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

The rapid diffusion, adoption and use of new digital technologies, including Artificial Intelligence (AI) – often referred to as digital transformation or 4th industrial revolution – have triggered profound changes in the global economy, society and institutions. Not surprisingly, a rich literature in the IB domain has been emerging to shed light on these changes. For instance, the AI-based technology changes and their adoption have been linked to organizational experimentation and the emergence of new sociotechnical practices. Researchers have also increasingly highlighted that the organizational outcomes of the digital transformation are far from being unidirectional, unambiguous and always positive. As a result, the MNEs’ strategies in the technology domain are associated with increasing uncertainties for companies, their shareholders and other stakeholders. This Fellows Cafe will focus on the complex interface between AI-related innovation, global strategy and corporate governance in the environment of rapid technological change.

Fellows Café: Motion for Discussion: The Ethics of Investing are Different Than the Ethics of Divesting

Presented On: July 9, 2023 - 09:00-10:15

Facilitator: Klaus Meyer, Ivey Business School

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

The rapid diffusion, adoption and use of new digital technologies, including Artificial Intelligence (AI) – often referred to as digital transformation or 4th industrial revolution – have triggered profound changes in the global economy, society and institutions. Not surprisingly, a rich literature in the IB domain has been emerging to shed light on these changes. For instance, the AI-based technology changes and their adoption have been linked to organizational experimentation and the emergence of new sociotechnical practices. Researchers have also increasingly highlighted that the organizational outcomes of the digital transformation are far from being unidirectional, unambiguous and always positive. As a result, the MNEs’ strategies in the technology domain are associated with increasing uncertainties for companies, their shareholders and other stakeholders. This Fellows Cafe will focus on the complex interface between AI-related innovation, global strategy and corporate governance in the environment of rapid technological change.
Session: 3.1.21 - Special Session  
Track: 15. Special Sessions  

**JIBS Special Retreat**  

**Held On:** July 9, 2023 - 09:00-12:00

This retreat is for the invited Area Editors of JIBS only  

**Invited Area Editors:**  
Sjoerd Beugelsdijk, University of Groningen  
Jonathan Doh, Villanova University  
Dan Li, Indiana University  
Marjorie Lyles, Florida International University  
Xufei Ma, Chinese University of Hong Kong  
William Megginson, Oklahoma State University  
Rebecca Piekari, Aalto University  
Elizabeth Rose, IIM Udaipur  
Saeed Samiee, The University of Tulsa  
Rosalie Tung, Simon Fraser University  
Catherine Welch, Trinity College Dublin  
Sri Zaheer, University of Minnesota  
Shaker Zahra, University of Minnesota  
Allan Bird, Northeastern University  
Lorraine Eden, Texas A&M University  
David Griffith, Texas A&M University  
Jiatao Li, Hong Kong University of Science and Technology  
Yadong Luo, University of Miami  
Lemma Senbet, University of Maryland  
Riki Takeuchi, University of Texas at Dallas  

*(For more information, please contact: Rosalie Tung, Simon Fraser University, Canada: tung@sfu.ca)*

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Session: 3.2.1 - Special Session  
Track: 15. Special Sessions  

**Multinational LGBTQIA+ Policies in Contested International Business Environments**  

**Presented On:** July 9, 2023 - 10:45-12:00

Chair: William Newburry, Florida International University  

**Panelists:**  
William Newburry, Florida International University  
Naomi Gardberg, The City University of New York  
Aharon Cohen Mohliver, London Business School  
Matt Raskovic, Auckland University of Technology  

This moderated discussion panel aims to explore three interrelated themes associated with the adoption of LGBTQIA+ policies by multinational corporations across international business environments where sentiments towards such policies may be contested. First, we will look at the social psychology of societal-level LGBTQIA+
sentiments in a particular country as well as other macro-level factors impacting the adoption of LGBTQIA+ policies within and across markets. Second, we will explore how contested environments potentially impact LGBTQIA+ policy adoption by MNEs. The LGBTQIA+ context provides a prototypical example of a contested environment where strong societal sentiments exist in both directions. Third, we will examine factors influencing external stakeholder reactions to company LGBTQIA+ policies once adopted. The degree to which supportive behaviors such as investing in a firm, purchasing a firm’s products or services, and seeking employment in a firm are influenced by LGBTQIA+ policies is an important input into adopting such policies in the first place. Each of these three themes will be overviewed briefly by one of our session panelists. The session chair will then lead a moderated discussion of these themes by exploring pre-assigned questions to each of the panelists, followed by general Q&A from the panel audience. (For more information, please contact: William Newburry, Florida International University, USA: newburry@fiu.edu)

Session: 3.2.2 - Special Session
Track: 7. Teaching and Education

Scholarship of Teaching & Learning (SoTL): Meet the Editors Session

Presented On: July 9, 2023 - 10:45-12:00

Chairs: Miguel Cordova, Pontificia Universidad Católica del Perú and Karen Lynden, University of North Carolina Wilmington

Panelists:
- Victoria L. Crittenden, Babson College
- Jennifer S.A. Leigh, Nazareth University
- Yinglu Wu, John Carroll University

This special panel aims to provide a meeting for attendees with the editors of teaching and education focused academic journals. This session is oriented to create an open and insightful discussion about how instructors and scholars can prepare and submit their teaching and education scholarly contributions (e.g., teaching/learning developments and innovations, teaching/learning strategies, case studies, teaching-related projects) with the aim to further develop and improve IB teaching and education. This special panel has two parts: (1) a general discussion, in which the panelists will present their journals and highlight specific features towards submitting and publication, and (2) a break-out activity in the informal round table discussion format, with each table led by a panelist who will provide the participants valuable insights regarding the ideation and writing processes of IB teaching-oriented papers. (For more information, please contact: Miguel Cordova, Pontificia Universidad Católica del Perú, Peru: cordova.miguel@pucp.edu.pe)
Session: 3.2.3 - Panel
Track: 14. Theme: IB Resilience under Global Disruptions

Pro and Con Debate: Do Non-Traditional Entry Modes Require New Theories?

Presented On: July 9, 2023 - 10:45-12:00

Chair: Noman Shaheer, University of Sydney
Discussant: Peter Liesch, University of Queensland

Panelists:
- Sali Li, University of South Carolina
- Keith Brouthers, King’s College London
- Klaus Meyer, Ivey Business School
- Jean-Francois Hennart, Tilburg School of Economics and Management

This panel aims to stimulate a scholarly debate on the need for new theories to incorporate emerging entry modes in the wake of recent technological and institutional transitions. Recently, scholars have identified a variety of non-traditional entry modes, such as capital access, managed ecosystem, virtual entry, and innovation outposts, suggesting that new theories are needed to explain these newly emerging ways of international involvement. However, other scholars have challenged this development, arguing that these non-traditional entry modes can be effectively explained by a more sophisticated version of existing theories, such as transaction cost economics. This debate has aroused a broad discussion through a variety of channels, including JIBS and AOM IM Division online research panels. The proposed panel discussion aims at advancing the debate by inviting scholars from both schools of thought and engaging the broader AIB community. (For more information, please contact: Noman Shaheer, University of Sydney, Australia: noman.shaheer@sydney.edu.au)

Session: 3.2.4 - Panel
Track: 8. Research Methods

The Role of Value in Global Value Chain: Some Methodological Advances

Presented On: July 9, 2023 - 10:45-12:00

Chairs: Diletta Pegoraro, Politecnico di Milano and Ornela Vladi, Copenhagen Business School

Panelists:
- Roger Strange, University of Sussex
- Torben Pedersen, Copenhagen Business School
- Lucia Piscitello, Politecnico di Milano

The Global Value Chain (GVC) framework is on its way to becoming a mainstream tool in the International Business community for reflexing on the volatility, uncertainty, complexity and ambiguity (VUCA) of today’s environment. The main characteristic of the GVC framework is its focus on the value-added created and captured throughout the MNE’s network dynamics. This opens up the opportunity to revise common methodological approaches in IB in light of the GVC’s focus. It also challenges the orthodox methodologies adopted in International Business as new methodological advances and cross-fertilization of disciplines are envisaged. (For more information, please contact: Diletta Pegoraro, Politecnico di Milano, Italy: diletta.pegoraro@polimi.it)
International Business (IB) scholarship has extensively explored multinational enterprises’ (MNE) strategic actions from the phenomenon-driven perspective: observing MNE strategic adjustments to its environment (business, social, and institutional), exploring ways to create and transfer abroad firm’s specific advantage, and MNE efforts to manage its units through various organizational and individual level efforts (e.g., establishing relevant structures and processes, utilizing expatriation and boundary spanning). However, MNE’s internal process of strategy implementation, i.e., actions that realize MNE strategic goals by embracing simultaneously both MNE systems and individuals working at the MNE, remain under-theorized. Strategy implementation is particularly crucial in the contemporary disruptive environment when strategic responses should be fast and also quickly adopted by the entire MNE (across its hierarchy) to remain resilient. According to empirical evidence, the latter remains MNE’s challenge, while theories to guide MNE actions are lacking. In this panel, we discuss ways to develop research agenda on strategy implementation of the MNE in the context of global disruptions. Moreover, we explore various paths to theorize about technology utilization in the MNE strategy implementation efforts. We believe this panel would substantially strengthen the conference program, which is focused on searching ways towards MNE resilience under global disruptions. (For more information, please contact: Ausrine Silenskyte, University of Vaasa, Finland: ausrine.silenskyte@uwasa.fi)

Our aim is to present ideas for how to advance our understanding of informal institutions in a few specific directions, as well as to open up a wider debate. In particular, we will consider the following areas:

- The inter-relationship between formal and informal institutions is not yet well understood; notably whether informal institutions complement formal ones, or act to substitute for them.
- The factors driving the change of informal institutions is another area requiring further work.
• The social anthropological school has stressed that fundamental among informal institutions is family structure, an issue which has been underdeveloped in the IB literature. The panel will consider different informal institutions and suggest contexts in which family structures might be most relevant.

• Informal institutions are not the same as culture, but the two concepts are sometimes treated as synonymous. We will try to understand the differences as well as the similarities between the two.

(For more information, please contact: Saul Estrin, London School of Economics, United Kingdom: s.estrin@lse.ac.uk)

Session: 3.2.7 - Competitive
Track: 3. Finance, Accounting and Corporate Governance

Ownership, Board of Directors, and Managerial Succession

Presented On: July 9, 2023 - 10:45-12:00

Chair: Maria Aluchna, SGH Warsaw School of Economics

Internationalization and CEO Succession
Yu-Kai Wang, Soochow University

This study investigates how internationalization affects the selection of new CEO origin (new inside or outside CEO). Based on the literature on succession origin, internationalization, and executive job demands, it argues that different types of internationalization encompass different task demands for new CEOs. Specifically, it proposes that while international exploitation requires existing knowledge, international exploration demands new knowledge. Accordingly, these two types of internationalization determine new CEO origin. It further suggests that organizational performance is as a moderator to impact the above relationships. Most of the above arguments are supported by the empirical results. To conclude, this study enhances our knowledge by showing that the different task demands associated with different types of internationalization determine new CEO origin.

(For more information, please contact: Yu-Kai Wang, Soochow University, Taiwan: ywang012@scu.edu.tw)

Performance Feedback and General Manager Succession in Foreign Subsidiaries of MNEs: A Behavioral Perspective
Liang (Arthur) Li, Toronto Metropolitan University
Vanessa Hasse, Ivey Business School
Marketa Rickley, University of North Carolina at Greensboro

Underperformance is one of the most salient drivers of managerial succession. Yet, its role in influencing general manager (GM) succession in foreign subsidiaries of multinational enterprises (MNEs) has received limited attention and remains poorly understood. This is despite the fact that subsidiary management is critical to MNE success. To fill this important gap, we draw on the performance feedback perspective to argue that MNE decision makers interpret subsidiary performance against aspirations to make subsidiary GM succession decisions. Specifically, we hypothesize that a greater performance attainment discrepancy (a) between the focal subsidiary’s performance and its historical aspiration and (b) between the focal subsidiary’s performance and its social aspiration increases the likelihood of GM succession. However, as a critical contingency factor, we expect that cultural distance between parent home country and the subsidiary host country obfuscates MNE decision makers’ interpretations of performance feedback signals, weakening the relationship between subsidiary underperformance relative to its historical and social aspirations and GM succession. Using Toyo Keizai Needs Merged Database from 1991 to 2020, we find empirical support for our predictions. We discuss the implications of these results and suggest directions for future research.

(For more information, please contact: Marketa Rickley, University of North Carolina at Greensboro, USA: m_rickle@uncg.edu)
Antecedents of Director Compensation: Monitoring Human Capital Versus Social Embeddedness
Soni Jha, Temple University
Vilmos Misangyi, Penn State University
Ram Mudambi, Temple University
Kshitij Awasthi, IIM Lucknow

In this study we examine the determinants of directors' compensation. We distinguish between the impact of monitoring human capital of individual directors, measured using directors' expertise and objectivity, and the social embeddedness of individual directors in the overall board interlock network, measured using their direct ties, prominence, or reach, to examine how they individually impact the compensation of directors. Using a unique longitudinal dataset of director appointments and compensation in India from 2010-2016, we find that monitoring human capital has a mixed effect, while social embeddedness has a consistently negative effect on the compensation of directors. Further, to establish a causal link between monitoring human capital or the social embeddedness of directors and their compensation, we exploit a natural experiment - the implementation of the Companies Act of India, 2013, which exogenously increased the monitoring human capital of directors and decreased their social embeddedness. Our analyses suggest that firms value directors’ expertise, and thus expert directors earn more. However, we find that firms don’t value the directors’ objectivity and social embeddedness, as they both have a negative impact on directors’ compensation. Interestingly, we find that the reform had no effect on the relationship between director’s monitoring human capital and their compensation but had a positive effect on the relationship between director’s compensation and their social embeddedness. We argue that this occurred because the reform increased the risks assumed by directors, and firms responded to this by increasing the compensation of socially embedded directors. In summation, our results highlight that firms value directors’ ability to provide strategic oversight but not their social connections. (For more information, please contact: Soni Jha, Temple University, USA: soni.jha@temple.edu)

The Influence of Entrepreneurial Founder Ownership on External Financing Costs in Emerging Economies
Bruce Hearn, University of Bradford
Trond Randoy, Copenhagen Business School
Lars Oxelheim, Lund University

Ceding ownership to outside investors provides a control dilemma for entrepreneurial founders. In emerging capital markets with weaker formal institutions, we argue that retained founder ownership will lower the funding costs when accessing external capital. Our argument rests on incomplete contracting theory, particularly highlighting the elevated status of the entrepreneur. Based on a longitudinal study of 146 listed firms based in eight Caribbean offshore markets, we find that, for these firms, retained founder ownership reduces transaction costs vis-à-vis outside minority investors and results in lower funding costs. The reduced information asymmetry and funding cost is even stronger for firms with a related party/subsidiary within an offshore tax jurisdiction, and for firms with strong shareholder rights. (For more information, please contact: Bruce Hearn, University of Bradford, United Kingdom: b.hearn@bradford.ac.uk)
Disruptions and Organisational Resilience

Presented On: July 9, 2023 - 10:45-12:00

Chair: Malgorzata Stefania Lewandowska, Warsaw School of Economics

A Composition-Based View Towards Organisational Resilience: Analysis Using fsQCA

Lili Mi, Griffith University
Huan Zhang, University of Sydney
Xuefeng Shao, University of Newcastle

The composition-based view explains how emerging market firms creatively adopt compositional investment, compositional offerings, and compositional capabilities to gain a competitive advantage in the global marketplace. How the composition-based international strategy contributes to organizational resilience under the de-globalization world remains unclear. Using fuzzy-set qualitative comparative analysis, we explore how emerging market firms reconfigure compositional elements and the crucial role of firm heterogeneity in determining organizational resilience. Our analysis of 250 Chinese manufacturing firms revealed five distinct international compositional strategies and asymmetric outcomes. Multiple configurations of composition-based international strategies and firm heterogeneity were found to be related to high and low organizational resilience. Our findings confirm that emerging market firms must reconfigure their compositional elements to achieve sustained and resilient performance throughout the pandemic. Our findings extend the composition-based view by elucidating the multiple pathways and boundary conditions of compositional strategies leading to organizational resilience. (For more information, please contact: Lili Mi, Griffith University, Australia: lili.mi@griffith.edu.au)

Performance and Resilience of Entrepreneurial Ventures During the COVID-19 Pandemic

Alvaro Cyrino, FGV/EBAPE
Luiz Gustavo Barbosa, FGV/EBAPE
Cinara Gambirage, University of Groningen
Jaison da silva, FGV
Ronaldo Parente, Florida International University

In this study, we examine the effects of the COVID-19 pandemic and both entrepreneur and enterprise characteristics on entrepreneurial ventures’ performance and resilience. We adopted exploratory approach and use a dataset with 10 surveys waves from 2020 to 2021, with an average of 7,000 Brazilian entrepreneurial ventures in each wave. We use a pooled model to analyze performance and a pooled logit model to analyze resilience, with standard errors clustered by state in all models. Our findings suggest that the increase of virus contagion per se does not severely affect entrepreneurial ventures’ performance and resilience. However, the worsening of the COVID-19 pandemic does weaken entrepreneurial ventures’ performance and resilience. Moreover, the findings suggest that entrepreneur education has an inverted U-shaped relationship with entrepreneurial ventures performance. Indigenous, Brown, and Black entrepreneurs experienced decreased entrepreneurial ventures resilience compared to White entrepreneurs. While entrepreneurial ventures that adopted digital technologies and had access to loans increased their performance and resilience during the COVID-19 pandemic, those who failed in these aspects saw negative effects on their performance and resilience. The paper sheds light on a little understood topic: the COVID-19 pandemic’s effects on entrepreneurial ventures performance and resilience. (For more information, please contact: Cinara Gambirage, University of Groningen, Netherlands: c.gambirage@rug.nl)
The Contingent Financial Impact of Company Philanthropy under High Uncertainty: The Role of Reputation
Luis Ballesteros, Boston University
Tyler Wry, University of Pennsylvania
Michael Useem, University of Pennsylvania

Studies routinely show that companies benefit from engaging in philanthropy and these benefits are enhanced when actions are perceived as generous and sincere. However, firms are increasingly being asked to respond to urgent and unpredictable issues, like pandemics and natural disasters, which lack clear stakeholder expectations for what constitutes an appropriate response. In the face of this uncertainty, we argue that the material features of the philanthropic action are not useful for assessing a company’s response, and audiences will rely on cues, heuristics unrelated to the donation. Based on an analysis of corporate responses to every epidemic, disaster, and terrorist attack worldwide from 2007-2019, we find that the financial outcomes of disaster philanthropy strongly reflect the reputation of the first firm to donate. Well-regarded first donors benefit from philanthropy, regardless of how much they donate, while ill-regarded first donors are punished. These judgments then transfer to followers that match these donations. Regardless of their own reputations, firms that match well-regarded first donors benefit from philanthropy, while firms that match ill-regarded first donors are punished. Our findings have implications for research on corporate philanthropy in uncertain contexts and offer managers practical advice for how the firm can benefit from its giving. (For more information, please contact: Luis Ballesteros, Boston University, USA: luis@bu.edu)

The Potential of Ports in IB Research: Placing Seaports from the Periphery to the Central Stage
Emilia Merituulia Eräpolku, Aalto University

This paper considers seaports as central sites of international business activity, reviews the current literature on ports in IB, and suggests taking ports into consideration as the unit of analysis in further IB studies. I show that ports have been surprisingly sparsely considered in IB, and merely treated as contextual factors, while literature from maritime economics shows the opportunities in treating ports also as the unit of analysis. The paper contributes to the academic discussion by providing three key directions for considering ports in future IB research, namely in the study of risk, resilience and environmental upgrading of global value chains; global cities; and the long-term energy transition. (For more information, please contact: Emilia Merituulia Eräpolku, Aalto University, Finland: emilia.erapolku@aalto.fi)

Session: 3.2.9 - Competitive
Track: 5. HRM, Leadership and Cross-Cultural Management

International HRM

Presented On: July 9, 2023 - 10:45-12:00

Chair: Markus Pudelko, University of Tuebingen

CEOs' International Experience and their Busyness
Sebastian Baldermann, Vrije Universiteit Amsterdam
Stefan Schmid, ESCP Business School Berlin
Tobias Dauth, HHL Leipzig Graduate School of Management

This paper’s aim is to improve the understanding of CEOs’ busyness, i.e. their board involvement outside their focal firms. Based on signalling theory and resource dependence theory, we argue that CEOs’ international experience may increase busyness abroad, and decrease busyness in the home country. For a sample of CEOs from the 500 largest European MNCs, we confirm the contrary effects of international experience on busyness abroad and at home. Our analyses also shed light on the role of tenure and career transitions for top managers’
board involvement, and hence help firms to anticipate and deal more effectively with busyness. (For more information, please contact: Sebastian Baldermann, Vrije Universiteit Amsterdam, Netherlands: s.baldermann@vu.nl)

Returning Home: CEO Pre-career Overseas Experience and Firm Cross-border Acquisitions
David Weng, California State University Fullerton
Yi Tang, University of Hong Kong
Xuefei Yu, University of Hong Kong

Drawing on the imprinting and place attachment theories, we propose that a CEO’s pre-career overseas experience of growing up and/or studying overseas in the formative years affects the firm’s propensity and intensity of cross-border acquisitions. Results with a sample of U.S. established firms suggest that pre-career overseas experience increases a CEO’s inclination and intensity to acquire targets in a country where the CEO has spent his or her formative years. This effect is further moderated by whether a CEO has worked in the host country and a firm’s prior acquisitions in the host country. Our findings suggest that CEOs’ pre-career overseas experiences can shape, or even distort, firms’ cross-border acquisitions. (For more information, please contact: David Weng, California State University Fullerton, USA: hcweng@fullerton.edu)

Need Both Wings To Fly? The Implications of Local Staffing and Autonomy Delegation for Subsidiary Performance
Joonghak Lee, Gachon University
Fontinha Rita, University of Reading
Jong Min Lee, Yonsei University

Although many studies have examined the implications of management localization for subsidiary performance, the empirical evidence is rather contradictory and inconclusive. Previous studies have typically focused on either local staffing or autonomy delegation to capture the degree of subsidiary management localization. However, we argue that the levels of both local staffing and autonomy delegation should be considered together to fully understand the degree of management localization in multinational enterprises (MNEs) and its impact on subsidiary performance. This study presents a novel model to evaluate the subsidiary management localization considering the levels of both local staffing and autonomy delegation. Using survey data from Korean MNEs, we empirically investigate our model and its implications for subsidiary performance. Our results suggest that local staffing and autonomy delegation do not substitute but complement each other, meaning that higher levels of both local staffing and autonomy delegation are associated with a higher level of subsidiary performance. Overall, this study extends our understanding of management localization and its impact on subsidiary performance by uncovering the collective role of subsidiary local staffing and autonomy delegation. (For more information, please contact: Joonghak Lee, Gachon University, Korea, South: joonghaklee@gachon.ac.kr)

Resilience-Oriented Talent Management Practices in the Context of Grand Challenges
Marina Latukha, Léonard de Vinci Pôle Universitaire
Alexandra Borodulkina, St. Petersburg State University
Yan Kaifeng, St. Petersburg State University

When companies operate in uncertain, turbulent, and sometimes adverse environment, resilience becomes one of the most important conditions for survival in the context of grand challenges. In this paper, using the context of Russia, we investigate how organizational resilience in the context of grand challenges, specifically sanctions, is shaped by core employees and talent management practices. Through correlation and regression analysis of data from 75 multinational companies operating in the Russian market, we found a positive relationship between talent management and organizational resilience and a linear relationship between talent management, employees, and organizational resilience, which means that organizational performance benefits from internal stability and the support of available talent. Specifically, we reveal that in the context of grand
challenges, talent development and retention contribute to organizational resilience the most. In addition, we found that the employee resilience effect is mainly associated with performance-oriented appraisal and the availability of interesting jobs with possibilities to complete challenging assignments. (For more information, please contact: Marina Latukha, Léonard de Vinci Pôle Universitaire, France: marina.latuha@gmail.com)

**Session: 3.2.10 - Competitive**  
**Track: 11. Sustainability in International Business**

**Sustainability and Location Decisions**

**Presented On:** July 9, 2023 - 10:45-12:00

Chair: Shameen Prashantham, China Europe International Business School

*Subnational Environmental Regulatory Pressure and Foreign Divestment From an Emerging Market: The Case of IJVs in China*

Peng Wang, BNU-HKBU United International College  
Teng Niu, Xi'an Jiaotong University

The pollution haven hypothesis (PHH) is widely used to explain the relocation of foreign investors to emerging markets. Economic and environmental institutions are then shaped by an influx of foreign direct investment (FDI), which leads to more stringent environmental mandates in emerging markets. However, the literature remains silent on whether and how FDIs respond to the increasing environmental regulatory pressure in an emerging market. Grounded in the legitimacy perspective, this paper proposes that the likelihood of foreign divestment is higher when the regional environmental regulatory pressure is more stringent. The formulated hypotheses are empirically tested with a Cox proportional hazard model of 402 international joint ventures (IJVs) established in China in 2000 whose foreign divestment status is traced until the end of 2017. A positive relationship between environmental regulatory pressure and the likelihood of foreign divestment is revealed. Furthermore, contingency effects are explored based on the political-economic legitimacy framework: State ownership and the distance to the provincial capital shape political legitimacy, while innovative capability and the local unemployment rate alter economic legitimacy. (For more information, please contact: Peng Wang, BNU-HKBU United International College, China: patrick.wang@my.cityu.edu.hk)

*How Does Environmental Sustainability Affect Multinationals’ Relocation Choices? A Stakeholder and Signaling Theory-Based Approach*

Martina Barbaglia, Politecnico di Milano  
Stefano Elia, Politecnico di Milano  
Vincenzo Buttìcè, Politecnico di Milano  
Roberto Bianchini, Politecnico di Milano  
Marcello Mariani, Università di Bologna

This study investigates how firms’ awareness of sustainability matters affects the revision of their internationalization strategies. We argue that firms signalling their concern for sustainability matters have a higher propensity to return to their home country when confronted with the need to relocate foreign manufacturing subsidiaries, in order to match Corporate Social Responsibility (CSR) stakeholder expectations and enhance the effectiveness of sustainable disclosure endeavours. Furthermore, we explore the moderating role exerted by a home country environmental policy stringency on the likelihood to move back home. The empirical analysis conducted on a sample of 150 relocations performed across European nations in 2002-2016 reveals that CSR-signalling MNEs perceive rigid environmental laws as an opportunity to align to CSR stakeholder expectations, thus amplifying the positive CSR benefits of shortening their global value chain through back-shoring. (For more information, please contact: Martina Barbaglia, Politecnico di Milano, Italy: martina.barbaglia@polimi.it)
**In a Bad Place: Exploring the Reputation Penalties of Tax Haven Use. Does Location Matter?**

Giulio Nardella, ESCP Business School  
Stephen Brammer, University of Bath  
Chris Jones, Aston University  
Yama Temouri, Khalifa University

Whilst corporate tax haven use is considered socially and fiscally unsustainable, research has mainly theorized a limited relationship between tax haven use and MNE reputation. Yet, we generally lack a nuanced conceptualization of tax havens, one which integrates their variation in country characteristics. Drawing on attribution theory and the country reputation perspective, we examine the relationship between tax haven use and MNE reputations. We theorize that when firms exploit ‘dot tax havens’ – the small island economies characterized by their financial secrecy – these locations are associated with reduced ambiguity for MNE stakeholders, thereby increasing reputation risks. Further, we propose that tax havens with the most adverse country reputations are associated significantly reduced ambiguity for MNE stakeholders, and thus, the greatest risk to the reputations of multinational companies. Utilizing a unique dataset of tax haven subsidiaries between 2010-2018, we generally confirm our theorizing. Overall, this paper advances theory regarding the social regulation of tax haven use and the ‘dark side’ of international business. *(For more information, please contact: Giulio Nardella, ESCP Business School, United Kingdom: gnardella@escp.eu)*

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**Session: 3.2.11 - Competitive**  
**Track: 1. Internationalization and Entrepreneurship**

**Capabilities, Performance and Entrepreneurship in Different Contexts**

**Presented On:** July 9, 2023 - 10:45-12:00

Chair: Markus Taussig, Rutgers University

**A Social Identity Perspective towards Refugee Entrepreneurs’ Venture Performance**

Eren Akkan, KEDGE Business School  
Burçin Hatipoglu, University of New South Wales  
Kerem Gürses, La Salle Ramon Llull University

Refugee entrepreneurs can have a substantial impact on the countries they migrate to. Yet, we know little about how they surmount their precarious states to thrive in their businesses. Notably, the ways in which formal protection and support practices impact their entrepreneurial effectiveness have been equivocal so far. To address these shortcomings, we take a self-anchoring perspective to explain how and under which conditions refugee entrepreneurs’ experiences in a host country affect their venture performance. We propose that two experiential prominent factors, the experience of discrimination and local language mastery, influence refugees’ venture performance via anchoring themselves in a host country, that is, having a host country identity. Conceptualizing promptness of temporary protected status (TPS) as an immediate holding environment, we suggest that having acquired TPS at the time of entry into a host country (as opposed to later in time) alleviates the adverse impacts of experiential factors on venture performance as mediated by a host country identity. Using quantitative data collected from Syrian refugees in Turkey, we find evidence towards most of our hypotheses. Our study contributes to refugee entrepreneurship and international management literatures by providing a more comprehensive perspective of how refugee entrepreneurs perform well in a host country. *(For more information, please contact: Eren Akkan, KEDGE Business School, France: eren.akkan@kedgebs.com)*
Inward FDI, Local Entrepreneurial Activity and the Performance of MNE Spawns

Giuseppe Criaco, Erasmus University Rotterdam
Francisco García, Universidad de Oviedo
Byungchae Jin, KAIST
Lucia Naldi, Jönköping University
Robert Salomon, New York University

Despite extensive research about the externalities of inward foreign direct investment (FDI) on host economies and firms, we still know little about the role that inward FDI plays on local entrepreneurial activity. In this paper, we extend prior research by investigating whether, and how, inward FDI influences entrepreneurial dynamics in host countries. We argue that foreign multinationals operating in the host country are likely to spur domestic entrepreneurship and enhance startup performance. We emphasize the roles of skill acquisition and labor mobility among employees of foreign-owned multinational enterprises (MNEs). Using matched employer-employee data from Sweden for 2009 to 2018, we find a positive association between MNE presence and local entrepreneurial activity. Not only are more new firms likely to be founded in municipalities with more MNEs, but the new ventures are more likely to spawn from foreign MNEs than from domestic firms. Moreover, MNE spawns outperform—across several dimensions (e.g., financial performance and productivity)—domestic firm spawns. Taken together, our results hint at positive externalities from inward FDI and speak to the different channels through which those externalities may manifest in host regions. (For more information, please contact: Francisco García, Universidad de Oviedo, Spain: fgarciap@uniovi.es)

Alignment, Distinctiveness, and Socio-Cultural Dis-Embeddedness of Artisan Ventures. A Study Artisan Venture’s International Move

Yixin Qiu, University of Galway
Ricarda Bouncken, University of Bayreuth

How do artisan ventures balance their socio-cultural alignment or dis-embeddedness while commencing internationalisation activities? The academic discussion has examined tensions in identity and location for artisan ventures but leaves the socio-cultural contexts within the internationalisation process unaddressed. On this void, our exploratory study collected primary and secondary data from 15 artisan entrepreneurs. We followed the Grounded theory and Gioia method to distil insights from the rich data. Findings reveal different internationalization configurations of traditional vs. luxury craftsman artisan ventures. Interestingly, artisan ventures can support their distinctiveness by selling their products to foreign markets and/or by following a dis-embeddedness move by abstracting from their home socio-cultural context. Typically, traditional artisan ventures contain service-related co-creation elements in their production. These service-related elements nuance that the departure and dis-embeddedness from the socio-cultural context of the home country via internationalization is a double-edged sword. It provides opportunities on both business and artisan logics, yet challenges value creation and artisan identity, especially when artisans change their traditional patterns in co-creation. (For more information, please contact: Yixin Qiu, University of Galway, Ireland: qiu_yixin@outlook.com)
**EMNEs and Global Geopolitical Risk**

**Presented On:** July 9, 2023 - 10:45-12:00

Chair: Mariola Ciszewska-Mlinaric, Kozminski University

*Motive Complexity of Chinese Multinationals in the African Context*  
Yuanyuan Li, California State University Los Angeles

This research explores the FDI motive complexity of Chinese multinational enterprises (CMNEs) in Africa. Most of the literature on MNEs considers a single motive and seldom discusses that firms engage in multiple goals and desire flexibility in internationalization, especially in dynamic environments. This research combines the institutional logic theory and the real options theory (ROT) to explain what triggers CMNEs to implement strategic flexibility with respect to their FDI motive selection in an African context, as the environmental dynamism in Africa offers a perfect condition to test firm behavior under uncertainty. Examining a sample of 3142 outward FDI projects from 2030 Chinese MNEs between 2000 and 2014, the results suggest political uncertainty contributes to the FDI motive complexity of MNEs in Africa. MNEs' idiosyncratic responses to political uncertainty based on their ownership structure also is investigated. The findings provide the policy implication that improving local institutional quality in African countries can help lessen the degree of resource exploitation by foreign MNEs. *(For more information, please contact: Yuanyuan Li, California State University Los Angeles, USA: yli186@calstatela.edu)*

**FDI Attraction at Subnational Level: Does Politics Matter?**  
Claudia Beatriz Batschauer da Cruz, University of Vale do Itajaí (UNIVALI)  
Dinorá Eliete Floriani, University of Vale do Itajaí (UNIVALI)  
Mohamed Amal, Regional University of Blumenau and University of Itajaí Valley  
Henrique Correa da Cunha, Toronto Metropolitan University  
Francisco Figueira Lemos, Fundacao Getulio Vargas (FGV)

We aim to investigate the influence of political factors on the determinants of FDI at the subnational level. Using the Brazilian context, we develop a Panel Data Analysis on the distribution of FDI among Brazilian States. Findings show that political forces exert a significant moderating effect on conventional subnational determinants. Differently than hypothesized (i.e. political factors strengthen the relationship between economic factors and the allocation of FDI at the subnational level), our results reveal that as political alignment increase, conventional economic determinants of FDI become less significant. Therefore, political factors play a crucial role in the distribution of FDI. Previous studies mainly analyze left or right political alignment, without considering the way these alignments occur, in order to better understand the influence of political forces on organizations and their choice of location. Theoretically, we offer important contributions to better understand the political determinants of FDI at subnational level. We show how conventional determinants and political alignments interact to affect location choices of foreign investors at subnational level. We offer elements for MNEs to develop their strategies at subnational level and point out the need to find new ways of capturing political factors influencing the location of MNEs. *(For more information, please contact: Claudia Beatriz Batschauer da Cruz, University of Vale do Itajaí (UNIVALI), Brazil: claudia@univali.br)*

**Decoupling Hand in Hand with Internationalisation: A Case Study of a Chinese Bank**  
Rui Hou, Royal Holloway University of London  
Huachuan Rui, Royal Holloway University of London

The world is witnessing intensifying geopolitical tensions, and notably the decoupling between the world’s two largest powers, the US and China. As the micro foundations of geopolitics in the business realm, multinational
enterprises (MNEs) play an important role in and are subjected to the rivalries between the states. This paper aims at providing powerful empirical evidence, which the existing literature lacks, in order to explain how and why MNEs (de)couple with the world market. By conducting an in-depth case study of a Chinese bank and integrating insights from the literature on international relations, we identify three key factors and tracks their evolution towards this decoupling. We build a triad in explaining the interactions among the factors which contribute to the decoupling. This study also enhances the applicability of springboard theory, showing that state-owned companies also follow the logic of the upward spiral. (For more information, please contact: Rui Hou, Royal Holloway University of London, United Kingdom: phtm011@live.rhul.ac.uk)

Session: 3.2.13 - Interactive
Track: 3. Finance, Accounting and Corporate Governance

Central Banks, Currencies, and Risks

Presented On: July 9, 2023 - 10:45-12:00

Chair: Chris Florackis, University of Liverpool

Digital Currency Sentiment and Systemic Risk: International Evidence
Xinming Li, Nankai University
Yuejiao Duan, Nankai University
Shuai Tang, Nankai University

Using novel textual data covering the 990 news media in 66 countries from 2017 to 2021, we develop unique sentiment indices capturing the emotions related to digital currency and investigate the mechanism of digital currency sentiment on bank systemic risk. We find that the digital currency sentiment decreases systemic risk across countries. Additional analysis suggests that deposit insurance schemes and higher proportions of government-owned banks in the economy contribute to the banking system's stability. Countries with higher power distance, collectivism, lower masculinity, higher uncertainty avoidance, and long-term orientation are more able to withstand the impact of the digital currency sentiment on systemic risk. (For more information, please contact: Xinming Li, Nankai University, China: xinming@nankai.edu.cn)

Ewa Maja Feder-Sempach, University of Lodz
Piotr Szczepocki, University of Lodz
Joanna Bogolebska, University of Lodz

In this article, we examine the role of the currencies of Brazil, Russia, India and China (BRIC) currencies acting as safe-havens for G7 stock markets before and during the covid-19 pandemic period. BRIC’s currencies are among the most liquid across emerging markets and they can potentially build resilient infrastructure against US dollar. The research sample consists of four prospective safe-haven curriences, the Brazilian Real, the Russian Ruble, the Indian Rupee and Chinese RMB, against the G7 world stock market indices, the S&P500, S&P/TSX Composite Index, FTSE100, DAX, FTSEMIB, CAC40 and Nikkei225. We apply the new approach of the multivariate factor stochastic volatility model that allows us to conduct dynamic factor analysis to investigate the safe-haven effect. Our findings are useful for international investors inclined to hedge against financial turmoil in the G7 stock market. Our article extends previous studies by analyzing the interrelations of the G7 leading stock market indices with four potential safe-haven BRIC’s curriences before and during covid-19 pandemic period 2017-2022. The results show that BRIC’s curriences can play the role of weak safe-havens against G7 stock indices and their behavior consists of similar patterns, indicating they are perceived as a group of countries generating the same risks. (For more information, please contact: Ewa Maja Feder-Sempach, University of Lodz, Poland: ewa.feder@uni.lodz.pl)
Bank Powers and Liquidity Creation
Xinming Li, Nankai University
Allen N. Berger, University of South Carolina
Omran Guedhami, University of South Carolina
Destan Kirimhan, University of Texas at El Paso
Daxuan Zhao, Renmin University of China

We investigate effects of bank powers or universal banking on bank liquidity creation. Implications for risk is a source of lively debate for nearly a century. Bank liquidity creation is comprehensively measured and applied only recently, and also provides critical untapped fodder for research and policy consideration. It has economic and financial benefits, but may also sew instability. Our findings support empirical dominance of the scope economies view over the scope diseconomies view – powers boost domestic liquidity creation of banks in these nations. Results also suggest international regulatory arbitrage through their foreign subsidiaries with additional research and policy implications.

(For more information, please contact: Xinming Li, Nankai University, China: xinming@nankai.edu.cn)

Short Selling Bans and Limits to Multi-Market Regulatory Arbitrage
Robinson Reyes Pena, Florida International University
Yu Hu, Independent
Pankaj Jain, University of Memphis
Suchismita Mishra, Florida International University

We evaluate the role of foreign short-sale bans in muting the return-response to negative earnings surprises for stocks cross-listed in unbanned markets. We update the global timeline of short-sale restrictions until the COVID-19 crisis. With low dispersion of beliefs, we surprisingly observe cross-border reach of bans manifested in delayed price responses through reduced short-interest and failures-to-deliver. In contrast, large profit opportunities created by high dispersion of beliefs trigger regulatory arbitrage and full return-response through cross-border short-selling. Earnings management practices and CEO compensation structure reinforce the trade-off between compliance-overreach versus profit intensity, determining the effects of short-sale bans. (For more information, please contact: Robinson Reyes Pena, Florida International University, USA: roreyes@fiu.edu)

Session: 3.2.14 - Interactive
Track: 11. Sustainability in International Business

CSR Practices

Presented On: July 9, 2023 - 10:45-12:00

Chair: Peter Magnusson, University of Texas Rio Grande Valley

The Role of CSR on the Perception of Government Effectiveness in the Latin American Context
Larissa Marchiori Pacheco, SUNY Polytechnic
Elizabeth Moore, Northeastern University
Luis Alfonso Dau, Northeastern University
Maria Tereza Fleury, FGV-EAESP

Recent evidence suggests firms use CSR strategically to respond to formal institutions – or their absence and underdevelopment. Firms engage with local institutions in order to create new institutions or change existing ones in the presence of institutional voids. Consequently, an impact on formal institutions can be expected. We
assert that, in emerging markets, firms’ CSR activities impact the perception of government effectiveness – a government’s ability to develop and implement effective public policies. Through a quantitative design applied to a sample of 820 firm-year observations of 145 firms from 34 Latin American countries, over the period of 2005-2018, we find robust support for our hypothesis. Our results indicate that firms’ CSR activities have a significant, but negative impact on the perception of government effectiveness. This effect is decreased when firm size is moderating the relationship and increased when firm profitability is the moderator. We discuss the implications of the present manuscript to practice, public policy and research. (For more information, please contact: Larissa Marchiori Pacheco, SUNY Polytechnic, USA: pachecl@sunypoly.edu)

Executives’ Translation of Institutional Logics into Corporate Social Responsibility Practices in the Bangladeshi Apparel Industry
Viviana Pilato, HEC Montréal
Enrico Fontana, Cranfield School of Management
Hinrich Voss, University of Bristol

This study aims to investigate how executives in the least developed countries (LDCs) translate institutional logics to formulate corporate social responsibility (CSR) practices, which we explore empirically on executives who operate in the Bangladeshi apparel industry. We rely on a wide pool of data, collected in Bangladesh yearly between 2014 and 2018. Through 97 open-ended and semi-structured interviews, notes, and in-factory observations with executives operating in 88 local apparel companies in Bangladesh, we show the process of translation of four institutional logics (market, religion, corporate, and state) into CSR practices. Results show how the translation process has been characterized by three main phases: (1) the identification phase, (2) the enactment phase, and (2) the strategizing phase. (For more information, please contact: Viviana Pilato, HEC Montréal, Canada: viviana.pilato@hec.ca)

What Do Sustainability Transitions Mean for CSR? An Exploratory Multiple-Case Study of Firms’ CSR Agendas
Laura Kirsch, Friedrich-Alexander-Universität Erlangen-Nürnberg
Theresa Bernhard, Friedrich-Alexander-Universität Erlangen-Nürnberg
Marc Oberhauser, ESCP Madrid

Sustainability transitions change prevailing logics in many established industries and may further impact the CSR agendas dominant within these industries. While extant research understands firms’ national institutional context as the reason for diverging CSR agendas, the differentiation between explicit and implicit CSR does not suffice to explain CSR agendas in industries transitioning toward sustainability. In an exploratory multiple-case study in the automotive industry applying a topic modelling algorithm, this study finds that CSR agendas are further determined by firm-internal choices about the embeddedness of CSR in the core business of the firm. We relate the notion of CSR embeddedness to the concept of avoiding harm and doing good CSR and develop a typology of CSR agendas by integrating this dimension with the institutionalist dimension of explicit and implicit CSR. The study’s results indicate that an increasing focus on avoiding harm CSR due to sustainability transitions may create voids for initiatives that relied on firms’ engagement in doing good CSR such as the Sustainable Development Goals. (For more information, please contact: Laura Kirsch, Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany: laura.kirste@fau.de)

Does CSR Breed More CSiR? Exploring the Role of CSR Reports in Determining Corporate Misconduct
Chia-Jung Lee, Tunghai University
Ran Wang, Hunan University

Although the literature on corporate social responsibility (CSR) has been accumulating, less is known about the relationship between corporate accountability reporting and corporate social irresponsibility (CSiR) behavior, particularly when the decision making process is intertwined with top management team’s (TMT) and board of directors. Drawing on upper echelons theory and corporate governance literature, we address this gap by
considering the relationship is sensitive to CEO career horizon, TMT heterogeneity and board size. This study develops and tests hypotheses with a sample of 90 constructions firms in China from 2008 to 2017. Our findings indicate that firms voluntarily issuing corporate accountability reports is more likely to engage subsequent CSiR activities when CEO career is longer and TMT heterogeneity is lower. Regarding the moderating role of board size, the result shows that large board size may not always imply better monitoring. (For more information, please contact: Chia-Jung Lee, Tunghai University, Taiwan: chiajlee@thu.edu.tw)

Host Country Stakeholders’ Influence on the Adoption of Sustainability and CSR Practices
Flávia de Magalhães Alvim, Fundação Dom Cabral
Lívia Lopes Barakat, Fundação Dom Cabral
Monique Lima Botelho, Fundação Dom Cabral

The purpose of this paper is to explore how multinational corporations (MNCs) are engaging with primary and secondary stakeholders abroad and to what extent this engagement contributes to the international adoption of sustainability and corporate social responsibility (CSR) practices. In order to test our hypotheses, two studies were conducted. Study 1 was based on a survey with 49 Brazilian MNCs and study 2 surveyed 78 Brazilian MNCs. Both studies provided support for our first hypothesis that MNCs adopt an instrumental stakeholder approach and favor primary stakeholders over secondary stakeholders. However, results of our second hypothesis revealed that it is the engagement with secondary stakeholders abroad that seems to contribute to the international adoption of sustainability and CSR practices by MNCs. We conclude that although MNCs are in general more engaged with primary stakeholders, firms who are more engaged with secondary stakeholders are better able to adopt sustainability and CSR. (For more information, please contact: Flávia de Magalhães Alvim, Fundação Dom Cabral, Brazil: flavia.associado@fdc.org.br)

Session: 3.2.15 - Interactive
Track: 1. Internationalization and Entrepreneurship

Performance and Survival in Entrepreneurial Internationalization

Presented On: July 9, 2023 - 10:45-12:00

Chair: Miroslaw Jarosinski, SGH Warsaw School of Economics

International Entrepreneurship and Firm Performance: A Meta-Analytic Investigation of Internationalization Knowledge and Home Country Institutions
Sai Chittaranjan Kalubandi, IIM Bangalore
Dibyendu Sharma, IIM Ahmedabad
Saneesh Edacherian, University of Birmingham Dubai
Amit Karna, IIM Ahmedabad

We conduct a meta-analysis using 292 independent samples having 598525 firm year observations to explore the moderating effect of foreign market knowledge (FMK) and home country institutions (HCI) on the equivocal empirical evidence on the relationship between entrepreneurial internationalization and firm performance. The results of our study reveal that FMK positively moderates the relationships between the degree, scope, and speed of internationalization and performance. We find that the level of development of HCI positively moderates the relationship between the scope of internationalization and performance. Based on the results, we systematically identify future research opportunities and discuss implications for IE scholars. (For more information, please contact: Sai Chittaranjan Kalubandi, IIM Bangalore, India: sai.kalubandi@iimb.ac.in)
Unlocking the Relationship Between Entrepreneurial Orientation and International Performance: A Systematic Review

Yang Lu, City University of Macau
Peixin Zuo, City University of Macau
José C Alves, City University of Macau
Jinliang Wang, City University of Macau

We conduct a systematic review of the relationship between entrepreneurial orientation (EO) and international performance (IP), considering articles published between 2001 and February 2022. Intuitively, EO positively impacts IP and extant empirical studies support this relationship. However, there is also evidence that EO is not always associated with successful IP. According to our review, we develop two integrative frameworks that synthesize the EO-IP related variables, including mediators and moderators to elaborate its mechanism. More importantly, two emerging findings from the retrieved papers are discussed. One is that indirect relationship between EO and IP exists apart from direct relationship. The other is that different combination modes of EO dimensionality and IP measurement give rise to diverse and complex EO-IP relations. Finally, contributions, limitations and directions for future research are provided. (For more information, please contact: Yang Lu, City University of Macau, China: b21092100055@cityu.mo)

The Effects of Performance Feedback and Geographic Experiential Diversity on Cross-Border Acquisitions

Tae Young Park, Yonsei University
Yong Suhk Pak, Yonsei University

This paper explores the role of problemistic and slack searches resulting from performance feedback on the formation of cross-border mergers and acquisition (CM&A henceforth). Prior research in the field of international business on CM&A formation has focused primarily on CM&A as an entry mode and the determinants that made CM&A a viable choice as an entry mode. This study focuses on CM&A as organizational search action resulting from performance-aspiration feedback. Also, the literature has been mostly silent on the possibility that the diversity of experiences from the countries in which firms make their acquisitions may affect their search behavior. Therefore, this paper will observe firms’ CM&A formation as a result of their performance feedback searches, and the moderating effects of firms’ spatial diversity of countries in which they made their acquisitions on the relationship between search and CM&A formation. This research attempts to address major gaps in both international business and organizational theory by addressing how CM&A is instigated as a function of performance feedback search, and how the diversity of past acquisitions contributes to firms’ search behaviors. (For more information, please contact: Tae Young Park, Yonsei University, Korea, South: johntaeyoungpark@gmail.com)

The Internationalization of INVs and Performance Implications: Evidence from India

Supria Dhanda, XLRI - Xavier School of Management
Apalak Khatua, XLRI - Xavier School of Management

Unravelling the performance consequences of globalization of International New Ventures (INV) is one of the core topics of international entrepreneurship (IE). The extant literature primarily explored internationalization of INVs – predominantly in the context of advanced markets. We note that in addition to liabilities of foreignness and newness, emerging market INVs also face liabilities of emerginngness. This has significant implications on early onset of additional costs to build repute and brand. However, there are hardly any studies investigating the Internationalization - Performance (I-P) relationship of emerging market INVs and how industry characteristics shape their I-P relationship. We draw insights from emerging markets and IE literature and study the impact of degree of internationalization of emerging market INVs on their performance. We use an unbalanced longitudinal panel of 528 Indian INVs founded in the post-liberalization era between 1991 and 2020. Our empirical evidence indicates a Sigmoid S-shaped curve for INVs. Additionally, we note that service sector firms display an accentuated S-shaped relationship compared to manufacturing firms. Interestingly, the adverse impact of over-internationalization is more severe for manufacturing sector firms compared to service sector
firms. (For more information, please contact: Apalak Khatua, XLRI - Xavier School of Management, India: apalak@xlri.ac.in)

Just Like One of the Family – The Impact of Internally Promoted Non-Family CEOs on Family Firms’ Internationalization

Tao Bai, University of Queensland
Fei Tang, Xi’an Jiaotong-Liverpool University
Yang Yu, RMIT University
Nikolaos Papageorgiadis, University of Liverpool
Adam R. Cross, Xi’an Jiaotong-Liverpool University

Based on CEO origin, this paper classifies non-family Chief Executive Officers (CEOs) into internally promoted and externally recruited ones and examines their difference in agency problem. We draw on psychological ownership theory to analyze the varying risk-taking propensity of the two types of non-family CEOs, which is inferred from firm international decision of entry into a new foreign market. We argue that, compared to externally recruited CEOs, internally promoted non-family CEOs tend to have stronger psychological ownership with family firms, which reduces their agency problem and increases their risk-taking propensity to conduct new market entry. This relationship is weakened with family board directors and strengthened with CEO ownership incentives. We find empirical support for our arguments by analyzing data on a sample of Chinese publicly listed family firms. (For more information, please contact: Tao Bai, University of Queensland, Australia: t.bai@business.uq.edu.au)

Session: 3.2.16 - Interactive
Track: 7. Teaching and Education

Pedagogical Tools and Mechanisms to Facilitating the Strategy of International Business Learning

Presented On: July 9, 2023 - 10:45-12:00

Chair: Jing Betty Feng, Farmingdale State College (SUNY)

Audioteka - Go Global or not?
Binayak Malla, Kathmandu University
Michal Zdziarski, University of Warsaw

Audioteka - an audiobook company established in 2008 wished to reaffirm its values as a fast-growing mid-sized Polish company. But the company faces a dilemma of whether to go global or stay regional. Virtual Media Holding (WPL) recently invested in the company and provided new liquidity to the firm that helped the company to develop bigger projects with long-term objectives. Also, the recently appointed CEO Arkadiusz Seidler was open to exploring all the possibilities to enter a new market. Besides Poland, the company had established itself in the Czech Republic, Slovakia, Germany, Italy, Spain, Sweden, Turkey, and Lithuania and was planning to enter Romania and Ukraine. However, recently a more unusual direction also came up in conversation - India. The country provided an excellent case of knowledge transferability, the role of networks, the liability of outsidership, cultural distance, and cultural diversity. By bringing theoretical frameworks and operationalizations of cultural distance and cultural diversity into the discussion, this teaching case study will help students to explore the possible business model and internationalization strategy that can help the company decide if it should enter the Indian market or focus on regional expansion. (For more information, please contact: Binayak Malla, Kathmandu University, Nepal: b.malla@uw.edu.pl)
An Investigation on the Role of Positive Psychological Constructs on Educational Outcomes in Business Schools
Eileen Kwesiga, Bryant University

Business schools are increasingly interested in empowering students to be more competent and driven for social changes through service learning. However, studies examining the positivity and cross-cultural differences of service-learning education are limited. As a result, we leveraged positive psychology reasoning to explore the relationship between positive behavior as indicated by compassion, ethical leadership, perceived supervisory support and service-learning benefits for students (N = 272; n=59 teams) in the United States of America (U.S.) and Germany. We used hierarchical linear modeling (2-Level model) to find main effects of relational compassion, ethical leadership, perceived supervisory support, on judgements of service-learning benefits by students. The findings offer insight on the role of positively oriented education effects in two countries. We discuss implications for theory and research on service-learning benefits. *(For more information, please contact: Eileen Kwesiga, Bryant University, USA: ekwesiga@bryant.edu)*

Olympus Case of Strategic Renewal in Time of Disruption – A Teaching Case
Maria Vasileva Ilieva, University of Leeds
Jin-ichiro Yamada, Kyoto University

In 2011 Olympus Corporation was almost destroyed by the scandal of 1.2 billion dollars fraud. The exposure led the organization with 90-year history to lose more than 80% of its share value on the stock market in just a few days, which cost its investors enormous losses. Olympus had gained a major market share in the endoscope business worldwide and had high reputation for its medical equipment and follow-up service among surgeons and other medical doctors, who treated cancer. The fraud caused confusion and uncertainty for them and their patients. 40,000 employees around the world (in 30 locations in Asia, Europe and the Americas) feared for their jobs and their families’ livelihood. At this apocalyptic time the newly appointed outside board directors stepped in and replaced the exposed executive team and board of directors. The company not only survived and went out of the crisis but also managed to recover and showed profit in a few years. The focus of this case is the time period after the crisis and the steps that the newly appointed executive team and board of directors took to help the company to recover. *(For more information, please contact: Maria Vasileva Ilieva, University of Leeds, United Kingdom: m.ilieva@leeds.ac.uk)*

Suzanne Altobello, University of North Carolina at Pembroke
Joan Lofgren, Aalto University - Mikkeli

The purpose of the present research initiative is to develop a gamified process for completing a complex student project in higher education through co-creation with end users, namely students. We first review relevant gamification research, including gamification frameworks, intrinsic and extrinsic motivation, autonomy and resilience. We then identify empirical research relevant to gamifying a learning task, as well as reflections on how these principles apply to a long-term, self-directed learning experience, such as writing a thesis. Utilizing a user-centered gamification method, with roots in Lean Business Canvas, we detail our ongoing process to co-create the gamification of the requirements in a multi-semester bachelor’s thesis graduation requirement using Aalto University (Finland) Bachelor’s Program in International Business as a case study. A quantitative survey will measure student perceptions of the importance of various game design elements and measure individual differences in psychological and cultural variables. Subsequently, focus groups will use the Gamification Kit and Gamification Model Canvas to determine final game features and to explore how the game might enhance academic progress, improve student outcomes, and increase cohesion among a diverse student learning community. Implications for how other higher education institutions can utilize user-centered gamification for complex, independent projects will be discussed. *(For more information, please contact: Suzanne Altobello, University of North Carolina at Pembroke, USA: altobello@uncp.edu)*
Impact for Responsible Leadership - ESD Pedagogic Practices for Transformative Learning and Change
Marina Schmitz, IEDC Bled School of Management

Considering the sustainable development issues our world is facing, it has become increasingly clear that leaders with holistic skill sets are in scarce supply. Our education system is struggling to equip young learners with the breadth of skills they need to navigate uncertain times. Following this trend into adulthood, the need to educate for creative and impactful skills development is well documented across various disciplines. The Principles for Responsible Management Education (PRME) initiative is building on The LEGO Foundation research to apply lessons in pedagogical development. The Impactful Five (i5) are five practices that can be used to infuse more joy, meaning, active engagement, social inclusion, and iteration into pedagogy in business schools. The i5 project seeks to bridge the skills gap that exists in graduates who have experienced ‘business education as usual’ in the hopes of influencing the sustainability skills needed in today’s workforce. (For more information, please contact: Marina Schmitz, IEDC Bled School of Management, Slovenia: marina.schmitz@iedc.si)

Mining Its Time - Rio Tinto's Lithium Mine in Serbia's Jadar Valley
David Wernick, Florida International University
Amory Pescariu, Florida International University
John Branch, University of Michigan

This teaching case looks at a contentious lithium mining project in Serbia undertaken by the multinational mining company Rio Tinto and the challenges its senior management faces in winning support for the investment from various external stakeholders. The case is set in December 2022, with the future of the multi-billion-dollar project in question. The company had recently discovered large deposits of lithium and borates in Serbia's Jadar Valley and had begun making plans to excavate and develop the minerals. Rio Tinto had anticipated a strong return on its investment given the buoyant global demand for these minerals which are used in electric vehicle battery production. Shortly after the firm began buying up properties around the mines, protests erupted across the country with the goal of shutting down lithium extraction in Serbia. The protests were spearheaded by local and transnational environmentalist groups. Bowing to pressure from the activists, the government revoked all permits for the mine, leaving the company in limbo. The case examines the events leading up to the protests and concludes with CEO Jakob Stausholm pondering how to navigate the delicate political environment. (For more information, please contact: David Wernick, Florida International University, USA: wernick@fiu.edu)

Session: 3.2.17 - Interactive
Track: 9. Emerging Markets and Emerging Market MNEs

Responsible Management in Emerging Markets

Presented On: July 9, 2023 - 10:45-12:00

Chair: Marzanna Katarzyna Witek-Hajduk, SGH Warsaw School of Economics

Emerging Market Suppliers’ Governance and Ethics in Global Value Chains
Pavida Pananond, Thammasat University
Alvaro Cuervo-Cazurra, Northeastern University

When confronting ethical problems in their global value chains, advanced country multinationals commonly disassociate themselves from the situation by replacing or pressuring their emerging market suppliers to solve the issues. We analyze how these suppliers address ethical problems by upgrading the ethical standards of their
value chains. Building on transaction cost economics, we propose that emerging market suppliers redesign the governance of their supplier relationships to upgrade ethical compliance depending on their control of the capabilities needed to manage the activities. Specifically, in activities closer to their capabilities, emerging market supplier firms internalize supply chain activities to upgrade their management. In contrast, in activities farther away from their capabilities, emerging market supplier firms internalize information flows to upgrade monitoring. These suggestions are derived from the case study of the seafood multinational Thai Union solution to allegations of slavery in its supply chain. *(For more information, please contact: Pavida Pananond, Thammasat University, Thailand: pavida@tbs.tu.ac.th)*

**The Impact of Corruption on Firm Resilience in Emerging Markets: The Role of Ethical Awareness**
Chomsorn Tangdenchai, Assumption University
Asda Chintakananda, National Institute of Development Administration

By incorporating research on nonmarket strategy and institutional voids, this paper investigates how ethical awareness is influenced by corruption arbitrariness in emerging markets, and how corruption pervasiveness moderates such relationship. Further, this paper empirically investigates how corruption arbitrariness positively impacts firm’s competitive advantage and how ethical awareness mediates the relationship between corruption arbitrariness and firm’s competitive advantage. On the basis of a survey of 224 senior managers in an emerging market, the result shows that corruption arbitrariness lowers ethical awareness. However, such relationship is positively stronger under corruption pervasiveness as a result of rationalization. Furthermore, this paper finds that corruption arbitrariness is positively related to firm’s competitive advantage. Nevertheless, the mediating effect is found insignificant. We conclude the paper by outlining theoretical and practical implications. *(For more information, please contact: Chomsorn Tangdenchai, Assumption University, Thailand: t.chomsorn@gmail.com)*

**Antecedent Configurations of ESG Disclosure: Evidence from Banking Sector in China**
Jialing Wu, Central University of Finance and Economics
Daojuan Wang, Aalborg University

Environmental, Social and Governance (ESG) disclosure becomes increasingly popular for both practice and academia. Despite its significance, little attention has been paid to the complex causality of ESG disclosure, especially for banking sector in China. To fill the literature gap, this study examines the mutual effect of firm and board characteristics (i.e., bank size, bank state ownership, bank cross-listing, board size, board independence, gender diversity, corporate social responsibility committee) on ESG disclosure of Chinese listed banks based on a configurational perspective. The data were mainly collected from Bloomberg and CSMAR database for a sample of 33 Chinese listed banks in 2020. By using fuzzy-set qualitative comparative analysis, our results suggest that 4 configurations of firm and board characteristics will lead to high ESG disclosure level. Besides, bank attributes such as size and cross-listing are most salient in the configurations to obtain high ESG disclosure score. However, it is interesting to find that board independence only exerts weak influence on ESG disclosure no matter positively or negatively. Finally, corporate social responsibility committee contributes positively to high ESG disclosure level in large state-owned banks, while gender diversity always plays negative role in most banks. *(For more information, please contact: Jialing Wu, Central University of Finance and Economics, China: 2019110127@email.cufe.edu.cn)*

**Determinants of Non-market Strategies in Weak Institutional Environments: Case of MNE Subsidiaries in Cameroon**
Young Hoon An, University of Groningen
Yong Kyu Lew, Hankuk University of Foreign Studies
Zaheer Khan, University of Aberdeen

The recent international business strategy literature has paid attention to different emerging issues such as philanthropy, corporate citizenship, corporate political activity, and sustainable development. This study seeks to
understand how and why MNEs compete responsibly in weak institutional environments. By adopting an in-depth qualitative approach, we explore the different responsible business strategies enacted by sixteen MNE subsidiaries operating in Cameroon. We find that MNE subsidiaries endeavour to remain responsible through different types of corporate social responsibility and corporate political strategies in order to establish legitimacy in host markets. We find that field ambiguity, organisation identity, and network position determine the MNE subsidiaries’ non-market strategies in Cameroon. We draw implications of these findings for research and practice. (For more information, please contact: Yong Kyu Lew, Hankuk University of Foreign Studies, Korea, South: yklew@hufs.ac.kr)

The Impact of Social Capital on Knowledge Sharing, with the Moderating Role of Epistemic and Pro-Social Motivations

Hamid Hassan, National University of Computer and Emerging Science
Aeysha Saeed, National University of Computer and Emerging Science
Yasuo Hoshino, University of Tsukuba

This study is focused on the importance of social capital and its impact on knowledge sharing activities of employees within organization. Epistemic and pro-social motivation are proposed to be moderating this relationship. Knowledge sharing among employees is critically important for companies working in emerging markets due to rapid expansion and adaptation in these markets. The data of IT based organizations from an emerging market is used for the empirical analyses. Results of analyses reveals the relationship of social capital and knowledge sharing. Results also support the preposition of this relationship to be stronger under the moderating effect of epistemic and pro-social motivation. The findings suggest additional benefits of productive human interaction which companies in the form of sharing useful information, skills and experiences. Findings also provide direction for managers and policy makers in transition economies regarding the importance of pro-social behaviors and epistemic motivation among the members of organization in specific and society in general. (For more information, please contact: Hamid Hassan, National University of Computer and Emerging Science, Pakistan: hamid.hassan@nu.edu.pk)

What Influence Foreign Subsidiary Governance: Board Composition and CEO?

Yuxue Luo, University of Nottingham Ningbo China
Lei Li, University of Nottingham Ningbo China
Youngun Kim, University of Nottingham Ningbo China
Xiaojun Tang, Ningbo Jiangong Engineering Group Co., Ltd

The institutional environments for international business have become increasingly more complex and uncertain, which engenders disproportionately more challenges to emerging market multinational enterprises (EMNEs). Foreign subsidiaries of EMNEs may consequently be expected to establish well-functioning governance structure and play crucial roles in managing the global strategy journey of the parent companies. Extant literature indicates a lack of research on what affect foreign subsidiary governance. This study examines foreign subsidiaries of EMNEs and investigates how the unique foreign direct investment motives and business relatedness influence the subsidiary board composition and CEO appointment: two essential attributes of subsidiary-level governance. We find that strategic-assets seeking motive is positively associated with the subsidiary board’s external role gearing toward the host country environment and the tendency to appoint non-expatriate CEOs. In contrast, escape investment is positively associated with the subsidiary board’s internal role well aligned with the parent company’s strategy intent and implementation. In addition, for foreign subsidiaries focusing on the business closely related to that of the parent company, the board’s internal role is more important than the external role and the CEO is more likely to be an expatriate. The current study contributes to the international corporate governance research by synthesizing the mainstream corporate governance theories with the geographic relational perspective. (For more information, please contact: Yuxue Luo, University of Nottingham Ningbo China, China: yuxue.luo@nottingham.edu.cn)
Social enterprises (SEs) are playing an increasing role in the growth of economies (Harding, 2004). Post-covid, governments are finding it harder to bear the burden of national social and economic development, and this institutional void is being filled by SEs. At the same time, there is relatively little research on how SEs scale and internationalize. The existing models of internationalization may not be relevant as SEs do not export nor have defined products and markets as MNEs. This is because profit maximization rarely is the goal of an SE. This paper uses one in-depth case study of Sulabh, an Indian NGO dedicated to sanitation, to understand the stages of internationalization across 50 years. The theory of reference is networking theory. We add to the theory on SE internationalization by expanding the scope of the definition of internationalization to look at the idea, resources accessed, networks leveraged, and where legitimacy comes from. Further, we add to the theory on bricolage, identifying areas for future research. (For more information, please contact: Melodena Stephens, Mohammed Bin Rashid School of Government, United Arab Emirates: melodena.stephensb@mbrsg.ac.ae)

Session: 3.2.18 - Special Session  
Track: 16. Clinics and Cafés  

Research Methods Clinic: Hierarchical Modeling

Presented On: July 9, 2023 - 10:45-12:00

Facilitator: Thomas Lindner, University of Innsbruck

Join a group discussion, with an expert, organized around a specific research methodology of interest. Discuss best practices, or get advice on specific problems that you may be facing.

This session is organized by the AIB Research Methods SIG.

Session: 3.2.19 - Special Session  
Track: 16. Clinics and Cafés  

Fellows Café: The Use and Misuse of Signaling Theory in Academic Research

Presented On: July 9, 2023 - 10:45-12:00

Facilitator: Eric Tsang, University of Texas at Dallas

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

There has been a proliferation of studies using signaling theory. However, confusions arise concerning the nature of a signal, such as whether a signal can be costless (contrary to Michael Spence's original conceptualization).
Session: 3.2.20 - Special Session
Track: 16. Clinics and Cafés

Fellows Café: Revisiting Formal Coordination Mechanisms in Multinational Management

Presented On: July 9, 2023 - 10:45-12:00

Facilitator: Sea-Jin Chang, National University of Singapore

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

Prior works on inter-subsidiary coordination have predominantly focused on informal mechanisms that rely on individuals who play boundary-pinning roles. To complement informal coordination mechanisms, multinational firms should adopt formal coordination mechanisms. In this cafe, researchers discuss several possible ways to advance studies on formal coordination mechanisms with newly available data and methodologies.

Session: 3.3.1 - Special Session
Track: 15. Special Sessions

2023 JIBS Decade Award

Presented On: July 9, 2023 - 13:00-14:15

Chair: Rosalie Tung, Simon Fraser University

The 2023 JIBS Decade Award, sponsored by Palgrave Macmillan, honors the most influential paper published in the 2013 volume of the Journal of International Business Studies.

A Retrospective on their article by the winners of this year’s JIBS Decade Award: “Global Cities and Multinational Enterprise Location Strategy” (JIBS, 2013, 44 (5): 427–450)
Anthony Goerzen, Queen's University
Christian Geisler Asmussen, Copenhagen Business School
Bo Bernhard Nielsen, University of Sydney

We combine the concept of location derived by economic geographers with theories of the multinational enterprise (MNE) and the liability of foreignness developed by international business scholars, to examine the factors that propel MNEs toward, or away from, “global cities”. We argue that three distinctive characteristics of global cities – global interconnectedness, cosmopolitanism, and abundance of advanced producer services – help MNEs overcome the costs of doing business abroad, and we identify the contingencies under which these characteristics combine with firm attributes to exert their strongest influence. Consistent with these arguments, our analysis of a large sample of MNE location decisions using a multilevel multinomial model suggests not only that MNEs have a strong propensity to locate within global cities, but also that these choices are associated with a nuanced interplay of firm- and subsidiary-level factors, including investment motives, proprietary capabilities, and business strategy. Our study provides important insights for international business scholars by shedding new light on MNE location choices and also contributes to our understanding of economic geography by examining the heterogeneous strategies and capabilities of MNEs – the primary agents of economic globalization – that shape the nature of global cities. (For more information, please contact: Anthony Goerzen, Queen's University, Canada: anthony.goerzen@queensu.ca)
Commentators:
Kazuhiro Asakawa, Keio University
Jeremy Clegg, University of Leeds
Cindy Fan, UCLA

(For more information, please contact: Rosalie Tung, Simon Fraser University, Canada: tung@sfu.ca)

Session: 3.3.2 - Panel
Track: 4. Global Strategy, Organization and Value Chains

Revealing the Promise of Microfoundations in IB

Presented On: July 9, 2023 - 13:00-14:15

Chair: Pamela Sharkey Scott, Dublin City University
Discussant: Grazia D. Santangelo, Copenhagen Business School

Panelists:
Pamela Sharkey Scott, Dublin City University
Randi Lunnan, BI Norwegian Business School
Rian Drogendijk, University of Groningen
Ulf Andersson, Mälardalen University

This panel addresses the promise of microfoundations as a theoretical lens in IB. Microfoundations is a relatively novel perspective, promising to help us understand the micro elements that together shape well-known features and actions of the multinational firm. The promise of microfoundations rests on the new light their revelation may shed on our current understanding of the MNE. Despite the promise of revealing new and exciting insights, there is a sense that microfoundations approaches have not delivered (Aharoni et al., 2011; Ambos, 2020; Clarke & Liesch, 2017). To date many of the studies using the microfoundations perspective have focused on the individual. We propose that the promise of microfoundations can be unlocked by broadening the focus from the individual to adopt other elements of microfoundations particularly what individuals do, their actions and interactions (Pamela Sharkey Scott), in solving grand challenges (Randi Lunnan) such as Cross- Border Multi-Partner Collaboration, investigating key organisational processes (Rian Drogendijk) including strategy making, and exploring how firm level outcomes (Ulf Andersson) are achieved. The idea of combining traditional intra-MNE research with a microfoundations approach (Grazia Santangelo) will also be introduced. The aim of the panel is to explore how focusing on what individuals do can unlock the potential of the microfoundations perspective for IB scholarship. (For more information, please contact: Pamela Sharkey Scott, Dublin City University, Ireland: pamela.sharkeycott@dcu.ie)
Session: 3.3.3 - Panel
Track: 11. Sustainability in International Business

(In)equality of Opportunities in International Business

Presented On: July 9, 2023 - 13:00-14:15

Chair: Ari Van Assche, HEC Montréal

Panelists:
- Khadija van der Straaten, Erasmus University Rotterdam
- Marcus Möller Larsen, Copenhagen Business School
- Rebecca Namatovu, Copenhagen Business School
- Jonathan Doh, Villanova University
- Kristin Brandl, University of Victoria

The UN Sustainable Development Goals (SDGs) consider the reduction of inequality as an SDG in its own right, in addition to being a sine qua non to most of the other SDGs. The aim of the panel is to offer directions in how the field of IB can address questions on the role MNEs in rising income disparities, with a particular focus on inequality of opportunities. Inequality of opportunities refers to differences in opportunities to achieve desired life outcomes, due to factors that are outside of individual control. These factors include (but are not limited to) gender, ethnicity, class, caste, location, and parental income, and result in unequal access to work, education, health care, (social) capital, etc. We will present current and thought-provoking research on MNEs and their influence on inequality of opportunities, taking different micro-, meso- and macro-level perspectives. We will then discuss the role of MNEs and IB field in addressing inequality of opportunities, to advance the wider debate on the impact of MNEs on their broader social context. Questions from attendees will frequently be waved into and partially contribute to this part of the discussion. *(For more information, please contact: Khadija van der Straaten, Erasmus University Rotterdam, Netherlands: vanderstraaten@rsm.nl)*

Session: 3.3.4 - Panel
Track: 8. Research Methods

Doing Qualitative Research in Emerging Markets: Challenges, Validity and Acceptability

Presented On: July 9, 2023 - 13:00-14:15

Chair: Helena Barnard, University of Petoria
Discussant: Rebecca Piekkari, Aalto University

Panelists:
- Fang Lee Cooke, Monash University
- Helena Barnard, University of Petoria
- Pavida Pananond, Thammasat University
- Jorge Carneiro, FGV EAESP

Doing fieldwork in emerging market contexts not only brings rewarding experiences and findings, but also comes with significant challenges intellectually, politically and operationally for the researchers. Despite the rapid growth of research in emerging markets, these challenges have not been sufficiently appreciated, nor have they received focused methodological attention. In this discussion panel, we bring together several experienced researchers to share their firsthand experience of conducting qualitative research across a range of business and management fields and national settings. They will share their stories and reflect on what has
gone wrong, how it was different from their plan and expectations, insights and learning. Through these reflections and discussions in the panel with the participants, we hope to help IB researchers to identify the core of the issues, appreciate the challenges and generate potential resolutions in future research projects. Together, the four presentations being presented in the panel will cover different aspects of conducting qualitative data collection in emerging markets, challenges we are facing, and coping strategies that may improve the chance of completing the project successfully. These discussions will also contribute to improving our understanding of ways of data analysis and theorising. (For more information, please contact: Fang Lee Cooke, Monash University, Australia: fang.cooke@monash.edu)

Session: 3.3.7 - Competitive
Track: 3. Finance, Accounting and Corporate Governance

**Corporate Governance, Institutions, and Access to Financing**

**Presented On:** July 9, 2023 - 13:00-14:15

Chair: Lemma Senbet, University of Maryland

*Access to Digital Finance: Implications for the Behavior of Entrepreneurs, Investors, and Regulators*

Susanna Khavul, SJSU/LSE
Saul Estrin, London School of Economics
Alexander S Kritikos, DIW Berlin
Jonas Loher, IfM-Bonn

Financing entrepreneurship spurs innovation and economic growth. Digital financial platforms that crowdfund equity for entrepreneurs have emerged all over the world, but their behaviour remains poorly understood. Here, we model equity crowdfunding in terms of the relationship between the number of investors and the amount of money raised. We examine heterogeneity in the process by considering variation in the average amount supplied by investors in each pitch associated with diversity in the architecture of platforms and differences in countries. We use a novel dataset collected from the most prominent platforms in Germany, USA and UK (2011-2019). We find that the underlying equilibrium relationship between the number of investors and the amount of money raised for entrepreneurs is loglinear, with a coefficient less than one and concave to the origin. We identify significant variation in the average amount invested by platform and across countries, pointing to the impact of institutional and organizational specificities. Our findings have implications for the behaviour of market actors and regulators who set the competitive framework. (For more information, please contact: Susanna Khavul, SJSU/LSE, USA: susanna.khavul@sjsu.edu)

*Employment Protection and Trade Credit Financing*

Jinyan Ji, University of Nottingham Ningbo China
Cherry Yi Zhang, University of Nottingham Ningbo China
Xiaolan Zheng, University of Nottingham Ningbo China

We examine the impact of international labor law change of employment protection on organization’s trade credit usage. Bearing higher labor discharging cost as a result of a country’s stricter law increases operating leverage and firms’ expected financial distress cost. Substitution theory suggests firms deleverage by substituting debt financing with trade credit financing to alleviate the risk. Using staggered reforms of employment protection legislations across 46 countries as a quasi-natural experiment, we show improved labor protection triggers higher trade credit financing. Building on the comparative advantage view of supply chain financing, suppliers with higher information and liquidation advantages over debtholders provide additional liquidity that serves the survival of distressed customers. Further analysis reveals that the trade-off between leverage and trade credit financing is higher when suppliers are with higher comparative information and
liquidation advantages over the market, and the effect concentrates in firms with higher marginal financial distress costs. In addition, the trade-off exhibits only in firms with high labor adjustment costs and strong market power. (For more information, please contact: Jinyan Ji, University of Nottingham Ningbo China, China: jinyan.ji@nottingham.edu.cn)

ELECTING TO DEFER: POLITICAL REAL OPTIONS AND PROJECT INVESTMENT FINANCING TRENDS AROUND THE WORLD

Thomas Lindner, University of Innsbruck
Harald Puhr, University of Innsbruck
Paul M. Vaaler, University of Minnesota

Competitive elections create temporary policy uncertainty with alternative outcomes that can help or hurt investors leading large infrastructure projects substantially reliant on debt financing. We develop a framework grounded in real options theory to explain when those investors are more or less likely to defer project financing until after an election primarily based on two factors: 1) project investor motive—the election is close with a potentially beneficial switch in governing parties and partisan policies; and 2) project investor opportunity—there is a substantial demand for project output, thus assuaging concerns of pre-emption by competitors. We find support for these and other framework assumptions in financing decisions for 3,030 projects announced in 80 countries holding 269 national competitive elections from 1998-2020. We advance strategy research and related practice and public policy debates with a “political real options” framework and broad-sample statistical evidence to guide understanding of infrastructure investment decision making during constitutionally mandated moments of policy uncertainty. (For more information, please contact: Harald Puhr, University of Innsbruck, Austria: harald.puhr@uibk.ac.at)

Session: 3.3.8 - Competitive
Track: 1. Internationalization and Entrepreneurship

CULTURAL INFLUENCES ON ENTREPRENEURSHIP AND INNOVATION

Presented On: July 9, 2023 - 13:00-14:15

Chair: Johannes Kleinhempel, Copenhagen Business School

The Relationship between Culture and Entrepreneurship: The Role of Trust
Aycan Kara, Indiana University Southeast
Ratan Dheer, Eastern Michigan University

This study examines the effect of culture on productive entrepreneurship. Specifically, we explore the mechanisms explaining this relationship by illustrating the mediating role of trust. Our analyses based on multi-sourced data for thirty-seven nations indicate that culture's effect on productive entrepreneurship is complex. While individualism affects positively, power distance and uncertainty avoidance negatively affect productive entrepreneurship. Further, we found that the effect of these cultural dimensions is sequentially mediated by particularized and generalized trust. We discuss our findings and outline contributions to international entrepreneurship literature. (For more information, please contact: Aycan Kara, Indiana University Southeast, USA: karaa@ius.edu)

Examining the Performance of International University-Industry Collaboration: The Cultural Distance Perspective
Pei-li You, Shih Chien University

Drawing on cultural perspective and a public-private partnership lens, we investigate the influence of cultural distance on the relationship between innovation profiles, in terms of exploration and exploitation, and the
performance of international university – industry collaborations. We propose that organizational ambidexterity will increase the performance of international university-industry collaborations and the direct effects will be enhanced by a higher degree of cultural distance. Through this richer explanation, we prove that cultural distance is one of the precursors of the performance of international university-industry collaborations and contribute to a greater clarity and better understanding of how the development of exploratory innovations which successfully promote the performance in international industry-university collaborations, while also responding to cultural distance.

Our study calls for a holistic approach to consider the importance of cultural distance in understanding the performance implications of university-industry collaboration. (For more information, please contact: Pei-li You, Shih Chien University, Taiwan: plyou.cs09@nycu.edu.tw)

Leveraging Paradoxes for New Venture Ideation: A Cultural Tightness-Looseness Theory
Robert J. Pidduck, Old Dominion University
Daniel R. Clark, Western University
Yejun Zhang, University of Texas Rio Grande Valley

Paradoxes are inherent to the fundamental tensions within the entrepreneurial journey. Thus, understanding how entrepreneurs habitually navigate the many seeming contradictions endemic to new venture development is critical. While extant studies have focused on the specifics of select (often dichotomous) paradoxical tensions in entrepreneurship, knowledge surrounding the cognitive aptitude, more broadly, for how and when entrepreneurs embrace paradoxes for constructive outcomes is surprisingly scant. We are the first to probe the role of a paradox mindset on practically important initiation-stage outcomes: new venture idea quantity and quality. Integrating insights from cross-cultural psychology, we adopt an international experimental priming design (n = 506) to test the distal and proximal effect of personal cross-cultural experience on new venture ideation through the mediating role of a paradox mindset. We provide some causal evidence that it is the generalized immersion and experience of interaction with foreign cultures that bolsters these important entrepreneurial dynamics. Drawing from cultural tightness-looseness theory, we investigate boundary conditions and find that the looseness of one’s home country culture bolsters overall new venture idea quantity and feasibility of these ideas, but not the originality of their content (i.e., an aspect of quality). Implications for future research are discussed. (For more information, please contact: Robert J. Pidduck, Old Dominion University, USA: rpidduck@odu.edu)

Many Shades of Entrepreneurship: The Role of Formal and Informal Institutions in Determining the Participation of Entrepreneurs in the Informal Sector
Rama Krishna Reddy, California State University San Bernardino
Anamika Datta, University of Memphis
Frances Fabian, University of Memphis

This study examines the linkages between formal institutional property rights protection and informal sector entrepreneurship. The study also examines the moderating role of informal institutional elements on the linkages. Using data from 60 countries from 2013 to 2016 with a total of 234 country-year observations, we find that the level of property right protection in a country is negatively related to the scale of entrepreneurship in the informal sector. Empirical evidence also suggests that informal institutional dimensions of uncertainty avoidance and individualism moderate the link between property rights protection and the informal sector's level of entrepreneurial activity. This study advances our knowledge on the connections among property rights, culture, and antecedents of informal entrepreneurship. (For more information, please contact: Rama Krishna Reddy, California State University San Bernardino, USA: mrkreddy82@gmail.com)
Theoretical and Practical Approaches for a Multicultural International Business Teaching

Presented On: July 9, 2023 - 13:00-14:15

Chair: Eileen Kwesiga, Bryant University

A Service-Learning Approach to Managing Diversity in International Business Education

Hyejin Cho, Farmingdale State College (SUNY)
Jing Betty Feng, Farmingdale State College (SUNY)

This paper highlights challenges facing today's international business (IB) education in developing a global mindset: 1) the complex personal backgrounds from the increasingly diverse college student demographics and 2) teaching materials focused on western MNEs practices and theories. To overcome these challenges, we propose a virtual service-learning project that focuses on forming partnerships to assist small businesses located in remote, rural and under resourced regions. Through the project students were able to engage in intercultural interactions while applying IB concepts to a small business setting. In a pilot study, we find that this project helps appeal to a diverse student background and allows students to draw connections from their own unique backgrounds and skillsets throughout the process of developing a global mindset. The result of the project demonstrates a positive impact on both students’ academic and professional learning outcomes. (For more information, please contact: Jing Betty Feng, Farmingdale State College (SUNY), USA: fengj@farmingdale.edu)

Revisiting Equity Theory in the Global Virtual Teams

Ernesto Tavoletti, Macerata University
Longzhu Dong, University of Wisconsin, Eau Claire
Eric Cohen, Universidade Estadual de Campinas
Vas Taras, University of North Carolina at Greensboro

The present study tests if Equity Theory (ET) - which posits that individuals compare their outcome/input ratio to the ratio of a “comparison other” and classify individuals as Benevolent, Equity Sensitivity, and Entitled - applies to the modern workplace of Global Virtual Teams (GVT), where work is mostly intellectual, geographical dispersed and online, making individual effort nearly impossible to observe directly. Using a sample of 1,343 GVTs comprised of 6,347 individuals from 137 countries, the present study tests three ET’s predictions in the GVT context: 1) a negative, linear relationship between Benevolents’ perceptions of equity and job satisfaction in GVTs; 2) an inverted U-shaped relationship between Equity Sensitives’ perceptions of equity and job satisfaction in GVTs; 3) a positive, linear relationship between Entitleds’ perceptions of equity and job satisfaction in GVTs. While the second prediction is supported, the first and third are not and have statistically significant opposite signs. We conclude that the main novelty with ET in GVTs is that GVTs are an environment stingy with satisfaction for “takers” (Entitleds) and generous of satisfaction for “givers” (Benevolents). The research has important ramifications for management studies in explaining differences in organizational behavior in GVTs as opposed to traditional work settings. (For more information, please contact: Ernesto Tavoletti, Macerata University, Italy: ernesto.tavoletti@unimc.it)

Why Do We Need to Teach Critical Geopolitics to IB and Management Learners?

Nathalie Belhoste, EM Lyon Business School
Anna Dimitrova, ESSCA School of Management, Paris

This study advocates the development of critical geopolitical awareness of IB and management learners to allow them to better understand the challenges posed by the rapidly changing external environment. This can be
achieved by adopting a critical geopolitical approach and using the specific tools and methods of in-depth and multilevel contextual analysis. After defining "critical geopolitics" and explaining the specificities of critical geopolitical reasoning, we discuss selected examples showing how the critical geopolitical approach could be used by management learners to stimulate their critical reflexivity with regard to the escalating international political events that may influence their business. We then explain how developing critical geopolitical awareness could be beneficial to IB and management learners as part of a continually critical learning process. This is a multi-step process, which aims at: (1) increasing their knowledge of the international and local context by developing a deeper understanding of the external environment and how the strategies and interests of both states and non-state actors may impact business activities; (2) enriching the political risk perspective with a relational and multiscale approach, and (3) questioning the role of corporate leaders and companies as (geo)political actors. (For more information, please contact: Anna Dimitrova, ESSCA School of Management, Paris, France: anna.dimitrova@essca.fr)

Natura Went Shopping: Now What? How To Build a Global Brand
Clarice Kogut, IAG/PUC-Rio
Paula Erthal Hermano, IAG/PUC-Rio
Renato Cotta de Mello, Coppead/UFRJ

After performing the acquisitions of three international brands and becoming one of the world’s largest beauty players, Natura &Co faces the challenge of turning the Brazilian Natura’s brand into a global one. The case discusses the strategies that the group has currently chosen and its obstacles while posing the dilemma of whether Natura will be able to become an international well-known brand or not. (For more information, please contact: Clarice Kogut, IAG/PUC-Rio, Brazil: csecches@gmail.com)

Session: 3.3.10 - Competitive
Track: 11. Sustainability in International Business

MNEs as Agents for Change?

Presented On: July 9, 2023 - 13:00-14:15
Chair: Yuping Zeng, Southern Illinois University Edwardsville

How Do MNEs and Non-MNEs Influence Their Supplier Chain Partners’ CSR in Diversified Institutional Environments?
Nan Zhou, Tongji University
Yuan Li, Shanghai Jiatong University
Hao Yu, Shanghai Jiatong University

This study explores why and how multinational enterprises (MNEs) and non-MNEs influence the corporate social responsibility (CSR) of their suppliers and buyers along the supply chain and the contingent effects of the diversity of institutional environments. We find that MNEs are more likely than non-MNEs to influence the CSR practices of their suppliers because doing so confers higher legitimacy benefits for MNEs, whereas non-MNEs are more likely than MNEs to influence the CSR practices of their buyers because of their lower costs of doing so. Further, high diversity of institutional environments increases a focal firm’s costs of influencing its partner’s CSR, thereby reducing the positive relationship between a focal firm’s CSR and its partner’s CSR; in contrast, high diversity of institutional environments of a partner increases the legitimacy benefits and lowers the economic costs of altering its CSR activities, thereby enhancing the positive relationship between a focal firm’s CSR and its partner’s CSR. (For more information, please contact: Nan Zhou, Tongji University, China: zhounan38@hotmail.com)
Who Spends Beyond the Mandatory CSR Requirement and Why? Evidence on CSR Spending of MNEs and Domestic Firms in India

Pooja Thakur-Wernz, Washington and Lee University
Olga Bruyaka, West Virginia University

The context of emerging markets where corporate social responsibility (CSR) is legislated (e.g., India) provides a unique research opportunity to understand what leads firms to exceed mandatory CSR spending, the research question we address in this paper. According to the institutional theory and theory of optimal distinctiveness, discretionary CSR spending is driven by both social (e.g., legitimacy) and strategic (e.g., profit-maximization) reasons. We extend these arguments and theorize that the strength of these motivations differs depending on the firms’ ownership type. Specifically, we posit that various types of ownership (foreign vs. domestic; business group vs. non-business group affiliation; state-owned vs. private) help explain differences in firms’ CSR spending beyond what is mandated by law. Further, social comparisons to the reference groups of peers, defined by ownership type, push firms to conform and adjust their discretionary CSR spending depending on the relative CSR spending by firms in reference groups. We test our hypotheses on a sample of 137 publicly traded firms (both subsidiaries of foreign MNEs and host country firms) in India in 2015-2022, which corresponds to the period closely following the Indian Companies Act of 2013 that introduced the minimum threshold for CSR spending (2% of profits). (For more information, please contact: Pooja Thakur-Wernz, Washington and Lee University, USA: pthakur-wernz@wlu.edu)

International Business and Human Rights Due Diligence

Brian Vera, University of Manchester
Stefan Zagelmeyer, University of Manchester
Kenneth McPhail, University of Manchester

This study investigates the configuration of conditions that multinational enterprises (MNEs) institutionalise human rights due diligence (HRDD) practices. A fuzzy set qualitative comparative analysis (QCA) examines the institutional, stakeholder and organisational conditions of 35 European information communication and technology (ICT) MNE’s in relation to their HRDD. The results of this study find three causally complex, equifinal configurations of institutionalised HRDD in MNEs. MNE’s experiencing combinations of: (i) residing in a state with regulation on HRDD reporting requirements, significant brand awareness from consumers, engagement with socially responsible investors, and leadership commitment to tackling human right issues, or (ii) significant brand awareness from consumers, engagement with socially responsible investors, potential human rights risks in international subsidiaries and leadership commitment to tackling human right issues, or (iii) residing in a state regulation on HRDD reporting requirements, engagement with professional and industry networks, engagement with socially responsible investors and low potential for human rights risks in international subsidiaries will demonstrate institutionalised practices of HRDD. Managers seeking to translate their institutionally complex HRDD expectations into practices are encouraged to facilitate one of these paths based on the closest resemblance of their organisation’s conditions. (For more information, please contact: Brian Vera, University of Manchester, United Kingdom: brian.vera@manchester.ac.uk)

Paradoxes in Conducting Responsible Global Business: Analysis and Prognosis

Maria Luiza Pinho, Georgia State University
Celso Pinho, Georgia State University
Sevgin Eroglu, Georgia State University
Leigh Anne Liu, Georgia State University
Attila Yaprak, Wayne State University
S. Tamer Cavusgil, Georgia State University

Since its inception, capitalism has confronted myriad moral and ethical issues related to the fit between enterprises operating in free markets and their contributions to social welfare. Globalization boosted the public
call for multinational enterprises (MNEs) to use their resources more wisely and responsively to address a wide range of social issues. MNEs have been considered agents of social, environmental, and economic problems and solutions. Reviewing 469 documents across top-quarter academic journals we observe little attention to the MNEs as primary actors and their critical role in simultaneously addressing economic, environmental, and social issues across all geographies conducting business. We mapped the evolution of business-society frameworks, how they propose to address and manage the underlying societal tensions. As a result, this mapping shows interrelated and overlapping frameworks missing an integrated view of all tensions MNEs face due to the complex contexts and environments in which they operate globally and locally. This study expands the knowledge by tracing the evolution of paradoxes in RGB and its intellectual foundations to propose future venues for research. (For more information, please contact: Maria Luiza Pinho, Georgia State University, USA: mpinho@gsu.edu)

Session: 3.3.11 - Competitive
Track: 5. HRM, Leadership and Cross-Cultural Management

Employee Engagement

Presented On: July 9, 2023 - 13:00-14:15

Chair: Cordula Barzantny, TBS Education

The Interrelatedness of Job Tenure, Transactional, and Transformational Leadership on Job Engagement
Sabine Bacouel-Jentjens, ISC Paris
Lakshman Chandrashekar, Florida Atlantic University
Melanie Neeb, Regierungspräsidium Gießen

Previous research has shown that transactional (TAL) and transformational (TFL) leadership have a positive impact on employee engagement and that both leadership styles reinforce each other (augmentation effect). We theorize that this augmentation effect changes as a function of employees’ increased job experience in their current positions (job tenure). Drawing on data collected from a German governmental administration authority, we demonstrate in a three-way interaction pattern that contingent reward, transformational leadership, and job tenure are collectively associated with employee job engagement. Our results show – drawing on Landy’s opponent process theory - that the interactive effect of transactional and transformational leadership on job engagement is moderated by job tenure such that transformational leadership is more effective with less experienced employees than with those possessing higher job tenure. These findings advance the leadership literature by emphasizing the interactive effects (augmentation effects) of transactional and transformational leadership and by introducing job experience (measured with job tenure) as a so far neglected moderating factor that gives rise to a subordinate’s job engagement. This study gives rise to further research in different business environments (different industries and different country contexts). (For more information, please contact: Sabine Bacouel-Jentjens, ISC Paris, France: sabine.bacouel-jentjens@iscparis.com)

Employee Sensitivity and Resilience toward Pandemic Stressors: The Role of Resources
Carol Reade, San Jose State University
Mark McKenna, San Jose State University

The Covid-19 global pandemic has posed numerous challenges for multinational enterprises (MNEs) in managing their operations and human resources. This has prompted widespread and renewed interest in maintaining or fostering resilience to navigate these challenges. As a near-unprecedented phenomenon in the global reach of the pandemic’s disruption, Covid-19 at the individual level has produced multiple stressors across all aspects of life. Utilizing a phenomenon-based research approach, we offer a conceptual framework delineating the relationship between employee sensitivity to pandemic stressors and employee resilience, and
the role of resources in bolstering resilience. Drawing on environmental sensitivity and conservation of resources theories, the study responds to a call in the resilience literature for a more contextualized understanding of the environmental triggers that affect resilience, and points to the critical role of resources that MNEs can administer to aid employees in fostering resilience amidst a global pandemic and other high-risk environments. (For more information, please contact: Carol Reade, San Jose State University, USA: carol.reade@sjsu.edu)

Personality Traits, ESOP Attributions, and Psychological Ownership in the U.S. and South Korea
Andrea Kim, Sungkyunkwan University
Kyongji Han, Baylor University
Joseph R. Blasi, Rutgers University
Yongguen Kim, POSCO Research Institute

This study examines linkages from personality traits to employee attributions of employee stock ownership plans (ESOP) and to psychological ownership for the organization (POO) between the U.S. and South Korea. By analyzing survey data collected from 693 employees in two countries, we found that agreeableness, conscientiousness, extraversion, and openness to experience are positively related to POO directly as well as indirectly through commitment-focused ESOP attributions. Also, those mediational linkages are more pronounced among employees in South Korea, which is a collectivist society. Finally, our supplementary analyses confirmed these results by indicating the same pattern of results in the South Korean sample, but not in the U.S. sample. Our findings provide theoretical implications for diverse scholarships such as employee ownership, human resource attributions, and international human resource management. (For more information, please contact: Andrea Kim, Sungkyunkwan University, Korea, South: akim@skku.edu)

Session: 3.3.12 - Competitive
Track: 9. Emerging Markets and Emerging Market MNEs

Crime and Corruption in Emerging Markets
Presented On: July 9, 2023 - 13:00-14:15

Chair: John Luiz, University of Sussex and University of Cape Town

Foreign Ownership and Bribery in Chinese Listed Firms: An Institutional Perspective
Wei Jiang, Xiamen University
Daokang Luo, University of Hong Kong
Liwen Wang, Shenzhen University
Kevin Zheng Zhou, University of Hong Kong

Whereas financial globalization promotes the diffusion of good corporate practices around the world, few studies have examined whether foreign ownership helps mitigate corporate bribery—a prevalent business illegality in emerging markets. Drawing on institutional theory, this study investigates how foreign ownership affects corporate bribery expenditures in China, taking into account salient factors reflecting local regulatory, normative, and cognitive pressures. Based on longitudinal panel data for Chinese listed firms, we find that foreign ownership reduces corporate bribery expenditures, reflecting the disciplinary role of foreign investors. Moreover, the effect is weakened by regional corruption and regional gambling prevalence, while it is enhanced by top executive overseas experience. These findings offer important insights into how international investors curtail bribery in investee firms in consideration of local institutional environments. (For more information, please contact: Liwen Wang, Shenzhen University, China: wanglw@szu.edu.cn)
Is Crime an Obstacle to Innovation by Emerging Market Firms?
Mona Bahl, Illinois State University

Crime is an unpleasant reality but a critical factor that influences global business activity. Extant studies focus on strategies used by MNEs from developed countries to manage crime when operating in volatile host country environments. Less is known about the behavior of domestic emerging markets firms (EMFs) in managing crime risk. This study draws on behavioral decision theory to explore if domestic EMFs engage in innovation to mitigate the possible adverse effects of crime risk. Empirical testing using World Bank BEEPS survey data shows a positive relationship between perceived crime risk and innovation likelihood of EMFs. Foreign competition and informal competition moderate the direct relationship such that it is weakened by foreign competition but strengthened by informal competition in emerging economies. This study contributes by providing novel insights into the direct and indirect response of domestic EMFs to perceived crime risk. (For more information, please contact: Mona Bahl, Illinois State University, USA: managementyoga@gmail.com)

Who Captures the State in China? Evidence from Irregular Awards in a Public Innovation Grant Program
Yanbo Wang, University of Hong Kong
Jordan Siegel, University of Michigan
Jizhen Li, Tsinghua University

Access to state-controlled resources can be a major source of firm-level competitive advantage. However, we know little regarding which firms are most likely positioned to capture the state and access resources beyond what their rule-complying merits command. This is partially due to the challenge in identifying irregular state funding that violates official resource-allocation rules. We study a leading innovation grant program in China, and we leverage unique access to the focal grant agency's administrative data to trace its grant allocation process. We observe occurrences of rule-violating funding and show that firms vary in capability to influence the agency's funding decision, depending on geographic proximity, as well as other institutional variables. The observed irregular awards are most likely associated with crony capitalism rather than bureaucratic heroism. (For more information, please contact: Yanbo Wang, University of Hong Kong, Hong Kong, SAR-PRC: yanbo.wang@hku.hk)

Session: 3.3.13 - Interactive
Track: 3. Finance, Accounting and Corporate Governance

Multinationals, Internationalization Strategies, and Location Decisions

Presented On: July 9, 2023 - 13:00-14:15
Chair: April Knill, University of South Carolina

Institutional Disruptions and MNC Subsidiary Control Choices
B Elango, Illinois State University

In this study, we focus on the influence of institutional factors on the choice of financial/quantitative or balanced/strategic controls in managing manufacturing subsidiaries in foreign nations. We use multilevel models to account for the hierarchical nature of the sample of 1630 multinational subsidiaries spread across 26 host countries by firms from 21 home countries. The institutional distance between the host and the home country has a negative relationship with strategic control. In contrast, the home country's power distance has a positive relationship with strategic control. (For more information, please contact: B Elango, Illinois State University, USA: elango@ilstu.edu)
The Joint Venture and Idiosyncratic Risk Managed through International Operations
Margarita Mejia Likosova, University of Tübingen
Peter Liesch, University of Queensland

We operationalize and measure idiosyncratic risk for firms performing joint ventures. Adopting the Uppsala formulation of risk as a product function of commitment and uncertainty, we apply this formulation to joint venture activity at-home and abroad. We identify uncertainty factors likely to mitigate idiosyncratic risk in joint ventures. In a purposively compiled sample of joint ventures, across advanced and emerging countries, we report that while resource commitment increases idiosyncratic risk, factors such as joint venturing internationally, within the parent industry and involving more partners in the arrangement mitigates idiosyncratic risk, especially for partners in emerging countries. Our study offers support for the Uppsala model's risk management conceptualization beyond its original intent for explaining internationalization process. (For more information, please contact: Margarita Mejia Likosova, University of Tübingen, Germany: margarita.mejia-likosova@uni-tuebingen.de)

Joint Venture Performance and Goal Congruence: The Right Match Based on the Partners' Type of Owners and Their Cultural Cluster
Maria Cristina Sestu, University of Groningen

One of the main reasons for joint ventures' failure or low performance is goal incongruence between partners. This paper explores goal congruence from a new perspective: the controlling owners of the partners involved in a joint venture. The paper integrates two well established streams of literature: goal congruence's role in joint venture performance and the influence of controlling owner's type on firm performance. We suggest that goal congruence is also determined at the level of partners' controlling owners because similar owners share the same goals and visions. We also hypothesise that the effect is stronger if the controlling owners come from the same cultural cluster since they share the same values. The results show that for partners controlled by owners of the same type is easier to have goal congruence, and therefore their joint ventures perform better. The origins from the same cultural cluster of the controlling owners positively moderate this effect. We test the hypotheses using an unbalanced panel of domestic and international joint ventures. (For more information, please contact: Maria Cristina Sestu, University of Groningen, Netherlands: m.c.sestu@rug.nl)

Being From Abroad: CEO Foreignness and MNE Regional Strategic Focus
Che Tang, University of St.Gallen
Dimitrios Georgakakis, University of York
Winfried Ruigrok, University of St.Gallen

Whilst extant international business (IB) research has acknowledged the factors that drive most large multinational enterprises (MNEs) toward a regional (versus global) strategic orientation, relatively little attention has been paid to the role of corporate decision makers in this process. Taking a microfoundational lens of IB strategic leadership, we theorize that foreign CEOs have strong international capabilities to apprehend the challenges of inter-regional diversification and are subject to personal liability of foreignness in the home country of their companies. Thus, although they tend to invest more internationally, they prefer a focused regional strategy in the quest of economizing internationalization risks. We also postulate that a foreign CEO's tenure in the MNE's home country, and other executives' level of foreignness impact this effect. Data from European MNEs from 2003 to 2018 support our predictions. Overall, our study demonstrates the crucial role strategic leaders play in MNE regional strategy. (For more information, please contact: Che Tang, University of St.Gallen, Switzerland: sheryl.tang@student.unisg.ch)
Breaking News? The Determinants of the Tone of Media Coverage of Tax-Motivated International Relocations of Corporate Headquarters

Aleksi Otto Eerola, KU Leuven
Arjen Slangen, KU Leuven
Riccardo Valboni, Utrecht University

While prior studies have already explored the perceived legitimacy of a corporate act in the news media, they have treated the media as a monolithic whole, aggregating media tone at the level of the firm corporate event, overlooking the possibility that media articles are published in different outlets which have different audiences and different wants, causing media articles about the same corporate event to have a different tone. We extend this literature by stream of research by exploring whether the tone of media articles on tax-motivated HQ relocations differs across generalist and business-oriented outlets, and whether the effects of other determinants of tone differ across these two types of media outlets. Using insights from institutional theory, social norm theory, and agency theory, we first hypothesize that generalist outlets will cover tax-motivated HQ relocations more negatively than business-oriented outlets. Second, we propose that generalist outlets and business-oriented outlets may respectively have different determinants of negative tone, arguing that in the former, negative tone is driven by the size of a firm announcing a HQ relocation, its implementation form, and its destination country, whereas in the latter, negative tone is driven by its likelihood of triggering government intervention. We find support for our framework in fractional response analyses of the tone in 1,584 US media articles covering 64 publicly listed US firms that announced a tax-motivated HQ relocation for the period 1990-2017. (For more information, please contact: Aleksi Otto Eerola, KU Leuven, Belgium: aleksi.eerola@kuleuven.be)

Foreseeing Explicit and Valuing Tacit Synergies of High-Tech based Transactions: Amazon.com's Acquisition of Dubai-based Souq.com

Andrejs Cirjevskis, RISEBA University of Applied Sciences

Although the interdependence between the core competencies of the collaborating partners and synergy as an important consideration when companies decide to go for a merger is theoretically understood and evident, further empirical research is needed to integrate two concepts into a coherent empirical construct. The paper aims to develop an empirical framework useful for scholars and practitioners to incorporate real options theory into resource-based views (RBV) of strategy in international M&A deals. The paper argues that competence-based synergies can be foreseen with the ARCTIC framework and those synergies can be valued by real options application. The current paper makes several theoretical and empirical contributions to strategic management and corporate finance. Regarding the contribution to strategic management discipline, an application of the ARCTIC framework goes beyond the application of VRIO resources to the operation of an individual corporation in individual foreign countries and, hence, contributes to a resource-based view of strategy in an international context. Having done the case study of Amazon.com's acquisition of Souq.com as "the biggest-ever technology M&A transaction in the Arabic world" (Sayegh and Cornwell, 2017), the paper also demonstrates how competence-based synergies of M&A deals can be measured with real options application techniques as market value-added. (For more information, please contact: Andrejs Cirjevskis, RISEBA University of Applied Sciences, Latvia: andrejs.cirjevskis@riseba.lv)
Management of Supply Networks and Risk: A study of mining equipment MNEs in the DRC
Robert Grosse, Arizona State University
Albert Wocke, GIBS Business School
Seraphin Kalala, GIBS Business School

The mining equipment business in the Democratic Republic of Congo (DRC) is populated by multinational manufacturers that operate in three supply chain structures. Each arrangement presents a somewhat different risk and return profile: greater local presence offers greater upside profit opportunity, while exporting to the DRC entails lower country risk. This study explores the majority of OEMs selling into the mining industry in the DRC, and through interviews and secondary data is able to create a detailed look at the operation of the supply chains or networks that they operate. Interview results suggest that country risk is lower than the exporting OEMs fear, and that they are giving up substantial revenues by not having a local presence. This may be due to the fact that the exporting OEMs are dealing with global clients and are not actively seeking additional clients in the DRC, where the OEMs with a local presence are more focused on building up additional client relationships and sales in the DRC. (For more information, please contact: Robert Grosse, Arizona State University, USA: grosser@global.t-bird.edu)

Formal suppliers’ response to informal competition
Syeda Sabreena Zaman, University of Reading

Suppliers in global value chains (GVCs) not only face competition from other formal firms but also from informal firms in both developed and developing countries. This paper looks into how formal firms who are GVC suppliers respond when facing competition from informal firms by innovating new product and process. GVC suppliers learn and develop FSAs through GVC integration and develop recombinant FSAs. Recombinant FSAs enable them identify their valuable FSAs as well as to relinquish their existing resources and capabilities which may not be beneficial to them. Through this, formal GVC suppliers are better equipped to strategically respond to informal competition by innovating new product and process. Utilising the richness of the World Bank Enterprise Surveys conducted on 76,965 firms from 87 countries over a period of ten years (2011-2021), the key contribution of this paper is a more fine-grained analysis of how formal GVC suppliers respond, when faced with competition from informal firms. (For more information, please contact: Syeda Sabreena Zaman, University of Reading, United Kingdom: s.zaman@pgr.reading.ac.uk)

The Nature of Relationships in Business Groups: A Coopetition Perspective
Wioletta Mierzejewska, Warsaw School of Economics

Business groups are important players in international business. Their subsidiaries are scattered across developed and developing economies. The internal relationships between them are often complex and influence the market behavior of business group. There are various perspective of examining the relationships between subsidiaries, and one is the coopetition perspective. Coopetition is widely discussed in management literature and explains the relationships between and within companies. However, only a few studies implement coopetition lenses to understand relationships in business groups. This study gives an insight into the nature of relationships in business groups through empirical examination of the frequency and type of internal
cooperation and competition on a sample of 121 business groups. The main finding is that cooperation-dominated coopetition prevails in business groups, i.e. cooperation is constant and competition is rare. The study also found that cooperation is vertical in nature, while sporadic and emergent competition is horizontal. The findings of this study both contribute to coopetition research by advancing knowledge of intra-organisational coopetition and to research of business groups by exploring internal relationships. (For more information, please contact: Wioletta Mierzejewska, Warsaw School of Economics, Poland: wioletta.mierzejewska@sgh.waw.pl)

**Social Aspirations in International Contexts: A Critical Review and Avenues for Future Research**

Vanessa Hasse, Ivey Business School  
Nathaniel Lupton, San Jose State University

Recent publications in the IB literature have called for complementing established international business (IB) theories with reasoning grounded in the behavioral theory of the firm (BTOF). While IB phenomena stand to gain from the theoretical frameworks built on the foundation of Cyert and March’s (1963) work, some key concepts and mechanisms cannot be readily applied to international contexts without careful reflection and adaptation. We illustrate this by way of social aspirations, a crucially important concept in the performance feedback perspective (a sub-theory of the BTOF), which promises to be especially relevant for IB-related phenomena. Through a detailed literature review across 22 top-tier journals, we identify a range of conceptual and operational nuances which ought to be considered prudently before further expanding the perimeter of the BTOF to international contexts. Our observations funnel into a list of concrete recommendations which researchers can employ as they endeavor to apply behavioral reasoning to the field of IB. (For more information, please contact: Vanessa Hasse, Ivey Business School, Canada: vhasse@ivey.ca)

**How Fast is Enough for a Firm’s Marketing Communication Capability and Engaging in CSR to Acquire Superior Firm Performance?**

Chun-Chien Lin, National Chin-Yi University of Technology  
Yu-Ching Chiao, National Chung-Hsing University  
Yu-Chen Chang, National Chung-Hsing University

This study aims to conduct a systematic literature review that draws attention to the information processing of speed regarding the specific approaches by which suppliers respond to market and non-market strategies, such as market communication and corporate social responsibility, on the strategic implementation speed in a supply chain. Scant previous literature has investigated market and non-market strategies together as key drivers to frame the strategic implementation speed consequences. This study applied a three-stage survey and acquired a total of 210 validly matched paired questionnaires between selling suppliers and buying customers in a retailing industry supply chain to better understand and systematically model the empirical advancements. Market and non-market strategies positively increase the speed of strategic implementation. The dysfunctional competition scenario weakens the impact of this speed. To highlight the performance, the faster the strategic implementation speed, the greater the superior firm performance will achieve. Suppliers are looking to enhance the strategic implementation speed of either market or non-market strategy in the supply chain. This study offers guidelines and specified scenarios to provide managerial insight into their performance enhancement with a greater information processing mechanism. (For more information, please contact: Chun-Chien Lin, National Chin-Yi University of Technology, Taiwan: alittleken@ncut.edu.tw)

**A Network-centric Perspective on Foreign Direct Investment**

Soni Jha, Temple University  
Snehal Awate, IIT Bombay  
Ram Mudambi, Temple University

Foreign Direct Investment (FDI) remains a preferred mode for multinational enterprises to access international markets and resources. There are vigorous debates in the academic literature about virtually every aspect of
FDI, ranging from what it measures to its effects on both home and host economies. In this paper, we argue that many of the debates concerning FDI arise from the traditional "home-host" bilateral context in which it is analyzed. We argue that many of these debates can be resolved by incorporating the multilateral effects of FDI. The structural positions of source countries in the global economic network are the key metric associated with the outcomes of the host country. We use a quantitative network-centric lens to model the multilateral connectivity amongst nations engendered by FDI. Specifically, we use a panel data set of 170 countries spanning two decades to demonstrate that (a) the quality of FDI measured by the network position of source countries and (b) the diversity of FDI measured by the number of source countries is correlated with superior economic outcomes. The extant literature based on bilateral home-host FDI analysis only measures the volume of inward FDI and fails to capture both these critical metrics. (For more information, please contact: Soni Jha, Temple University, USA: soni.jha@temple.edu)

Do Cultural Differences Make People Lose Self-Control during Post-Merger Integration?
Sandor Talas, University of Queensland
Andre Pekerti, University of Queensland
Neal M. Ashkanasy, University of Queensland

Cultural differences are usual suspects for post-merger integration (PMI) failure. Yet there is no established mechanism for how and why cultural differences impact integration performance. We posit that merger performance can suffer because cultural differences further increase the already heightened affective-cognitive load of people during post-merger organizational change. Cultural differences can generate negative emotions, escalate emotional responses, impede self-regulation of emotions, and hinder managerial actions aimed at easing organizational tension. As a result, emotions generated by affective events may create new affective events and trigger waves of emotional contagion that generate additional emotions that intensify affect for individuals and proliferate affective changes across the organizations. The unusually high emotional load during PMI, including the impact of integration-related emotions, drains the self-regulatory resources of individuals. Subsequently, the organization suffers from underperformance and increased tension owing to performance deterioration of employees, ego-depletion, and the expression of unregulated emotions and behavior. The proposed Affective Process in PMI model provides a common framework for apparently disparate findings of earlier studies and a better managerial understanding of how cultural differences impact the outcome of mergers and acquisitions through employees' self-regulatory processes, and thus for better managerial actions to mitigate them. (For more information, please contact: Sandor Talas, University of Queensland, Australia: s.talas@uq.edu.au)

Subsidiary Grouping and Performance: The Role of Upper-Echelon Size and Subsidiary Age Under Uncertainty
Afshin Hamrabadi, University of Trento
Fabio Zona, University of Trento

New research on MNC subsidiaries has recently begun to examine the performance-enhancing effects of subsidiary grouping, i.e., the co-location of multiple subsidiaries in the same nation. While previously-published studies have shown that subsidiary grouping fosters the performance of the focal firm, this study draws from the upper echelon and liability of newness perspectives to reveal the inner mechanisms by which such a phenomenon occurs. It thus suggests that subsidiary grouping is not equally beneficial for all the subsidiaries; rather, its effects are magnified in those subsidiaries that have smaller upper-echelon managerial architectures and younger ages. Moreover, this study further examines the inner functioning of these two mechanisms, explaining why their effect changes under uncertainty. An analysis of a large sample of foreign subsidiaries in Italy provides support for the hypotheses. This study extends the theory of subsidiary grouping in that it illuminates the mechanisms linking grouping to performance. New promising perspectives for scholars and practitioners are offered and discussed. (For more information, please contact: Afshin Hamrabadi, University of Trento, Italy: afshinhamrabadi@gmail.com)
International Opportunities and Venture Capital

**Presented On:** July 9, 2023 - 13:00-14:15

Chair: Krzysztof Wach, Cracow University of Economics

*Optimizing the Exploration of Entrepreneurial Opportunities in Born-Global Firms: Insights From a Computer Simulation of “Neutral Drift” Using NKC Methodology*

Sokol Celo, Suffolk University
Mark Lehrer, Suffolk University
Dmitry Zinoviev, Suffolk University

The paper draws on the theory of neutrality from evolutionary biology to model opportunity search in born-global firms (BGs). The concept of neutral drift provides a basis for quantifying the scope of exploration undertaken by MNC units in pursuit of opportunities modeled as a set of performance peaks on an evolutionary performance landscape. Using an enhanced version of NKC methodology, computer simulations test variations among BGs in terms of their organizational structure, levels of complexity, and the degree of neutrality, used as a proxy for a wide scope of international opportunity search. Contrary to expectations of an inverted U-shaped relationship between neutrality and BG performance with some intermediate scope of opportunity search, the simulations provide strong evidence for a U-shaped relationship. This finding, suggestive of a need for BGs to choose between exploration (high neutrality, wide scope of opportunity search) and exploitation (low neutrality, narrower scope of opportunity search), was robust across the different typical MNC configurations that were tested (centralized, decentralized, matrix). *(For more information, please contact: Sokol Celo, Suffolk University, USA: scelo@suffolk.edu)*

*Recognition of Opportunity for Internationalization in the Sub-Sahara Africa: An Attention-Based Perspective*

Inioluwa Bankole, Toronto Metropolitan University
Sui Sui, Toronto Metropolitan University
Horatio M. Morgan, University of Waterloo
Yu Wei Ye, Toronto Metropolitan University

The lack of recognition of opportunities in foreign countries may lead to the absence from the markets and the forgoing of business. To investigate how senior managers from developed countries recognize opportunities in geographically and institutionally distant markets like SSA countries, we build on and extend a conceptual model of attention processes. Drawing on insights from an attention-based perspective, we interviewed informative persons from seven companies that internationalized into SSA. We find that before senior managers discover opportunities for expansion into distant markets, they engage in a pre-noticing phase characterized by their initial expectations and categorization of the market. In addition, the salience and accessibility of social and impersonal information influence the decision to enter the market. The research examines the influence of networks by looking at the types of networks senior managers access and how they decide what information to attend to and what to ignore. The findings emphasize that senior managers must clarify the pre-existing mental models considering the realities of internationalizing in that market. Also, senior managers should seek diverse networks to help make sense of opportunities in distant markets and prevent them from overlooking opportunities. Finally, we suggest policymakers further encourage business leaders by creating policies that enhance business relations between Canada and SSA. *(For more information, please contact: Sui Sui, Toronto Metropolitan University, Canada: sui.sui.66@gmail.com)*
Subsequent Location Choice of Early Internationalizing Firms: Portfolio of International Opportunities
Hirokazu Kano, Oita University

The phenomenon of early internationalization has garnered increasing attention from scholars in recent years. However, extant research on international entrepreneurship has largely neglected the growth trajectory of early internationalizing firms, particularly their choice of investment location in the post-entry process. In order to address this gap, we adopt an entrepreneurial approach to experimental learning. Our premise is that through subsequent foreign investments, early internationalizing firms can develop a portfolio of international opportunities, which promotes experimental learning in foreign markets and thereby enables highly experimental foreign investments. Based on this premise, we hypothesize that early internationalizing firms are more likely to invest in host countries that they have not previously entered in order to expand their portfolio of international opportunities, and that this portfolio mitigates the negative impact of regional boundaries and geographic distance on the likelihood of foreign investment. The findings of our longitudinal study, spanning 16 years (2003-2018) and focusing on Japanese early internationalizing firms, provide evidence to support our hypotheses. (For more information, please contact: Hirokazu Kano, Oita University, Japan: hkano@oita-u.ac.jp)

The Emergence of Entrepreneurial Competencies: Transnational Entrepreneurship and the Role of Early Life Experience
Pao-Lien Chen, National Sun Yat-sen University

I study the origin of entrepreneurial competencies within transnational entrepreneurs (TEs) in emerging economies. Building on the life-course perspective, I focus on their pre-entry, early life experience that nurtures their competencies. I apply the multiple-case grounded theory method to analyze thirty-six Taiwanese who created ventures in emerging countries in South-East Asia. I identify three types of entrepreneurial competencies—adaptive capacity, cognitive capacity, and mental toughness—and their origins. First, adaptive capacity may emerge from TEs’ early life experience in geographic migration due to education and family, downward mobility in social status, and social structure changes due to political regime change. Moreover, TEs’ cognitive capacity may emerge from growing up in a complex family environment, juggling school and street (theory and practices), and the given nature of an I.Q. above average. Finally, TEs’ mental toughness may emerge from a series of trials in resilience due to the pre-emerging adulthood adversity in life and early adulthood adversity of marriage and trials in endurance due to external turbulence such as wars and tough training in the military and sports. (For more information, please contact: Pao-Lien Chen, National Sun Yat-sen University, Taiwan: chenpl@mail.nsysu.edu.tw)

Corporate Venture Capital and Venture Growth in International Context: The Mediation Role of Venture Growth Actions
Leven J. Zheng, Hong Kong Metropolitan University
Haitao Lu, PSB Paris School of Business

Drawing on knowledge-based view, this study examines how venture growth actions work as mediators in the relationship between corporate venture capital and venture growth in an international context. Data were collected from 141 Chinese entrepreneurial firms in international contexts for 2019. The results confirm a positive and significant relationship between corporate venture capital and venture growth in the international context. The findings reveal that corporate venture capital is positively associated with organic growth action and hybrid growth action. The results also indicate that both organic and hybrid growth action are positively associated with international growth of ventures. Positive mediation roles of organic growth action and hybrid growth action are found. Results also indicate the positive moderating effects of founding team members’ international experience in both relationships between organic growth action and international growth of ventures, as well as hybrid growth action and international growth of ventures. This study contributes to the literature on venture capital, venture internationalization, and venture growth. (For more information, please contact: Leven J. Zheng, Hong Kong Metropolitan University, Hong Kong, SAR-PRC: lzheng@hkmu.edu.hk)
The Internationalization of Corporate Venture Capital Backed New Ventures
Ilka Weichert, University of Tuebingen
Theresa Helena Veer, University of Tuebingen

In this paper, we analyze the internationalization propensity and the performance after internationalization of ventures that have formed ties with one corporate venture capitalist (CVC). Based on the international new venture theory and strategy literature on complementary assets, we build a framework on venture internationalization, complementarity, business relationship, and geographic proximity. We find that ventures with complementarity with their CVC and ventures that have an active business relationship with their CVC along the value chain have a higher propensity to internationalize. Of these internationalizing ventures, those with complementarity or a business relationship with their CVC, and those internationalizing into a country where the CVC is running business in, have superior performance. Our study provides much needed insights into the role of complementary assets for venture internationalization and builds a bridge between the international new venture theory and the strategy literature on complementary assets. (For more information, please contact: Ilka Weichert, University of Tuebingen, Germany: ilka.weichert@uni-tuebingen.de)

Session: 3.3.16 - Interactive
Track: 12. Knowledge, Innovation, and Technology

Networks for Innovation

Presented On: July 9, 2023 - 13:00-14:15
Chair: Minyoung Kim, University of Kansas

Connect Globally, Thrive Locally: The Spillover Effect on Regional Innovation of Inward FDI From Sister Cities
Yameng Zhang, Xi'an Jiaotong-Liverpool University
Zhuoran Liu, Xi'an Jiaotong-Liverpool University

Sister cities are a prevalent form of subnational intergovernmental relationship that play a significant role in promoting bilateral FDI. However, we know little about whether and how this relationship influences the localized impacts of FDI, which is pivotal for achieving United Nation’s Sustainable Development Goals (SDGs). Adopting a geographic relational perspective, this study theorizes three features of FDI from sister cities (i.e., reciprocal friendliness, reinforced social integration, selectiveness for local needs) based on the dimensions of contextuality, path-dependence and practice, and examines the spillover effects on regional innovation in host countries. Our study finds that the higher the percentage of FDI a city received from sister cities, the greater number of patents applied for by firms in that city. This positive effect is stronger when FDI projects are from recently-established sister cities, when the host-country city develops fewer sister-city relationships and when the regional marketization is higher. (For more information, please contact: Yameng Zhang, Xi'an Jiaotong-Liverpool University, China: yameng.zhang@xjtlu.edu.cn)

Ups and Downs During Industry Evolution Stages and Development of the Innovation Ecosystem
Faisal Khurshid, Hong Kong Metropolitan University

Recent research on strategy and technology management has highlighted that a focal firm’s innovation performance is a function of the innovation orientation of component suppliers and complementors (Adner & Kapoor, 2010, Toh & Miller, 2017). Following Adner and Kapoor (2010), define component suppliers as upstream players without whom the focal firm cannot offer a complete product. Complementors on the other hand, are upstream and downstream actors; without them, the focal firm can offer a complete product. Complementors' role is to help improve the focal firm's offerings. It is important for technology-intensive firms
to create a supporting ecosystem to facilitate innovations developed by component suppliers and complementors (Gawer & Cusumano, 2002). In a related research stream, scholars have suggested that the role of component suppliers and complementors may change with the evolution of an industry. Firms may decide to acquire component suppliers and complementors (Bigelow, Nickerson, & Park, 2019, Park & Tangpong, 2021) or change product architecture from integral to modular to support the emergence of component suppliers and complementors in the later stage of industry evolution (Baldwin & Clark, 2003, Henderson & Clark, 1990). In either case, the role of component suppliers and complementors tends to change with time, especially before and after the emergence of dominant design (Utterback & Abernathy, 1975) or dominant technology (Eggers, 2014, Eggers, 2016). Interestingly, firms show heterogeneous behaviours, i.e., some firms may not follow industry patterns (Helfat & Campo-Rembado, 2016). To explore this heterogeneity, a group of scholars has proposed a comparative transaction, adjustment and opportunity costs framework (Argyres, Mahoney, & Nickerson, 2019, Bigelow, Nickerson, & Park, 2019) and suggested comparative costs determine whether and when to change the role of component suppliers. Surprisingly, this framework has not investigated firms’ behaviour regarding complementors on whether and how comparative transaction, adjustment and opportunity costs framework can explain firms’ behaviour. This study plans to look into this direction. (For more information, please contact: Faisal Khurshid, Hong Kong Metropolitan University, Hong Kong, SAR-PRC: khurshid@hkmu.edu.hk)

**Going Aboard or Bringing In? The Knowledge-Based View on Innovation Catch-Up in Emerging Markets**

Qingwei LI, Nanyang Technological University
Seung Ho Park, Nanyang Technological University

Emerging market firms (EMFs) are catching up with advanced market firms (AMFs) in innovations, but how they can overcome the knowledge deficit in innovation catch-up still needs to be explored. We study EMFs’ two strategies that help them acquire lacking knowledge, i.e., establishing foreign R&D subsidiaries and bringing in TMTs with foreign experience, and discuss their effects on two dimensions of innovation catch-up, i.e., innovation output and authenticity. We hypothesize that these strategies help EMFs improve innovation catch-up and overall performance when both strategies are implemented simultaneously. Our analysis compares the innovation performance quantified by patent and publication data of 80 Chinese-listed firms with the US firms in pharmaceutical and biotechnological sectors from 2015 to 2021 to track the innovation catch-up. The results confirm the proposed hypotheses, contributing to innovation catch-up and international business studies by illustrating the role of foreign R&D subsidiaries and TMTs with foreign experience in EMFs' R&D activities. (For more information, please contact: Qingwei LI, Nanyang Technological University, Singapore: qingwei001@e.ntu.edu.sg)

**Session: 3.3.17 - Interactive**
**Track: 9. Emerging Markets and Emerging Market MNEs**

**Family Conglomerates in Emerging Markets**

**Presented On:** July 9, 2023 - 13:00-14:15

Chair: Xiaohua Yang, University of San Francisco

**Does Business Group Affiliation Matter in Family Firm Multinationalization?**

Arindam Mondal, XLRI Jamshedpur
Somnath Lahiri, Illinois State University

Although both group-affiliated and standalone family firms (FFs) establish business operations in foreign locations, extant research has largely overlooked whether and how BG-affiliation impacts FF multinationalization. In order to address this shortcoming, we draw on the resource-based and socioemotional
wealth (SEW) perspectives and argue that BG-affiliated FFs conduct greater multinationalization compared to standalone FFs. We further argue that BG-affiliated FFs, compared to their standalone counterparts, exhibit greater preference for developing countries to locate their subsidiaries. In addition, we theorize that within affiliated FFs those which belong to BGs that possess higher professionalization demonstrate preference for developed country locations compared to those affiliates whose BGs possess lower professionalization. Furthermore, we theorize that similar preference for developed country location is exhibited by affiliated FFs whose BGs possess higher internationalization compared to those affiliates whose BGs possess lower internationalization. Empirical analysis involving a sample of FFs from India document support for our hypotheses. This study’s insights shed light on FF multinationalization and illustrates that heterogeneity at two levels (firm and BG) need to be considered to suitably understand the phenomenon. (For more information, please contact: Arindam Mondal, XLRI Jamshedpur, India: arindammondal@xlri.ac.in)

International Entry Modes in Chinese Family Firms: An Isomorphism Perspective
Jingtao Yi, Renmin University of China
Yuxin Wang, Renmin University of China
Da Teng, Beijing University of Chemical Technology

Building on views of institutions and social emotion wealth (SEW), this paper investigates how isomorphic processes influence family firms’ internationalization, and how government intervention and family generation status moderate the isomorphic behavior in international entry modes. The empirical results based on a logit analysis of 1,867 Chinese family firms between 2003 and 2020 provide some evidence for those hypotheses. The results reveal that family firms imitate the entry modes of their peers in an accurate manner. This implies that the isomorphic behavior can serve as a stable and convenient measure in complex circumstances and experience-driven internationalization processes. Moreover, findings also confirm that the propensity of isomorphism can be stronger when family firms operate in a province of lower marketization and are controlled by founders rather than successors, which are associated with higher levels of government intervention and SEW respectively. The findings also confirm three types of isomorphism: coercive, mimetic and normative isomorphism, in the choices of entry modes. The study contributes to the literature of internationalization of family firms by accounting for the isomorphic behavior of Chinese family firms and highlights future research opportunities. (For more information, please contact: Yuxin Wang, Renmin University of China, China: 2021102690@ruc.edu.cn)

Family Control and International Entry Mode Choice Between Equity and Non-Equity Strategic Alliances
Sumit Chakraborty, IIM Ahmedabad

International strategic alliances as foreign market entry modes are unique because of the inherent inter-partner dynamics that increase uncertainty and risks. Strategic alliances can be broadly classified into equity joint ventures and non-equity strategic alliances, which have different governance structures and risk profiles. As family and non-family firms also have different orientations towards risk, it is important to study whether family and non-family firms differ in their preferences for these two types of strategic alliances—a research question that has received little attention in the literature. Using the socio-emotional wealth (SEW) perspective, we argue that relative to non-equity alliances, equity joint ventures have a stronger positive impact on family owners’ perceptions of the SEW benefits, making them more likely to prefer equity joint ventures than non-family firms. Hypothesis tests conducted on a sample of 747 dyadic alliances formed by NSE500-indexed Indian firms over 15 years provide empirical support to our argument. We also find that the baseline relationship is strengthened by the partners’ industry relatedness and weakened by focal firms’ prior host-country experience and control of corruption in the host country. This study has implications for theory and practice and contributes to family firm and international business literature. (For more information, please contact: Sumit Chakraborty, IIM Ahmedabad, India: phd19sumitc@iima.ac.in)
Internationalization of Business Group Affiliates: An Empirical Investigation of the Influence of Ownership Structure

Harshitha Ravi, IIM Bangalore
Sai Chittaranjan Kalubandi, IIM Bangalore

Internationalization is a risky strategic decision made by an Indian business group affiliate. Internationalization is defined in terms of degree by using the total export-to-total sales ratio from the Prowess database. We propose that Indian business groups share a negative relationship with internationalization because of the inertia and embeddedness in the business groups. We further examine the impact of the domestic promoter holders and Institutional investors on the Business group’s internationalization decision. We use the database from 2012 to 2021 to analyze the relationship between business groups and internationalization. We find that Indian promoter holders share a positive relationship with the internationalization decision but behave otherwise in business groups. This is because the inertia built among the affiliates over the years does not allow the promoters to risk their domestic share. Similarly, institutional investors are positively influencing the export decision of business groups. This is because the cost of monitoring business groups compliance with corporate governance is less compared to standalone firms. (For more information, please contact: Sai Chittaranjan Kalubandi, IIM Bangalore, India: sai.kalubandi@iimb.ac.in)

Session: 3.3.18 - Special Session
Track: 16. Clinics and Cafés

Teaching Café: Making IB Curriculum Impactful

Presented On: July 9, 2023 - 13:00-14:15

Facilitators:
P. Roberto Garcia, Indiana University
Cyntia Vilasboas Calixto Casnici, University of Leeds

This session will (1) introduce AIB T&E SIG’s Resources section on its webpage (https://tesig.aib.world), explore its wide range of offerings, (2) invite presentations from AIB scholars on their recent textbooks and other published educational resources, (3) explain how AIB members can contribute to the Resources section to demonstrate impact, and (4) discuss ways to best utilize T&E SIG’s Resources to develop impactful IB curriculum. (For more information, please contact: P. Roberto Garcia, Indiana University, USA: prgarcia@indiana.edu)

Session: 3.4.1 - Special Session
Track: 15. Special Sessions

2023 Peter J. Buckley and Mark Casson AIB Dissertation Award Presentations

Presented On: July 9, 2023 - 14:30-15:45

Chair: Catherine Welch, Trinity College Dublin

Presentations by the 2023 Peter J. Buckley and Mark Casson AIB Dissertation Award Finalists. The finalists are listed alphabetically. The Peter J. Buckley and Mark Casson AIB Dissertation Award is being sponsored by Henley Business School, University of Reading and the Centre for International Business, University of Leeds (CIBUL).
Recent research on the sustainability of global value chains (GVCs) and organizational learning suggests that small and medium enterprises (SMEs) operating as suppliers pursue proactive strategies, independent of what multinational corporations (MNCs) and regulations demand in the context of their supplying relationships. However, SMEs in emerging markets (EM) confront a crucial barrier to implementing such strategies and achieving more sustainability in GVCs. They lack the financial resources to create new organizational capabilities and infrastructure for upgrading. EM SMEs’ strategies require sustainable, long-term funding, which GVCs buyers and commercial banks seldom facilitate.

Emergent forms of impact investing aiming at measurable sustainability outcomes and financial returns promise to address EM SMEs’ lack of funding. Evidence suggests that impact investors struggle to connect to SMEs in EM. Yet, impact investing has been studied limited to dynamics in financial markets, neglecting how the investors transform capital allocations into actionable resources for SMEs. In addition, the literature of GVCs has not studied enough how suppliers’ production and upgrading are financed and the role of extra-GVCs financing. My Thesis contributes to addressing those gaps by answering the research question: How does impact investing influence the sustainability of SMEs in GVCs?

I apply qualitative methods to conduct two multiple inductive case studies of the interaction between international impact investors and Latin American SMEs in agro-industrial GVCs. First, I study how the proactive sustainability strategies of 66 coffee SMEs intertwine with their efforts to access loans from thirteen impact investors. I focus on how SMEs gain access to impact investments and how that influences their capacity to overcome entrenched barriers to upgrading. Second, I examine six “Financial Fairs” that a network of 23 impact investors facilitated to connect to 70 coffee and forestry SMEs. I focus on the knowledge creation dynamics that impact investors and SMEs activate to build new capabilities essential to connect the supply and demand of impact investing in GVCs.

I build on my findings to develop the new construct of financial upgrading. Financial upgrading is one firm’s move to a new source of financing more advantageous than the existing ones in addressing its funding needs. I identify three types of financial upgrading: process, product, and channel. Financial process upgrading, i.e., the SMEs’ creation of new capabilities in the financial domain to meet impact investors’ requirements, introduces unprecedented learning opportunities for SMEs in GVCs. Financial product upgrading, i.e., the SMEs’ access to financing under improved and more sustainable conditions, unleashes new funding sources that catalyze proactive sustainability strategies that buyers would not support. Financial channel upgrading, i.e., the SMEs establishing higher value relationships with extra-GVCs financial actors, reconfigures the SMEs’ supplying relationships.

In addition, I theorize the new notion of collaborative learning. Collaborative learning refers to a highly coordinated interactive dynamic of knowledge creation at the aggregated inter-group level of impact investors and SMEs. It captures how impact investors overcome knowledge-based barriers to connect their financial innovation to the SMEs’ demand for sustainable financing. Collaborative learning represents a new mechanism for creating firm-level knowledge in GVCs, which relies on establishing and nurturing a highly diverse set of local and global knowledge flows without the involvement of the MNC. I conclude by outlining financial upgrading’ and collaborative learning’s practical implications for policymakers, development practitioners, MNCs, and impact investors. (For more information, please contact: Tommaso Ferretti, University of Ottawa, Canada: ferretti@telfer.uottawa.ca)

Social License (SL) has emerged to become a concept significant to states, markets, and societies, but business management, when compared to other academic fields, has limited understanding of SL, because of some confusion between corporate social responsibility (CSR) and SL. In Chapter 1, I make clarifications by reviewing multidisciplinary literature through a bibliometric analysis. I found that, while SL, which is based on social
contract theory, refers to community approval associated with CSR, the literature on CSR has mostly overlooked SL, because it is often grounded in stakeholder theory that seldom considers communities salient in terms of corporate financial performance.

In response to a research direction provided in Chapter 1, I examine in Chapter 2 a boundary condition challenging the positive association between CSR and SL, which many international business scholars take for granted. Applying justice-based and consent-based social contract theory, I hypothesize that CSR, which a multinational corporation (MNC) engages at the global and the local levels respectively, enhances the MNC’s degree of SL approved by a local community, but this degree is offset by polarization among community members. Measured through such natural language processing and big data techniques as sentiment and emotion analysis, SL was found to be positively affected by both global and local CSR, and yet the effect of local CSR, but not global CSR, is negatively moderated by community polarization.

Responding to another research direction provided in Chapter 1, I further examine in Chapter 3 the necessary and sufficient conditions of two fundamental nonmarket strategies, specifically CSR and corporate political activity (CPA), for both SL and legal license (LL), which represent social and political legitimacies respectively in international business. Combining social contract theory with deliberative democracy theory, I hypothesize that, under deliberative democracy, high CSR and low CPA are necessary for SL, but low CSR and high CPA offer sufficiency for LL. Through a necessary condition analysis on a sample of MNCs operating in Australia, which is a deliberatively democratic country, it was found that CSR is a necessary condition for SL, whereas CPA is a sufficient condition for both LL approval and SL disapproval. (For more information, please contact: Shuna Shu Ham Ho, Dalhousie University, Canada: shuna.ho@dal.ca)

Global Value Chain Governance Dynamics: A Co-Evolutionary Perspective on the Transition from Relational to Modular Governance in Construction (Ph.D. Awarded by University of Sydney)
Sarah Elizabeth McWilliam, University of Sydney

Global value chains (GVCs) and their governance structures (how GVCs are controlled and organized) are widely recognised as fundamental to the world economy. The socio-economic importance of the structure and governance of GVCs was recently reinforced by abrupt disruption to the global economy during the COVID-19 pandemic. Scholars have engaged strongly with GVC governance constructs discussed by Gereffi et al. (2005), which include five stylised types – hierarchy, captive, relational, modular and market – that range from high to low levels of power asymmetry and explicit coordination between lead firms and suppliers. Yet industry-level perspectives dominate the literature, with significantly less research examining GVC governance from the perspective of lead firms and their role in determining governance structures. International business (IB) literature provides important related research, linking the strategic motivations of multinational enterprises with their international investment decisions. There is also relevant research on how digital technologies have supported GVC structures with profound change in how firms share knowledge, innovate and distribute value. However, across both GVC and IB fields, current empirical and theoretical research does not adequately explain the process of transition between governance structures; nor the potentially related factors that may give rise to heterogeneity of governance types within an industry.

The objective of the dissertation is to bridge this gap by developing a stronger empirical and theoretical understanding of how and why GVC governance transitions occur, focusing on dynamics in governance associated with digitalization in construction GVCs.

To address this objective, the dissertation draws on literature relating to GVC governance, IB and economic geography alongside architecture, engineering, and construction (AEC) industry literature related to the empirical research. Following a detailed literature review, the research applies a sequential mixed methods approach across three analysis chapters that consider (1) the GVC-embedded lead firm as network orchestrator; (2) the GVC-embedded lead firm as network-dependent; and (3) integrated theories of network control. First, the dissertation explores network orchestration. An instrumental case study with a grounded theory approach allows for rich assessment of a global engineering firm’s leading role in the transition from relational to modular governance within its construction GVCs. The research finds that the MNE uses orchestration capabilities to progressively adapt then integrate new coordination mechanisms, first within their organisation, then across their GVCs. It illustrates that a transition in GVC governance is not determined solely by characteristics of the industry and suppliers, but also by the strategy and orchestration capabilities through
which lead firms purposively drive adaptation across the GVC. The findings align with the argument by Ghoshal and Moran (1996) that that transaction cost theory is weakened by its lack of recognition of purposive, coordinated adaptation. By finding that lead firms use orchestration capabilities to purposively adapt governance structures, the research challenges the implicit rhetoric in GVC theory, indicating the need for a shift from ‘governance as a given’ driven by market or industry characteristics, to ‘governance as a strategy’ enabled by lead firm orchestration capabilities and driven through dynamic, interorganisational collaboration.

Second, the dissertation examines network-dependence. Structural equation modelling of 1274 construction projects quantifies co-lead firm dependence on external factors for successfully shaping such a governance transition and additionally considers the associated relationship with firm performance. Rather than focusing on one specific relationship, it is the simultaneity of all the hypothesized relationships as challenged against competing models that confers integrity and relevance to the analyses. The results show the importance of the codifiability of information, the capabilities of suppliers, and the orchestration capabilities of lead firms as determinants of GVC governance. Together, these results reflect the significance of ownership advantages derived in relation to both internal and external capabilities when determining governance. This helps to explain why lead firms may not simply ‘decide’ to change the governance structure of a GVC; rather, they need to work collaboratively. The results also show that increased modularity in GVC governance is positively related to the financial performance of a lead firm. This finding supports the often assumed but rarely tested financial effect of an optimized GVC governance structure and contributes to the debate on the performance benefits of modular governance over other forms.

Third, the dissertation integrates theories of network-control. Insights from comparative case studies provide a rich process perspective on the relationships suggested in the quantitative analysis, to build an understanding of why and how GVC governance transitions occur over time in the context of triadic interactions between firms, networks, and locations. Case analysis finds that governance transitions in complex construction GVCs occur incrementally over time, driven by a competitive imperative in which MNEs convert transactional ownership advantages (OT) into network-related governance advantages (II) and then into resource- and asset-related ownership advantages (OA). MNE’s drive this process for converting between firm- and network-level competitive advantage through decisions relating to the fronts of experiential learning (exploratory versus exploitative and intra- versus inter-organisational) and to the fronts of modularity (technological versus organisational domains and micro versus macro governance characteristics). Co-lead firms can navigate and overcome complex and interactive barriers to modularity within the transition process, including leveraging strong orchestration capabilities as a substitute for power asymmetries among GVC co-lead firms and suppliers.

The findings from the three analysis chapters add to the perspectives offered by transaction cost theory (emphasis on costs, hold-up risks, and efficiency) and GVC theory (emphasis on coordination, switching costs and power asymmetries). While differences in the “codifiability of information”, the “complexity of transactions”, and the “coordination capabilities of suppliers” remain central to understanding the heterogeneity of GVC governance typologies across industries, they do not adequately explain the process of transition between governance structures; nor the factors that can give rise to within-industry governance heterogeneity. Such factors include the orchestration capabilities of lead firms, the dynamic capabilities of suppliers, and performance advantage expectations. If these factors are only partially present, GVC governance transitions may occur over a longer duration, through incrementally progressive co-evolutionary cycles of experiential learning. By revealing these nuances of how network-dependence (i.e. reliance on other GVC actors) can constrain network-orchestration (in this case determining a GVC governance transition), the research develops a novel contribution into how theories of network control may be better integrated across disciplinary perspectives, allowing for co-evolving interdependencies between firms, networks, and locations.

The research also supplies pragmatic insights relevant for managers in multinational enterprises, particularly where value chains involve knowledge-intensive business services, such as in the AEC sector. These insights offer a contribution to understanding of (1) the constraints to successful digitalization across firm and industry value chains, and (2) the relationships between digitalization, value chain governance and firm performance. A discussion piece in the final chapter considers the implications of the findings in the context of dramatic changes to global trade observed during the Covid-19 global pandemic.

The research is subject to important limitations, with two key constraints highlighted here. First, the empirical research focuses on the construction industry to explore the application of the theoretical reasoning. While this provides an appropriate context for examining the transition between relational and modular governance, this context also limits generalizability. Future research should empirically investigate the research
findings in different industry contexts. Second, although the study examines a sample of 1274 GVCs, the data originates from a common lead engineering firm. Reliance on a single company respondent as a data source may be expected to create bias in the data, however data limitations due to availability, access and confidentiality issues make this a justifiable option. As different effects could be expected with different lead firms, future studies should examine data from multiple sources. (For more information, please contact: Sarah Elizabeth McWilliam, University of Sydney, Australia: sarah.mcwilliam@sydney.edu.au)

**Corporate Political Activities and Political Environments in International Business (Ph.D. Awarded by Wirtschaftsuniversität Wien)**

Evelyn Reithofer, WU Vienna

The political environment plays a crucial role for multinational enterprises (MNEs) because challenging and extreme political conditions can have important effects on MNEs. This dissertation explores varying forms of corporate political activities (CPA) and political institutional environments from an International Business (IB) perspective. The frame of the thesis as a whole is to explore how diverse effects and challenges in MNEs’ political environments can be. In its three chapters, this thesis studies both internal and external perspectives on MNEs’ political challenges. The first chapter explores how external political dynamics affect MNEs and how MNE HQs and foreign subsidiaries respond to those dynamics. Based on a case study about the Arab Spring, the first chapter studies institutional duality and investigates the sequence of changes in external pressures, internal pressures (i.e., HQ responses), and subsidiary responses. The second chapter explores how MNEs’ home nation partisan diversification and international diversification influence the effect of US presidential elections on MNEs’ stock prices. Through an event study and based on event system theory analysis, this chapter studies the role of event strength, company contingencies, and event context when MNEs are subject to electoral events occurring in an increasingly tapering political climate. The third chapter discusses the effects of MNEs’ pre-market entry CPA. Based on a mixed method approach study, the third chapter explores MNEs’ strategies for Food and Drug Administration (FDA) applications. Overall, the three chapters of this dissertation contribute to existing IB research by illustrating the great variety in MNEs’ CPA and political institutional environments, and by challenging existing IB theories and concepts. (For more information, please contact: Evelyn Reithofer, WU Vienna, Australia: evelyn.reithofer@wu.ac.at)

**In the Crosshairs: How do Chinese MNEs Handle the Political Challenge of National Security Concerns? (Ph.D. Awarded by University of Oxford)**

Zhibo Qiu, University of Oxford / King’s College London

In a world of rising geopolitical uncertainty, it is increasingly challenging for multinational enterprises (MNEs) to navigate the landscape of hostile political environments. To address these political challenges, firms should acquire, sustain, and exploit internal and external political resources to build firm-specific organisational capabilities. Compared to the extensive literature on the antecedents of corporate political activities, less is known about why MNEs develop different corporate political capabilities over time.

The existing literature identifies two main factors that shape MNEs’ political capabilities in overseas markets – the home country’s political environment and MNEs’ prior internationalisation experience. However, an underexplored factor – the variety of business-government relations – may moderate these two factors’ effects on corporate political capabilities. First, the country-level antecedent of corporate political capabilities may overlook the variations within the same home country. MNEs are likely to develop different relationships with their home-country government and, subsequently, manage government relations in different ways. Second, MNEs may accumulate different experiences from the same internationalisation path. In particular, the home-country government can play a different role in MNEs’ internationalisation paths. These theoretical omissions motivate me to investigate the research question: Why do MNEs, originating from the same country and following similar internationalisation paths, develop different political capabilities in overseas markets?

To unravel this puzzle, I conducted an in-depth, qualitative research project to investigate the heterogeneity of Chinese MNEs’ political capabilities in overseas markets, especially in the UK and the US. In the
recent decade, the rapid internationalisation of Chinese MNEs has raised host-country governments’ national security concerns in the midst of rising geopolitical tensions between the West and China. These political concerns have severely impacted Chinese MNEs’ overseas business operations and interrupted global value chains. However, facing the same political challenge of national security concerns, Chinese MNEs reacted differently. This empirical context provides a unique opportunity to examine firm-level variations in corporate political capabilities to address geopolitical challenges.

My research findings indicate that Chinese MNEs have developed different corporate political capabilities in response to the shared political challenge of national security concerns. I find that the variety of China’s business-government relations contributes to the heterogeneity of Chinese firms’ political capabilities in overseas markets. My dissertation suggests two antecedents – ownership and strategic importance – are likely to influence corporate political capabilities. Ownership measures the degree to which the firm is owned by the home-country government. Strategic importance measures the degree to which the firm’s industrial sector is strategically important for the home-country government. These two factors categorise Chinese firms into different types. Each firm type has developed a unique relationship with the Chinese government over the past decades. I find that firms which are state owned and operate in strategic sectors are more likely to rely on external political actors, primarily the home-country government, to address overseas political challenges. By contrast, firms which are privately owned and operate in non-strategic sectors are more likely to develop internal political capabilities. (For more information, please contact: Zhibo Qiu, University of Oxford / King’s College London, United Kingdom: zhibo.qiu.dphil2017@said.oxford.edu)

Session: 3.4.2 - Panel  
Track: 14. Theme: IB Resilience under Global Disruptions

**MNE Resilience to Exogenous Shocks: An Historical Perspective**

Presented On: July 9, 2023 - 14:30-15:45

Chair: Lucia Piscitello, Politecnico di Milano  
Discussant: Vitor Corado Simões, ISEG - Lisbon School of Economics and Management

Panelists:  
Teresa da Silva Lopes, University of York  
Liena Kano, University of Calgary  
Rajneesh Narula, University of Reading

This session looks at the MNE resilience in international business drawing on an historical perspective. It distinguishes different types of extraordinarily risky environments faced by MNEs over time such as wars and the covid pandemic, as well as sequences of smaller risks like earthquakes and tsunamis. In doing so it considers multiple levels of institutional analysis – the firm, the global value chain, the industry, and the country. The panel critically discusses and contrasts the different resilience strategies and tactics used by MNEs when operating in extremely high-risk environments and the impacts those strategies and tactics had on different stakeholders and in society in general. The panelists will address questions such as:

1. How have MNEs responded to crises in the past?
2. What factors influence MNEs’ resilience and survival in the face of crisis?
3. How do MNEs from different home countries/industries respond to crises?
4. How have lead MNEs managed their GVCs in the face of exogenous shocks?
5. How can historical evidence of MNE resilience in IB inform our theory building?

Panelists’ presentations will be 10 minutes each. The discussant will provide a comment on the presentations and the theme of the panel. Collective debate involving the floor will follow. The Panel Chair will moderate the discussion and provide a brief introduction and conclusion to the session. (For more information, please contact: Teresa da Silva Lopes, University of York, United Kingdom: teresa.lopes@york.ac.uk)
It Takes a Village: Creating a Supportive Community for Junior Female Faculty

Presented On: July 9, 2023 - 14:30-15:45

Chair: Stephanie Wang, Indiana University

Panelists:
Stephanie Wang, Indiana University
Tatiana Kostova, University of South Carolina
Dan Li, Indiana University
Marjorie Lyles, Florida International University
Dana Minbaeva, King’s College London
Grazia D. Santangelo, Copenhagen Business School
Becky Reuber, University of Toronto
Rosalie Tung, Simon Fraser University
Sri Zaheer, University of Minnesota

Female scholars experience distinctive challenges as they navigate the complexities of pregnancy, motherhood, and child caregiving, while simultaneously working hard to meet demands about tenure and promotion. How can we reconcile the tension between the tenure and biological clocks? This panel provides a platform in the AIB community for junior female faculty to interact with prominent female scholars about how to survive and thrive in their academic careers while maintaining a balance between work and life. Through this panel, we hope to offer emotional and cognitive resources to junior women academics, to raise broader awareness of the unique challenges women academics face, and to nurture a climate of care, support, and confidence in the AIB community. This panel will be interactive and welcome questions from participants to stimulate relevant and meaningful discussion. This panel is open to all AIB junior faculty members (both women and men) before receiving tenure. (For more information, please contact: Stephanie Wang, Indiana University, USA: slwang@indiana.edu)

Alternative Methodologies in IB Research

Presented On: July 9, 2023 - 14:30-15:45

Chair: Pascal Wild, School of Management Fribourg

Making Sense of Socio-Political Risks in International Business: A Configurational Approach to Embracing Complexity
Thomas C. Lawton, University College Cork
Maria A. De Villa, Universidad EAFIT
Sandra Santamaria-Alvarez, Universidad EAFIT

As social and political contexts have become major sources of uncertainty for international business (IB), we have witnessed renewed efforts to study the impact of socio-political risks on multinational enterprises. However, predominant methods in the field of IB are, for the most part, limited in their capacity to directly
address the complexity intrinsic to socio-political risks. We propose overcoming this limitation by adopting a configurational approach that enables researchers to embrace the complexity of socio-political risks in international business. We explain the fundamental principles of a configurational approach and the typical sequential stages for using its methodological tool, Qualitative Comparative Analysis (QCA). We then outline how scholars can use QCA to pursue future research avenues that identify the configurations of conditions that constitute socio-political risks or the effects of socio-political risks on diverse outcomes of interest. We also clarify how the IB field can benefit from the use of QCA in the study of socio-political risks by advancing knowledge of international business in emerging and informal markets, where data access is limited. These efforts aim to motivate international business and management scholars to broaden their empirical toolbox for the study of socio-political risks by engaging in configurational thinking and theorizing. (For more information, please contact: Maria A. De Villa, Universidad EAFIT, Colombia: mdevilla@eafit.edu.co)

The State and Future of Ethnography in International Business Studies: A Methodological Framework for Reflexive Engagement

Jasmin Mahadevan, Pforzheim University
Fiona Moore, Royal Holloway, University of London

A limited idea of what ethnography involves, and dominant disciplinary ideas of rigour and validity stand in the way of International Business studies engaging more deeply with ethnography. For higher relevance, we propose the use of “reflexive engagement”. Reflexive engagement involves the researcher (ethnographer), the research subjects (actors) and those reading the study report (audience) in the “ethnographic triangle”. We outline the principles of reflexive ethnographic engagement with all three sides of the ethnographic triangle. We provide ethnographers in International Business studies with concrete research and writing advice regarding the three criteria of ‘excellent’ ethnography, namely positionality, plausibility and intersubjectivity. (For more information, please contact: Jasmin Mahadevan, Pforzheim University, Germany: jasmin.mahadevan@hs-pforzheim.de)

Acculturation Determinant Logic in The Luxury and Fashion Industry Across Cultures

David W Pan, Fort Hays State University / Texas A&M University, Texarkana
Li Shen, Juniata College
Alan J Pan, Fort Hays State University
Berna Mutlu, University of Florida

This study contributes the luxury and fashion product literature by adopting the contextual enculturation determinacy logic with the most current intellectual property right protection standards used in the case analyses across cultures. Equipped with the set theory principles supported by the Venn diagrams and illustrative comparisons, the authors proposed and demonstrated how the effectiveness of international branding strategy can be scaled by ethno-linguistic variables in the luxury and fashion industry cross cultures. This paper demonstrated a transcendence process from product to brand in nuances by comparing between a product’s logic subsets such as functional substances and trademarks and its brand’s logic subsets such as consumers’ basic needs, wants, demands by affordability, controlled and entangled by their value, identity, and belief system in duality. The dyadic layered product-to-brand transcendence process in duality are appropriated with their respective acculturation determinants that can be used in deductive reasoning to explain why those mimicking cases of the involved firms/individuals would further evolve under the natural law logics and principles, most in the luxury and fashion product industries. This study also provided an alternative approach and practical insight that are applicable in other industries for doing international business across cultures. (For more information, please contact: David W Pan, Fort Hays State University / Texas A&M University, Texarkana, USA: davidwpan1@gmail.com)
Relationship Between Internationalization and Performance: A Three-Dimensional Literature Review
Pham Hoanh Son Nguyen, ESC Clermont Business School
Richard Soparnot, ESC Clermont Business School

The relationship between internationalization and firm performance (RBIP) is one of the major and unresolved debates in the international business literature. After the pioneer work of Vernon demonstrating a linear and positive relationship, increasingly important body of research has also proposed seven alternative models such as negative, U standard, U inverted, and Sinusoidal. In this research based on the three-dimensional contextualist framework of Pettigrew, we contribute to this debate by seeking to explain why the empirical literature on RBIP remains fragmented, inconclusive, and mixed. The result of our literature review suggests that this extremely developed and confused state of research on the RBIP could be explained by the fact that: different researchers focus on various dimensions of internationalization which are the content, the context, and the process, and no research has so far studied possible interactive and simultaneous impact of these three dimensions of internationalization on performance. Our research also suggests that in order to better understand the nature of RBIP in its entirety, it is necessary and important to move from uni- and bidimensional approaches to a three-dimensional approach that takes into account the performance impact of possible combinations of the three dimensions of internationalization. Otherwise, research may continue to produce partial and fragmented observations on the RBIP, and therefore remains a puzzle. (For more information, please contact: Pham Hoanh Son Nguyen, ESC Clermont Business School, France: pham.nguyen@esc-clermont.fr)

Session: 3.4.8 - Competitive
Track: 5. HRM, Leadership and Cross-Cultural Management

Immigrants and Refugees Employment

Presented On: July 9, 2023 - 14:30-15:45

Chair: Hao Wang, University of Amsterdam

Exploring the Effects of Workplace Support for Refugee Employees: A Multi-Perspective Triangulation
Robin Pesch, Newcastle University
Ebru Ipek, San Francisco State University

Refugees cope with various integration challenges in their host country while often lacking support networks such as family and friends. Employers can be a crucial source of support for their refugee employees. Companies, however, might struggle with providing effective support for their refugee employees as workplace integration is a complex process and support is not beneficial per se. Our study explores how companies support their refugee employees and how it impacts their agency and psychological well-being including their job and life satisfaction. To explore support relationships in the workplace, we apply a multi-perspective study. We conducted 53 interviews with refugee employees, their supervisors, and colleagues covering 25 support relationships in 19 companies. Using multiple data sources enables us to triangulate the perspective of the support provider (supervisor, colleague) and the recipient (refugee employee). Based on our findings, we develop a workplace support typology that builds the fundament of three propositions that we formulate. We propose how different workplace support types can enhance but also decrease refugee employees’ psychological well-being. Our study contributes to the emerging management research on workplace integration. The study’s insights provide also valuable practical implications that might help practitioners to tackle the grand challenge of workplace integration. (For more information, please contact: Robin Pesch, Newcastle University, United Kingdom: robin.pesch@newcastle.ac.uk)
How Valuable Are You? Market Citizenship and Refugee Employment  
Betina Szkudlarek, University of Sydney  
Jeannie Eun Su Lee, University of Newcastle

This research provides a new perspective on why so many refugees remain under- and unemployed in receiving countries, despite extensive efforts directed at supporting their workforce integration. We illuminate how well-intended cross-sector collaborations, combined with performance-focused funding systems, can negatively influence refugee support and further disadvantage the most vulnerable individuals. Drawing on a multi-case study of non-profit organizations in Australia, we problematize the portrayal of refugees through the lens of their labor market currency, resulting from the systems of incentives guiding resource allocation, social outcome measurement metrics and performance-focused reporting structures. We discuss the consequences of the system that reinforces the principles of labor-market valuation - against the espoused ethical ideals of supporting refugees - by incentivizing support to those individuals whose immediate market value is highest. We advance theory by explicating the dynamics of market citizenship along the interrelated dimensions of market needs and employability. We argue that the market citizenship lens is suited to advance our conceptualization in unveiling and disentangling the complexity of the employment endeavors of refugees and other disadvantaged groups. (For more information, please contact: Betina Szkudlarek, University of Sydney, Australia: betina.szkudlarek@sydney.edu.au)

Mind the Transformation Gap: On the Influence of Foreign IT Workers’ Perceptions of German Immigration Regulations on their Perceived Employability  
Manh Ha Luong, University of Bamberg  
Maike Andresen, University of Bamberg

Germany has implemented the Skilled Immigration Act since 2020 to tackle labour shortage. The new Act helps attract foreign talent in the information technology (IT) sector. With its success below the desired outcome, this study examines discrepancies between the policy’s intent and target group's perception of it as a potential cause. We investigate how foreign IT workers consider its impact on their perceived employability in Germany. To do so, we conducted 22 semi-structured interviews with expatriates and key informants (recruiters and representatives from a governmental project recruiting expatriates). Based on conceptual framework of policy transformation process, we found while the implementation gap emerges relatively low, both communication and perception gaps negatively affect foreign IT workers’ perceived employability in Germany. We propose a typology of foreign workers from their awareness (communication gap) and interpretation (perception gap) of the Act, distinguishing four types. Interviewed expatriates representing types ‘Learning by doing’ (low awareness, correct interpretation) and ‘Limbo’ (low awareness, incorrect interpretation) moved to ‘Master’ (high awareness, correct interpretation) with increasing perceived employability. Private/governmental mediators bridged communication gap, but some expatriates still needed mediators for further support. We emphasise employers and expatriate networks as promoters of legal regulations for recruitment problems. (For more information, please contact: Manh Ha Luong, University of Bamberg, Germany: ha.luong@uni-bamberg.de)
The Effect of Digital Business Model Innovation on SMEs’ International Performance: The Contingent Roles of Foreign Institutional Voids and Entrepreneurial Orientation Abstracts

Ruey-Jer Bryan Jean, National Taiwan University
Daekwan Kim, Florida State University
Geon-Cheol Shin, Kyung Hee University

Despite the growing trend of firms’ use of innovative digital business models for their internationalization, academic research on this area is sparse. This study develops and tests a theoretical framework on the effect of digital business model innovation on small and medium sized (SMEs) firm’s international performance. Based on a unique sample of Chinese E-business firms, our empirical findings indicate that SMEs’ innovative digital business model is positively associated with their performance in foreign market, and the relationship is stronger when the firms face more intensive foreign institutional voids. However, the positive relationship is weaker for firms with greater entrepreneurial orientation. Theoretical and managerial implications are discussed. (For more information, please contact: Ruey-Jer Bryan Jean, National Taiwan University, Taiwan: bryanjean@ntu.edu.tw)

Dynamic Capabilities Research in International Marketing: Taxonomy and Nomological Networks of Three Pillars

Cagla Dayangan, Dokuz Eylül University
Bilge Aykol, Dokuz Eylül University

This study systematically reviews the research on dynamic capabilities within an international marketing setting. Based on a content analysis of 97 articles published between 2001 and 2022, the review; (1) designates dynamic capabilities as being of a sensing, seizing, or reconfiguring nature and taxonomizes them into their hierarchical nature and notion of ambidexterity per organizational unit; (2) analyzes how sensing, seizing and reconfiguring dynamic capabilities are linked to their antecedents, outcomes, moderators and mediators and integrates them in nomological networks; and (3) reveals problems and gaps in the literature and discusses research implications to address them. It is found that most of the dynamic capabilities examined in the literature are of reconfiguring nature, followed by seizing and sensing. In all categories of dynamic capabilities, research concentrates on higher-order, value-adding, and organizational level dynamic capabilities, while examination of lower order, threshold, and individual- and group-level dynamic capabilities remained limited. The literature resulted in rich nomological networks, though all three dynamic capabilities are linked mostly to their firm-specific antecedents and performance-related outcomes. We provide suggestions for studying the neglected aspects of the literature and expanding and deepening of nomological networks. (For more information, please contact: Cagla Dayangan, Dokuz Eylül University, Turkey: cagla.dayangan@gmail.com)

Exporting SMEs Promotion and Performance

Claude Obadia, ESCE, Paris
Irena Vida, University of Ljubljana

Surprisingly little is known about the promotion program implemented by exporting small and medium-sized enterprises (SMEs) in foreign markets. Most studies assess the adaptation of marketing strategies and do not assess the actual effect of the promotion program. Furthermore, they treat SMEs as smaller versions of MNEs.
without considering their specificity. This study explores the components of the promotion program of exporting SMEs and tests their effectiveness in attaining export success. Moreover, it shows the pivotal role of importers behavior in how promotion produces its positive effect. Finally, the study reveals how the interplay of the exporter's promotion program within exporter–importer relationships affects the importer's efforts on behalf of the exporter. We begin with a qualitative study to define the components of exporting SMEs’ promotion program. Then, we test our hypotheses with structural models using survey data from exporting SMEs. Finally, a post hoc analysis leads to recommendations for economization uniquely relevant to resource-constrained exporting SMEs. (For more information, please contact: Claude Obadia, ESCE, Paris, France: claude@obadia.org)

Rising Geopolitical Risk and Firm’s Customer Concentration
Yu Li, University of South Carolina
Vivek Astvansh, Indiana University

This research argues that a firm responds to rising geopolitical risk (GPR) by adjusting its sales strategy. Specifically, in response to rising GPR, a firm lowers the concentration of its sales to customers, i.e., allocates sales revenues more evenly across its customers instead of relying on a few major customers. Analysis of a panel data set of 49,018 firm-year observations of 5,933 U.S. public firms between 2001 and 2021 supports their hypothesis. The firm’s lobbying spending strengthens the effect of GPR on customer concentration. Further, while a firm does not change its corporate customer concentration, it lowers the government customer concentration when GPR rises. Also, in response to rising GPR, an average firm decreases each of its domestic customer concentration and its foreign counterpart, though the effect on domestic customers exceeds that on the foreign customers. Moreover, reducing customer concentration in response to rising GPR hurts firm performance by impeding the firm’s number of new product introductions. The findings contribute to the literature on exogenous shocks in the nonmarket environment impact a firm’s strategic decisions. (For more information, please contact: Yu Li, University of South Carolina, USA: yu.li@grad.moore.sc.edu)

Session: 3.4.10 - Competitive
Track: 11. Sustainability in International Business

CSR Practices

Presented On: July 9, 2023 - 14:30-15:45

Chair: Nick Hajli, Loughborough University

Friend or Foe? Political Affinity and Foreign Subsidiary CSR
Wen Helena Li, University of Technology Sydney
Shan Zhu, Zhejiang University
Vikas Kumar, University of Sydney

In the context of political hostilities and economic nationalism, we examine whether a multinational enterprise’s (MNE) country of origin, in particular its level of political affinity with the host country, matters for their foreign subsidiaries’ corporate social responsibility (CSR) strategies. Integrating international relations literature and international CSR literature, we argue that with decreasing political affinity, the host country stakeholders pose increasingly legitimacy concerns against foreign subsidiaries. Thus, foreign subsidiaries tend to initiate a high degree of CSR strategies to buffer themselves from the legitimacy challenges in the host country. We further expect the need for foreign subsidiaries to adopt CSR depends on the surrounding environment where the foreign subsidiary operates, including the development of the institutional environment and the social comparison with their home peers’ CSR. We submit that a region with a well-developed institutional environment can alleviate a foreign subsidiary’s local legitimacy concerns caused by the lessened political
affinity, while performing below its home peers on CSR in the host country aggravates the need to increase CSR levels. We found strong support for our arguments after analyzing a sample of foreign subsidiaries of large MNEs in China from 2010 to 2019. (For more information, please contact: Shan Zhu, Zhejiang University, China: zhushan@zju.edu.cn)

The Influence of Organizational Logics and Identification on Within-MNE CSR Performance Heterogeneity
Marloes Korendijk, University of Groningen
Rieneke Slager, University of Groningen
Alan Muller, University of Groningen

In a complex globalized environment, Multinational Enterprises (MNEs) face challenges implementing strategies consistently across their foreign subsidiaries. As a consequence, performance outcomes within the MNE may be heterogeneous. This especially occurs for complex activities that are multifaceted, such as Corporate Social Responsibility (CSR). If the CSR performance levels are heterogeneous, it may yield severe consequences like reputation damage. Using an organizational logics perspective, we examine the relationship between headquarters' CSR logic and heterogeneous CSR performance within MNEs. We hypothesize that a strong headquarters' CSR logic will reduce within-MNE CSR performance heterogeneity, while social identification between the subsidiary manager and their (1) home country, (2) the MNE, and (3) the CEO amplify this relationship. Analysis of a global sample of 84 MNEs-subsidiary dyads over 12 years lends support to our arguments. Our study contributes to the literatures on global strategy, institutional logics, and international CSR. (For more information, please contact: Marloes Korendijk, University of Groningen, Netherlands: m.m.korendijk@rug.nl)

When Global Corporate Social Responsibility Standards Meet Confucianism: Evidence from MNC Subsidiaries in China
Jianliang Li, University of Nottingham Ningbo China
Cong Cao, University of Nottingham Ningbo China

In this study, we adopted case studies of four multinational corporations (MNCs) subsidiaries in China to explore how Confucianism influences corporate social responsibility (CSR) globalization and localization. We collected both archival data and first-hand data via 16 in-depth interviews in 2021. Our findings suggest that Confucianism implicitly influences CSR during the local implementation process. Specifically, Confucianism can accelerate CSR globalization and tailor specific local CSR, achieving “glocalization” through a “reconciliation” mechanism, while hindering the CSR globalization through a “interference” mechanism. We provided implications for CSR practitioners in the MNCs and suggestions for future research directions. (For more information, please contact: Jianliang Li, University of Nottingham Ningbo China, China: bixjl23@nottingham.edu.cn)

Institutional Tension Within a Country and Foreign Subsidiary’s Response: A Study on the Environmental Protection Initiative in China
Jingwen Sha, Ivey Business School

The year 2006 is a shifting point for China because it is the first time for central government to consider "sustainability" and "environmental protection" as important agenda in the Fifth Year Plan (2006-2010). However, given the evaluation system of Chinese officials and the fiscal pressure on local government, such environmental initiative from central government lacks political legitimacy for local officials at city level who care more about fiscal revenue and economic performance of their jurisdiction. With such institutional tension between central and local government, understanding how foreign subsidiaries respond is important given that government at both levels are powerful institutional constituent for legitimacy attainment. This paper employed the data of foreign subsidiaries in China from 2006 and 2009 to test how field-level attributes (i.e., the political ties of city leaders, the prefectural priority on fiscal revenue) and firm-level attributes (i.e., whether the firm is
located in an industrial park, whether the firm is a joint venture with centrally or provincially controlled SOE) influence firm’s response to this institutional tension within the political hierarchy. Some hypotheses are supported, suggesting that how foreign subsidiaries experience and respond to the central-local tension varies based on the field-level and firm-level attributes. *(For more information, please contact: Jingwen Sha, Ivey Business School, Canada: jsha.phd@ivey.ca)*

**Session: 3.4.11 - Competitive**
**Track: 4. Global Strategy, Organization and Value Chains**

**Expansion Strategies and Performance**

**Presented On:** July 9, 2023 - 14:30-15:45

Chair: Ursula F. Ott, Nottingham Trent University

*Coopetition in International Business: A Systematic Literature Review and Directions for Future Research*
  Bozidar Vlacic, Universidade Católica Portuguesa
  Jonas Eduardsen, Aalborg University
  Marina Dabic, University of Zagreb / University of Ljubljana
  Jane Maley, Sabanci University
  Susana Silva, Universidade Católica Portuguesa

This review paper aims to systematically represent, interpret, and explain the evidence of the increase of coopetitive approaches in international business. The study builds upon the assessment of 100 manuscripts published from 1997-2022, analyzed using multiple correspondence analysis and an in-depth review. The findings identified that theoretical underpinnings such as governance, institutional, network, and resource-based view alongside research themes of innovation, strategy, and corporate culture offer novel perspectives around coopetition in international business and generate new interpretations and research avenues. This study offers a holistic account of the progress made to date in coopetition and offers suggestions for future research avenues *(For more information, please contact: Bozidar Vlacic, Universidade Católica Portuguesa, Portugal: bvlacic@ucp.pt)*

*The Home Country Effect on Corporate and Foreign Affiliate Performance*
  Daniel S. Andrews, Georgia State University
  Stav Fainshmidt, Ivey Business School
  Alvaro Cuervo-Cazurra, Northeastern University

Prior studies on the determinants of firm performance differences suggest that the home country can be a resource that affects firm performance, including in foreign locations. Building on resource-based theory, we argue that the home country explains a substantial proportion of variance in corporate performance due to the varying access to unique, context-specific resources that may be difficult to imitate and move across borders. However, because such resources are imperfectly mobile, the home country will explain a comparatively lower proportion of variance in foreign affiliate performance. These arguments explicate a critical boundary condition to the home-country-as-an-resource view of firm performance abroad. A variance decomposition analysis of a comprehensive dataset of 28,079 multinational firms from 117 home countries and 85,579 of their foreign affiliates (546,293 affiliate-year observations) provides robust support for these ideas. *(For more information, please contact: Daniel S. Andrews, Georgia State University, USA: dsandrews@gsu.edu)*
International Expansion Strategies: Simulation of Firm Performance under Competition
Roman Gwosdilin, WU Vienna

This paper uses a simulation approach to investigate the relationship between firms’ international expansion (I) and their performance (P) under competition. First, the simulation investigates the firm characteristics and environmental circumstances that determine the nature of the general relationship between international expansion and firm performance. It finds that environmental and firm characteristics strongly condition the shape of this relationship. Second, the paper introduces variation in the strategies focal firms and competitors employ to govern their international expansion. The paper derives empirically testable propositions regarding the reasons for structural variation in how firms perform when they expand internationally from the simulation results. (For more information, please contact: Roman Gwosdilin, WU Vienna, Austria: roman.gwosdilin@wu.ac.at)

The Choice of Manufacturing Home-Shoring for Bolstering MNEs’ Global Strategy: A Comparison of Pulling Factors in Three Sub-National Regions
Diletta Pegoraro, Politecnico di Milano
Lisa De Propris, University of Birmingham
Agnieszka Chidlow, University of Birmingham

Exogenous events change firms’ international footprints. Firms are drastically reshaping their international business strategies considering many exogenous events, from the global financial crisis to the recent geopolitical uncertainty. Due to the increasing uncertainty and complexities at the global level, production location decisions are pivotal. One option is to reorient focus to the home country by adopting a Manufacturing Home-shoring Strategy (MHS). This paper adopts the GVC framework for analysing the chosen MHS by building a bridge between international business and economic geography. Geographical units are Veneto (Italy), England (United Kingdom) and California (United States). MHS is defined by three mutually exclusive strategies: (i) Home-shoring for insourcing, (ii) Home-shoring for outsourcing, and (iii) Full Home-shoring (including insourcing and outsourcing). The importance of factors influencing the probability of adopting one MHS over another is measured via a web-based survey and tested by adopting a Multinomial Logit Model (MNLG). The results suggest that factors related to efficiency-seeking (i.e. investment in automation, digitalisation of the production process, partnership with key suppliers, proximity to the final market and favourable public policies) are statistically significant for adopting Full Home-shoring strategy, stressing the role of local suppliers in conjunction with the opening of a manufacturing plant. (For more information, please contact: Diletta Pegoraro, Politecnico di Milano, Italy: diletta.pegoraro@polimi.it)

Session: 3.4.13 - Interactive
Track: 4. Global Strategy, Organization and Value Chains

Global Learning and Service Firms

Presented On: July 9, 2023 - 14:30-15:45
Chair: Bent Petersen, Copenhagen Business School

A Multidisciplinary Framework for International Service Activities
Peter D Ørberg Jensen, Copenhagen Business School
Kristin Brandl, University of Victoria
Patrik Ström, Stockholm School of Economics

While various fields have studied international services, a unified understanding of the services and their characteristics is missing. We identify the major challenges in international service characterization and proceed to develop an integrative conceptual framework. The 4C framework include four interconnected components of
international service characteristics, i.e., connectivity of service actors to the environment, the configuration of service activities within organizational set-ups, collaborative interaction between service actors, and created value of the services. We contribute to international service literature with a unified conceptual framework to guide international service research across the fields of international business, economic geography, and service management. (For more information, please contact: Peter D Ørberg Jensen, Copenhagen Business School, Denmark: poe.si@cbs.dk)

International Meta-Organizations of Professional Services: Configurations of Governance Mechanisms
Rany Salvoldi, Ben Gurion University

This paper sheds new light on the effective governance of international interfirm collaborations of professional services. Adopting a meta-organization perspective, this study focuses on international networked organizations of professional services, a dominant internationalization mode in this sector and an alternative to international diversification. Through these network organizations, professionals across borders integrate their domains of expertise and practice, to meet the needs of their clients. To be effective, these networked organizations need to provide their members with an attractive international scope, and an organized context for cross-border interaction and value cocreation. Using the legal industry as an illustrative empirical context, I explore the configurations of governance mechanisms deployed by these network organizations to organize collective action, and that in turn explain the success of these meta-organizations. Results of a fuzzy-set Qualitative Comparative Analysis of 23 international legal meta-organizations shows that these are successful when providing a high international scope is supported by hierarchical differentiation of firm members (stratification). Furthermore, stratification and active central stable staff work together as complements; specifically in relatively open-access network organizations. This study contributes to research of internationalization of services through collaborative modes by investigating the specifics of their organizing through structural governance mechanisms. (For more information, please contact: Rany Salvoldi, Ben Gurion University, Israel: ranybia@post.bgu.ac.il)

Organizing Across Distance: A Case of Everyday Sensegiving and Sensemaking in a Globally Distributed Business
Nidheesh Joseph, IIM Tiruchirappalli
Abhishek Totawar, IIM Tiruchirappalli

Since the entry of computers and internet, modern organizations are highly dependent on virtual technologies to reduce costs and improve efficiencies. Globalization has also added to this phenomena by dispersing the organization across geographic distance, time zones and culture. The Covid-19 pandemic has only accentuated globally distributed work (GDW) further by moving everyone to work from home. These work settings may experience some unique challenges in communications, culture, logistics and technology due to its virtual nature which itself is a paradox. Organizing across distance thus becomes complicated as leaders need to constantly, shape up the views and understandings of the employees through their everyday sensegiving to paradox. On the other side, the success of leaders sensegiving efforts depends on the willingness of employees to engage in sensemaking behaviors. In this study, we have used a sensemaking lens to understand the everyday interpretive context of a globally distributed business. We collected data using an in-depth single case study design and analyzed it using Gioia methodology. Our findings unravel the underlying mechanisms which leaders and employees deploy to organize their everyday routine work across distance. We conclude the paper by discussing the findings and its implications for theory and practice. (For more information, please contact: Nidheesh Joseph, IIM Tiruchirappalli, India: nidheesh.f16001@iimtrichy.ac.in)
Corruption and Conglomerate Diversification in Acquisitions: Global Evidence
Markus Taussig, Rutgers University
Man Dang, University of Economics, University of Danang
My Hanh Nguyen, University of Economics, University of Danang
Hoang Long Phan, University of Economics, University of Danang
Khue Huynh, University of Economics, University of Danang

This paper investigates how corruption influences acquirers’ industrial diversification decision to engage in global acquisitions over the period 2000-2015. Controlling for firm-level, deal-specific and country-level characteristics, we find an inverted U-shaped relationship between the level of corruption in the host country and the acquirers’ anti-conglomerate decision. Specifically, acquirers tend to prefer target firms within the same industry in host countries with weak institutional environments and less transparency, characterized by lower control of corruption and inferior corruption perceptions. Also, the bidders’ industrial diversification strategy depends on corruption distance between target and bidder countries. The findings further show that the relationship between the level of corruption and anti-conglomerate choice is stronger for deals paid with cash. Our results provide better understanding of market imperfections and their effects on acquirers’ takeover planning. (For more information, please contact: Markus Taussig, Rutgers University, USA: mtaussig@business.rutgers.edu)

Toward an Integrative Perspective on Interfirm Adaptation: The Learning Process Matters
Pei-li You, Shih Chien University

Realizing interfirm adaptation is an increasingly important organizational research topic, although there is little evidence of the role of interfirm governance mechanisms in engendering such a managerial focus. Building upon Transaction Cost Economics and Inter-organizational Learning Theory, we propose an integrated model and reason that interfirm adaptation can be realized through the learning process, acting as a mediator that facilitates the relationship between coordination mechanisms and interfirm adaptation. We posit that the direct effects are mitigated by a variable specific to the interfirm context, exchange hazards, which acts as a moderator. Specifically, this study contributes to the central problem of interfirm adaptation, underwriting to the research literature both theoretically and empirically. (For more information, please contact: Pei-li You, Shih Chien University, Taiwan: plyou.cs09@nycu.edu.tw)

Limitations to Learning from International Joint Product Development Work: The role of resources
Metin Onal Vural, CUNEF

International joint product development projects have gained much attention in recent years. In analysing factors that contribute to the successful completion of such projects, I tease out the effects of geographical dispersion, resource limitations, alliance capabilities and learning on project performance. International joint product development forces organizations to face a key decision between developing products in house and outsourcing the development process while managing project costs and coordinating project tasks across borders. Utilizing a data set spanning 20+ years in drug development, I observe the effects of geographical dispersion, learning from joint work and resource limitations on the performance of joint product development projects. I examine project characteristics that relate to resource fungibility and complexity and how organizations streamline their work activities while working with multiple international locations. My findings show that there is a commensurate cost of managing joint product development projects across multiple international locations, however, such dispersion also brings about the benefits of accessing resources in distinct locations. Furthermore, the negative impact of geographical dispersion on project performance can be overcome when the lead organization has learned to manage such projects through prior experience. I detail these findings and elaborate on its implications for theories on internationalization, learning, coordination and resources. (For more information, please contact: Metin Onal Vural, CUNEF, Spain: onalvural@gmail.com)
Innovate or Diversify? Lessons for Japanese Pharmaceutical Wholesalers From European Business Models
Hirohisa Shimura, Soka University

Despite favorable demographic trends, Japanese pharmaceutical wholesalers face margin pressure due to governmental healthcare cost reduction measures similar or tougher than those in Europe. As little business model research on regulated markets such as pharmaceutical distribution has been conducted, this study explores whether business model innovation under a strongly regulated market environment would be similar or different from ordinary business model innovation. Based on interviews with business executives and managers, the fundamental concepts of business innovation seem similar regardless of European pharmaceutical wholesalers’ regulations and business model innovation. These concepts can be applied in the Japanese industry, as European and Japanese wholesalers experience similar margin pressure threats despite differing business practices and regulations. Three success factors from Europe, potentially relevant to the Japanese context are 1) developing other core businesses to support sustainability, 2) integrating pharmacy businesses with the traditional wholesaler business, and 3) spinning off or separating core businesses. (For more information, please contact: Hirohisa Shimura, Soka University, Japan: shimura@soka.ac.jp)

Growing the Business in the Regions: TMT Member’s Regional Responsibility and Regional Performance
Che Tang, University of St.Gallen
Dimitrios Georgakakis, University of York
Winfried Ruigrok, University of St.Gallen

Studies find that some multinational enterprises (MNEs) pursue business opportunities globally while others focus on certain regions. Firm-level factors such as technological advantages may contribute to this difference, but the results are not conclusive. This paper argues that MNE top executives’ regional responsibilities and successful role enactment also influence the development of MNE’s footprint in different regions. Analysis with data from international automotive companies’ regional sales development from 2003 to 2019 showed that top management team (TMT) member’s regional responsibility positively contributes to development of regional performance when the executive does not have parallel corporate functional responsibilities. Meanwhile, regional economic growth and the leadership from a foreign CEO strengthen this positive effect of regional heads in TMT. We discussed how our findings enrich the understanding of MNE geographic scope and contribute to the literature of regional management as well as foreign executives. (For more information, please contact: Che Tang, University of St.Gallen, Switzerland: sheryl.tang@student.unisg.ch)

Session: 3.4.14 - Interactive
Track: 12. Knowledge, Innovation, and Technology

Knowledge, Innovation, and Technology in the Era of Digitalization

Presented On: July 9, 2023 - 14:30-15:45
Chair: Ricarda Bouncken, University of Bayreuth

Exploring the Impact of Digital Technology Resources on SME Internationalization- the Moderating Role of Cultural Distance
Yi-An Chen, National Chengchi University
Kuo-Feng Huang, National Chengchi University

The study builds on the recent stream of empirical research, which draws on resource-based view (RBV) to explore how digital technology resources, such as information technology (IT) system resources and big data resources, interact with cultural distance and thus impact on SME internationalization. A questionnaire on 107 Taiwanese SMEs managers and owners was conducted. Findings revealed that SMEs with big data resources
and IT system resources are highly likely to internationalize. Cultural distance negatively moderates the relationship between IT system resources and SME internationalization, while cultural distance positively moderates the relationship between big data resources and SME internationalization. These findings provide insight for practitioners and academia on the internationalization of SMEs with digital technology resources, and highlight the scenario of different extents of cultural distance. (For more information, please contact: Yi-An Chen, National Chengchi University, Taiwan: ball222292@gmail.com)

Walk The Talk: The Future-Time Reference of Users’ Languages and Digital Product Innovation in the Mobile Game Industry

Pengxiang Zhang, Peking University
Chao Niu, Chinese University of Hong Kong (Shenzhen)
Eric Zhao, Indiana University

The role of language has become increasingly recognized in management research. While the extant literature has mostly focused on managers’ language structures and their implications for firms’ actions and outcomes, we take a framing perspective and propose that users’ language can have an important influence on firms’ decision making. Grounded in the context of the mobile game industry, we theorize that gamers speaking weak future-time reference languages employ proximate temporal framing and thus positively impact publishers’ digital product innovation. We further argue that this baseline relationship depends on the effectiveness of the temporal framing, which is shaped by the negativity of gamers’ feedback and publishers’ linguistic incongruence with gamers. Based on a global sample of 1,183 mobile game publishers from 27 countries, we find strong evidence supporting our hypotheses, contributing to the integration of the organizational linguistics and user innovation literatures. (For more information, please contact: Pengxiang Zhang, Peking University, China: zhangpx@gsm.pku.edu.cn)

Artificial Intelligence Systems To Facilitate Firm Internationalization: The Role of Modularity

Rakibul Hasan, University of Vaasa
Arto Ojala, University of Vaasa

Digitalization powered by artificial intelligence systems (AIS) is revolutionizing businesses in the value creation process in both domestic and foreign markets. This phenomenon is being compared with other general-purpose technologies (e.g., electricity, steam engine, and the internal combustion engine). AIS is challenging the current understanding of the international business (IB) field and forces to revisit internationalization theory. While IB literature advances internationalization theory at the intersection of digitalization which spins around digital platforms and artifacts, research on AIS is very limited. Linking insights from existing IB literature and building on new internationalization theory, dynamic capability, and modular internationalization model, authors conceptualize artificial intelligence systems-related specific advantages (AISSAs) and examine their impact on firm internationalization. The paper contributes to the growing body of literature that intersects digitalization and internationalization. The paper employs multiple contextualized explanation case study design. It focuses on the modularity of AIS in the insection of firm-specific advantages and firm internationalization in the context of deployment and utilization in different institutional environments. The paper constructs narrow AIS as cases within Finnish and Japanese firms. A configurational theorizing approach is employed to capture the complex causation of modular configuration of FSAs leading firm internationalization. Doing so provides a more profound understanding of how AISSAs facilitate firm internationalization, particularly in international market entry. (For more information, please contact: Rakibul Hasan, University of Vaasa, Finland: rakibul.hasan@uwasa.fi)

A Cross-Cultural Meta-Analysis of Different Influences of Enterprise Social Media Use on Innovation Performance

Xiaomei Li, Tianjin University
Youqi You, Tianjin University

The use of social media by businesses may enhance their innovation performance in certain contexts, according to prior studies. However, it is unknown if the kind of social media will affect this process or whether there are
boundary conditions in the social environments. In light of this, we examine the literature and investigate how enterprises’ usage of social media affects innovation performance as well as its contextual conditions based on a meta-analysis of 37 studies including 9,942 respondents. Our research shows that using social media improves innovation performance, with internal enterprise social media (IESM) having a higher impact than external enterprise social media (EESM). The effect of social media use on innovation performance differs depending on the social environments. We address the consequences of these moderating patterns for firm management research and provide a theory-based study agenda on the effectiveness of enterprises’ usage of social media in driving innovation. (For more information, please contact: Youqi You, Tianjin University, China: youqiyou@outlook.com)

Virtual Team Evolution in the Dual Context of COVID-19 Epidemic and Metaverse
A Case Study On SAP
   Jiaxin Yang, Tongji University
   Jing Zhang, Tongji University
   Taoyong Su, Tongji University

COVID-19 had a dramatic impact on human economic activities, limiting physical interactions and accelerating the process of virtual collaboration. The combined effect of the crisis circumstance and technological innovation led to a radical change in the virtual team working mode. This study focuses on how the virtual team working mode evolved under the COVID-19 epidemic with the blooming of metaverse technology, and conducts a case study approach to deconstruct its evolutionary path through a longitudinal study of SAP, and explores its evolution process using a time-series partitioning approach. The study finds that. (1) SAP's virtual team working mode has undergone three rounds of evolutions driven by the COVID-19 epidemic and technology, going through the whole process of office mode to virtual mode, then to hybrid mode, and finally evolving into metaverse mode. (2) The virtual team working mode follows the progressive evolution trajectory of "social imperative- social and technological interactions - technological imperative", from technology-supported to technology-driven. (3) The evolution process follows a logical path of "decision - adjustment - implementation" and iteratively calibrates behavior and implements change management in the adjustment and implementation phases. (For more information, please contact: Jiaxin Yang, Tongji University, China: 2130425@tongji.edu.cn)

The Power of Influencers’ Content in Inducing Impulse Buying Through Mediating Role of Trust
   Komal Shamim, Mohammad Ali Jinnah University
   Tahir Islam, Silesian University of Science and Technology
   Abdul Ghaffar, University of Karachi
   Zaryab Sheikh, Nust Business School

This study examines an underlying mechanism through which digital influencers’ content characteristics (informational value and vicarious expressions) influence consumers’ urge to buy impulsively (UBI) through developing trust. Role of persuasion knowledge as a moderator in influencing the relationship between trust and UBI has also been investigated. With the integration of persuasion theory and social capital theory, a framework tested empirically on a sample of SNSs users who follow at least one digital influencer. We analysed the data through partial least square structural equation modelling. The results revealed that digital influencers’ content characteristics (informational value and vicarious expressions) play an important role in developing trust and, subsequently, increasing consumers’ urges to buy impulsively. Moreover, persuasion knowledge does not moderate the relationship between trust and UBI. This study offers critical insights into how digital influencers can be more effective in promoting the brand through the power of their (For more information, please contact: Komal Shamim, Mohammad Ali Jinnah University, Pakistan: komalshamim@hotmail.com)
The Impact of Industry 4.0 Digital Technologies on Firms’ International Performance and Growth: The Moderating Role of Competitive Advantage
Abdulrahman Alfayyadh, Morgan State University
Nora Alkhaldi, Morgan State University
Omar Khan, Morgan State University

Recent changes in new digital technologies have had a significant impact on people, organizations, and society at large. The enormous amount of digitized data that is made available to businesses can be a new source of value creation, especially through the more recent digital technologies prominent through Industry 4.0. Using resource-based view (RBV) framework, this study examines the moderating role of competitive advantage in the relationship between Industry 4.0 digital technologies and firms’ international performance and growth. This empirical research involved S&P 100 multinational companies. The results indicate that digital technologies can boost firms’ international performance and growth. Our results also indicate that Industry 4.0 technologies also further accentuate the positive moderating role of competitive advantage. Policy and academic implications are discussed. (For more information, please contact: Omar Khan, Morgan State University, USA: omar.khan@morgan.edu)

Session: 3.4.15 - Interactive
Track: 6. Gender and Diversity

Theory to Practice: Gender-based Considerations in International Business

Presented On: July 9, 2023 - 14:30-15:45

Chair: Anna Krejner-Nowecka, SGH Warsaw School of Economics

Women on Managerial Positions: Gender Diversity from Theory to Practice
Dorota Zyskowska, SGH Warsaw School of Economics

Despite gender equality being one of the most extensively discussed topics in the area of diversity management, European countries still fail to ensure equal opportunities for men and women. It can be observed by misrepresentation of women on managerial positions across stock-listed companies in Europe. Current paper aims to provide concise summary of the main findings on the most important levels of the subject matter: why has gender diversity gained so much popularity in recent years, why is it important to ensure gender-balanced management, what factors might hinder women’s career advancement, what is the risk of stereotyping and how does stereotypical perception of men’s and women’s competencies relate to actual differences between men and women. (For more information, please contact: Dorota Zyskowska, SGH Warsaw School of Economics, Poland: dz117619@dekatorant.sgh.waw.pl)

Unpacking the Concept of Inclusive Organizational Culture: A Qualitative Study
Saskia Salmen, Otto-von-Guericke-University Magdeburg

The present study investigates the role of an inclusive organizational culture in promoting diversity, equity, and inclusion within organizations. A qualitative research design was adopted, and data were collected through in-depth interviews with employees from various levels of organizations. The findings reveal that an inclusive organizational culture is crucial in promoting diversity, equity, and inclusion within the organization. For example, it values employees’ individuality and promotes a safe space where they can express their unique identities and backgrounds. In addition, it fosters a sense of belonging and encourages participation and contribution from all employees. Moreover, inclusive organizational culture supports flexible work models, which can benefit marginalized groups such as women and people with disabilities. However, the study also identifies some limitations and suggestions for future research. For instance, quantifying the results of this study and...
investigating the impact of inclusive organizational culture on various diversity dimensions. In conclusion, the present study highlights the importance of inclusive organizational culture in promoting diversity, equity, and inclusion within organizations and suggests managerial implications for fostering an inclusive work environment. (For more information, please contact: Saskia Salmen, Otto-von-Guericke-University Magdeburg, Germany: saskia.salmen@ovgu.de)

Empowering Women by Index Membership: Evidence from a Unique Experiment from Japan

Lukas Roth, University of Alberta

In 2017, the Government Pension Investment Fund of Japan (GPIF), the world’s largest pension fund, adopted the MSCI Empowering Women Index (WIN), created by Morgan Stanley. To qualify for the prestigious index, firms must meet certain criteria for the advancement of women in their workforce, particularly in the management cadres. Inclusion in the WIN index is structured loosely as a tournament—only the top 50% in each sector of the MSCI Japan IMI Top 700 firms (roughly corresponding to the S&P 500) are included. Our analysis, using a difference-in-differences methodology, shows that firms around the inclusion threshold competing for index membership display significant improvements in women’s participation in the workforce, including the C-suite, compared to firms farther away from the threshold. WIN firms also display an increase in paternity leaves suggesting a shift to a more women-friendly corporate culture. We also find that WIN firms gain institutional ownership and the change in corporate social behaviour is not at the expense of operating profitability or valuation. (For more information, please contact: Lukas Roth, University of Alberta, Canada: lukas.roth@ualberta.ca)

Women Directors in India: A Long Way to Equality

Nimit Thaker, GLS University
Amrita Bihani, Ahmedabad University
Chirag Trivedi, Gujarat University

Corporate Boards around the world are witnessing a major change with an increasing focus on board diversity. Gender being a natural basis of diversity, has received special impetus. In the last decade several countries like France, Norway, Canada and Israel have endorsed the appointment of women as directors with a view to improve diversity. Corporates are encouraged to appoint a higher number of women on their board either through a juridical system or by promulgating the benefits of diversity. Indian regulators have also embraced this idea where widely held Indian companies are required to appoint at least one woman director on their board. This requirement was further improved by mandating the appointment of a minimum of one woman independent director on the Board. Increased board diversity is expected to broaden the board’s view and improve corporate decision making. The Human capital theory, developed by Gary Becker in 1964, postulates that women possess different levels of skills, knowledge and perspectives thus adding value to corporate decisions. Prior research in psychology and sociology documents that women possess a better ability to handle complex situations, promote democratic leadership and engage in trust driven decision making. The literature also indicates that women directors are benevolent in nature compared to their male counterparts who are more engrossed in power dynamics. Even Corporate Governance studies have documented that gender diversity has a positive impact on board effectiveness and board decisions. Some studies have also examined the impact of gender diversity in the Board on firm performance. The results however, provide a mix understanding. While a few studies established a positive relation between gender diversity and firm performance, some others have found no relation or a negative relation. In the Indian context, the research on impact of gender diversity on firm performance is very nominal. Only a handful of studies have examined whether appointment of woman director has any bearing on the firm performance. Majority of these studies are conducted using data prior to the regulatory changes and hence do not factor the impact of mandatory appointment of women in Indian boards. Empirical studies that examine the contribution of women directors on performance of Indian companies are still missing from the literature. In addition to this, it is also important to understand if Indian corporates have complied with the regulatory framework in its true spirit or just resorted to tokenism. The research reflectively assesses potential responses to the question if Indian Boards have, howmuchsoever
unconsciously, been following the gender order theory and is inherently counter-facilitating the structures and processes of hegemonic masculinity. The regulatory changes have imposed the presence of women which alters the culturally hegemonic understanding of who is who and who becomes what. However, the impact of women directors needs greater examining. Particularly in light of the fact that Indian companies are required to appoint only one director on the board, it becomes important to examine their contribution. The research takes critical examination of the presence of women directors on a board to task and examines if overbearing of gendered ratio of men board members is a subscription of masculine hegemony that perpetuates the ideological sustenance as well as legitimization of the more powerful gender. The critical mass theory argues that once a certain level of representation i.e. critical mass is reached, the impact of a sub-group tends to be greater. Similarly the social identity theory also suggests that individuals identify themselves as a part of the group based on their perceived compatibility with the peers. In terms of gender diversity in Indian boards, both these theories need to be validated in order to assess if appointment of women in Indian boards has made a considerable impact or has become an act of tokenism. The present study attempts to fulfill these gaps in literature by examining the impact of women directors on performance of Indian companies. Using data from the companies forming part of NSE-500 Index for the years 2012-2020, the study investigates if appointment of women directors has any relation with firm performance. Firm performance is measured through two proxies- Return on Total Assets (ROTA) and Tobin’s Q while we control for other firm level factors including Firm size, leverage, company age, board size, institutional ownership and promoter ownership. Our results indicate that appointment of women in Indian Boards is limited to an act of tokenism in several companies. The mandatory inclusion of a woman director has little bearing on firm performance. However, we also observe that as the number of women directors in a Board increases, the impact on firm performance becomes stronger. We also find that the impact of women director is better in companies with no identifiable promoter groups or companies with higher institutional ownership. We conclude by providing an analysis of how Indian boards continue to be under the influence of what Raewyn Connell calls hegemonic masculinity and provide arguments as to why Indian companies are likely to take much longer before they embrace the ripe fruits of gender diversity in their fullest essence. The study contributes to the literature in the sense that it provides an assessment of regulatory changes mandating the appointment of women directors by Indian companies. It also highlights how the Indian corporates have failed to adhere to the law in its spirit and resorted to tokenism. The paper also provides meaningful insights into the male dominance in Indian Boards and provides suggestions to foster gender diversity in an effective manner. *(For more information, please contact: Nimit Thaker, GLS University, India: nimitthaker1980@gmail.com)*


Shengwen Li, Queen's University
Anthony Goerzen, Queen's University

Promoting women’s empowerment in rural communities has been overlooked in global value chain (GVC) analysis, despite the recognition and adaptation of UN’s SDG 5 by governments and businesses worldwide. This study explores whether a third-party intervention empowers rural female workers through community governance in the absence of private and public governance. To address this gap, this study that draws from convention theory and a feminist lens empirically examined the effect of a third-party intervention led by an international non-profit organization (iNGO) to empower female artisanal miners in the Democratic Republic of Congo (DRC), Uganda and Zimbabwe. We employ the difference-in-difference approach by using a novel dataset collected in 2020 and 2022 from more than 1,000 female artisanal miners. We find strong evidence that the third-party intervention improves women’s empowerment through community governance. Our study will offer insights based on evidence-based recommendations for policymakers and practitioners who integrate SDGs into their global sustainability strategies. In the form of collective efforts of iNGO and community members, women and girls can benefit from integrating into the global economy, especially in the first mile of the GVC. *(For more information, please contact: Shengwen Li, Queen's University, Canada: 12sl59@queensu.ca)*
**Investing in Sustainability**

**Presented On:** July 9, 2023 - 14:30-15:45

Chair: Noemi Sinkovics, University of Glasgow

**ESG and Firm Performance. An International Context**
Maria Aluchna, SGH Warsaw School of Economics
Maria Roszkowska-Menkes, SGH Warsaw

The rise of ESG belongs to one of the most dynamically developing themes in management studies. ESG is expected to contribute to company performance and value yet due to different institutional environments, strengths of particular stakeholders and company exposure on international market this effect may be different. Also the effect may differ depending the advancement of ESG as well as economic and social development of a country. The goal of the research is to identify the links between ESG performance and corporate firm performance in different institutional environments. Drawing upon multiple theory framework, we focus on a selected measure of ESG performance, that is on ESG controversies and link between the controversies score and firm performance measured by return of assets (ROA). For this purpose the study follows the varieties of capitalism concept and distinguishes between liberal market economy (LME) represented by the UK and coordinated market economies (CME) represented by five largest EU countries i.e. Germany, France, Italy, Poland and Spain. We address the moderating role of economy type distinguishing between liberal market economy and coordinated market economy on the impact of ESG controversies on firm performance. (For more information, please contact: Maria Aluchna, SGH Warsaw School of Economics, Poland: maria.aluchna@sgh.waw.pl)

**When does Corporate Philanthropy Improve Firm Performance? The Role of International Strategies**
Xuan Huang, Leeds University
Ashutosh Singh, Leeds University
Martin Heinberg, University of Leeds
Yeyi Liu, Xi'an Jiaotong University

Corporate philanthropy has become an increasingly common strategic practice, and yet it remains inconclusive if and under what conditions it can shape firm performance. Based on stakeholder theory, this study argues that the varied findings derive from disparities in (mis)alignments of key stakeholders’ interests. In addition, we explore how firms’ international strategies related to international revenues, foreign investors, and entry mode choices can contribute to such interest (mis)alignments and thus condition the effect of corporate philanthropy on firm performance. We test and find substantial support for our hypotheses using a longitudinal dataset of 232 firms from 2010 to 2019. (For more information, please contact: Xuan Huang, Leeds University, United Kingdom: busxhu@leeds.ac.uk)

**Environmental Protection Practices Implemented by Multinational Companies: Evidence from Poland**
Wioletta Mierzejewska, Warsaw School of Economics

Multinational companies (MNCs) are active players in the global economy and have a significant impact on the natural environment. Thus, the need for their sustainable development is emphasized in the literature. The paper aims to develop knowledge about MNCs and environmental protection practices. It discusses the environmental practices implemented by MNCs. It also deepens the knowledge in this area by indicating differences in environmental protection practices in MNC with different characteristics (e.g. due to the size,
The Internationalization-Environmental Performance Relationship: Does it differ between Advanced Economy MNEs and Emerging Economy MNEs?
Jintao Zhang, Torrens University
Stephen Chen, Newcastle University
Hao Tan, University of Newcastle

The Environmental Performance (EP) of multinational enterprises (MNEs) has attracted increasing attention amid rising concerns over environmental problems such as climate change. However, questions remain about the relationship between the internationalization of MNEs and their EP. In this paper, we argue for an inverted U-shape relationship between the level of internationalization and EP of MNEs: there is a positive relationship at low levels of internationalization but a negative relationship at high levels of internationalization. Furthermore, we argue that, compared to emerging economy MNEs (EMNEs), advanced economy MNEs (AMNEs) are likely to have a higher level of EP that is impacted less by changes in firm internationalization. We find evidence to support these hypotheses based on an analysis of a sample of 7,637 publicly listed MNEs in 41 economies from 2002 to 2020. (For more information, please contact: Stephen Chen, Newcastle University, United Kingdom: stephen.chen@ncl.ac.uk)

Multinational Enterprises and Sustainable Innovation: An Integrative View
Salman Kimiagari, Thompson Rivers University
Robert Schwiering, Thompson Rivers University
Conroy Smith, Thompson Rivers University

Multinational enterprises and sustainable innovation drivers, such as efficiency, knowledge, and technology, are gradually transforming how emerging and advanced economies firms do business. Due to the extent of this alteration, many scholars contend that the integration of research and development has been a critical approach. However, the question of how advanced economies’ institutional adaptations to some sustainable innovation drivers affect international business activities needs further consideration. To this end, we assume a multidisciplinary approach to analyzing the related literature in international business (IB), operational optimization, organizational transformation, system building, and research and development. We include the first and last fields because sustainable innovation has received more attention in these bodies of literature. Based on our analysis, we deliberate the implications of these technologies for international business. Further, we highlight multinational firms’ drivers of sustainable innovation and outcomes. We also provide future research avenues. (For more information, please contact: Salman Kimiagari, Thompson Rivers University, Canada: skimiagari@tru.ca)

Sustainable Development Goals (SDGs), PISA Report and Its Effects on the Continuation of Entrepreneurship and Competitiveness
Aldo Alvarez-Risco, Universidad de Lima
Shyla Del-Aguila-Arcentales, Universidad San Ignacio de Loyola
Maria de las Mercedes Anderson-Seminario, Universidad de Lima

Globally, countries are making efforts to improve school education; there is a commitment to comply with the SDGs which can affect the competitiveness of a country and the continuity of the enterprises that are developed. For that, a conceptual model was tested using partial least squares structural equation modeling (PLS-SEM). The SDG Index was used to determine each country’s compliance score. The PISA report provided information on the level of school students. Competitiveness was measured by Global Competitiveness Report. For entrepreneurship, the Global Entrepreneurship Monitor report was used. PISA Scores showed significant effects on SDG environmental (0.454), SDG social (0.717) and SDG economic (0.376). SDG economic showed
significant effects on competitiveness (0.886) and continuation of entrepreneurship (0.368). The model explained 13.5% of continued entrepreneurship and 78.5% of competitiveness. The bootstrapping test was used to assess whether the path coefficients were significant. This result can help governments and organizations to recognize the impact of supporting these variables and promote the fulfillment of the SDGs and the improvement of school education on entrepreneurship continuity and competitiveness. An important contribution is the use of the PLS-SEM technique to analyze these global indicators. (For more information, please contact: Aldo Alvarez-Risco, Universidad de Lima, Peru: aralvare@ulima.edu.pe)

Session: 3.4.17 - Interactive
Track: 9. Emerging Markets and Emerging Market MNEs

**Capability Building in Emerging Markets**

**Presented On:** July 9, 2023 - 14:30-15:45

Chair: Huan Zhang, University of Sydney

**Great Expectations: Foreign MNEs’ Reputational Challenges and Opportunities in Emerging Economies**

Erin E. Makarius, University of Akron
Aloysius Newenham-Kahindi, University of Victoria
Charles Stevens, Rutgers University

Corporate reputation is one of the most important resources that a multinational enterprise possesses, affecting its conduct and performance around the globe. Because reputation ultimately is based on stakeholders’ evaluation of a firm’s actions and attributes, reputation researchers have highlighted the importance of understanding how such reputational judgments form. Yet, what we know about reputational judgments is largely derived from developed country contexts. There is an inadequate understanding about how stakeholders in emerging markets evaluate the multinational firms that do business in their country. We address this limitation in the literature through an inductive, qualitative research study set in sub-Saharan Africa. We discover how the host country context affects the expectations that emerging market stakeholders have of foreign multinational firms, and how the home country context of these firms can complicate their ability to successfully meet these expectations. These findings suggest that reputational judgments, and firms’ ability to manage them, differ significantly in emerging economies in comparison to developed economies. (For more information, please contact: Charles Stevens, Rutgers University, USA: charles.stevens@rutgers.edu)

**Overcoming the Legitimacy Gap: Corporate Social Responsibility and the Internationalization of Chinese Firms in Developed Economies**

Jieyu Zhou, Xiamen University
Jiatao Li, Hong Kong University of Science and Technology
Weiping Liu, University of Nottingham Ningbo China

Drawing on institutional theory, this study examines the question of how emerging market multinational companies’ (EMNC) corporate social responsibility (CSR) affects their internationalization in developed economies. We propose that (EMNCs) are more likely to draw on corporate social responsibility to overcome the liability of outsidership and demonstrate legitimacy in developed economies than in emerging economies. To test these hypotheses, we use firm-level data from a sample of 1,899 Chinese firms. Results show that EMNCs can expand their internationalization in developed countries with the help of corporate social responsibility. We further show that the positive influence of corporate social responsibility on internationalization in developed countries is more salient for EMNCs with political embeddedness but less important for those with strong market orientation. (For more information, please contact: Jieyu Zhou, Xiamen University, China: jiez@xmu.edu.cn)
Industrial Branding Capability: The Case of Latecomer Small and Medium-sized Enterprises
Hsing-Hua Stella Chang, National Taichung University of Education
Min-Hua Chang, National Sun Yat-Sen University
Tsai-Hsin Cheng, National Sun Yat-Sen University

This research aims to explain how latecomer industrial small and medium-sized enterprises (SMEs) can internationalize by developing branding capability in the industrial upgrade of manufacturing, overcoming liabilities of smallness, foreignness, and outsidership, for more successful international expansion. This research pioneers study of emerging-market industrial SME internationalization in distinguishing industrial brand marketers (Original-Brand-Manufacturing) from non-brand marketers (Original-Equipment-Manufacturing), and combines branding in the form of latecomer industrial SME internationalization – a unique investigation on important topics that have been little studied in international marketing. As a theoretical extension, branding capability reflects the resource recombination and orchestration activities that are necessary for international expansion of latecomer industrial SMEs (OEM-OBM upgrade), and precisely manifests the process of overcoming liabilities of smallness, foreignness, and outsidership, that are largely derived from resource-constraint limitations. This study offers a clear managerial tool for senior managers of latecomer industrial SMEs, suggesting a strategic path for brands from emerging markets to capitalize on country-specific as well as firm-specific advantages for strategic gain, i.e., the development of branding capability for international expansion. 
(For more information, please contact: Hsing-Hua Stella Chang, National Taichung University of Education, Taiwan: stellachang@mail.ntcu.edu.tw)

How Fast Is Fast Enough? Ownership, Signaling and Speed of Internationalization
Vidya Sukumara Panicker, Loughborough University
Dinesh Prabhu, IIM Tiruchirappalli

Extant literature on speed of internationalization predominantly focuses on the first internationalization venture of firms, while overlooking the speed of expansion post the first entry. Further, the impact of ownership groups such as institutional investors, who can influence firm decisions through their resource endowments and strategic actions, on the speed on internationalization of EMNEs is also relatively underexplored. In the current study, integrating the perspectives of behavioural risk and signaling theory, we examine the impact of foreign institutional investors (FII) and domestic institutional investors (DII) on speed of internationalization, as well as the boundary conditions set by signaling mechanisms such as age of firm and advertising, on this relationship. Empirical results from a sample of 3140 firm year observations of 646 unique firms within a 2009-2019 time-period demonstrate that FIIs have a curvilinear (inverted u-shaped) relationship with speed of internationalization, which gets flatter when firms are older, and shifts when advertising intensity is higher. DIIs have a negative relationship with speed of internationalization, which is further lowered in older firm and in firms with higher advertising intensity. Our findings have implication for literature on EMNCs, internationalization speed as well as signaling strategies that impact risk preferences of institutional investors. (For more information, please contact: Vidya Sukumara Panicker, Loughborough University, United Kingdom: v.s.panicker@lboro.ac.uk)

Working in MNE Subsidiaries in Africa: The Effect of Individual Network Centrality on Skill Improvement and Social Upgrading
Xiaolan Fu, University of Oxford
Hao Xu, Fintech Research Center of Zhejiang Lab
Shaheen Akter, University of Oxford
Shasha Zhao, University of Surrey

Multinational enterprises (MNEs) are increasingly deepening their involvement in Africa. Using data collected through a unique survey of 231 managers and employees of 4 European and 4 Chinese multinational enterprises (MNEs) operating in Ghana and apply the microfoundations approach, we investigate the impact of
social network centrality on individuals’ (i.e., managers and employees) skill improvement within the Ghanaian subsidiaries, and the subsequent effect on individuals’ social upgrading. We find individual network centrality to positively affect skill improvement, which significantly contributes to the upgrading of individuals’ quality of life and social status, but not future employability. *(For more information, please contact: Shasha Zhao, University of Surrey, United Kingdom: shasha.zhao@surrey.ac.uk)*

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**Session: 3.4.18 - Special Session**  
**Track: 16. Clinics and Cafés**

**Teaching Café: Addressing Different Ableness through Teaching and Creating Safe Spaces**

**Presented On:** July 9, 2023 - 14:30-15:45

**Facilitators:**
- Matt Raskovic, Auckland University of Technology
- Miriam Moeller, University of Queensland
- Jing Betty Feng, Farmingdale State College (SUNY)

The Teaching Café will look at how to address different ableness in the classroom - both from the perspective of students and educators. Our Café will raise awareness around visible (e.g., being vision impaired or requiring a wheelchair) and less visible or invisible (e.g., being on the autism spectrum) disabilities by sharing experiences and best practices of how to deliver on inclusive, psychologically and physically safe spaces for all who feel like they do not belong in the classroom and/or might be differently abled.

Practicing what we preach, we include dialogue that spans across educator-to-educator/University (e.g., how do we create more inclusive University teaching spaces and protocols for all educators?), educator-to-student (e.g., how do educators best cater to an eclectic student cohort? What role do universal learning design principles and practices play?), student-to-educator (e.g., how can students best communicate to educators their learning needs and capabilities by sharing experiences and best practices of how to deliver on inclusive, psychologically and physically safe spaces for all who feel like they do not belong in the classroom and/or might be differently abled.

Shortly after assuming a new appointment at a new university, Matt was struck with Bell’s Palsy in May 2022, which paralyzed half of his face and still impacts his speech and facial expression. He experienced first-hand the challenges of teaching in a new academic environment while navigating a recently diagnosed disability. Our undergraduate, graduate, and PhD student cohorts are not immune to these circumstances. As a result, Universities increasingly extend a variety of university support mechanisms (e.g., extended time on exams) in response to declining health and wellbeing, disability, and/or diversity reasons. Separately, the experiences of students and educators are only marginally understood, with cross-stakeholder experiences effectively mute. *(For more information, please contact: Matt Raskovic, Auckland University of Technology, New Zealand: matt.raskovic@aut.ac.nz)*
Session: 3.4.19 - Special Session
Track: 16. Clinics and Cafés

Fellows Café: MNEs and Responsible Global Business

Presented On: July 9, 2023 - 14:30-15:45

Facilitators: Attila Yaprak, Wayne State University and S. Tamer Cavusgil, Georgia State University

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

Responsible global business has become an inescapable imperative for internationalizing firms. It is now essential for MNEs to become responsible in the way they respond to their markets’ needs with social impact while simultaneously being good to their stakeholders at home and abroad. This cafe will explore the emerging research questions that this phenomenon has generated and will suggest avenues for future research.

Session: 3.4.20 - Special Session
Track: 16. Clinics and Cafés

Fellows Café: What Percentage of Internationalization Episodes can be Explained by the Uppsala Internationalization Process Model?

Presented On: July 9, 2023 - 14:30-15:45

Facilitator: Jean-Francois Hennart, Tilburg School of Economics and Management

Fellows Cafés are open to all conference participants. Join a small group discussion hosted by AIB Fellows and focused on an IB topic of current and mutual interest.

The initial tenets of the Uppsala model, that in-depth knowledge of foreign countries is necessary for selling abroad and that firms progress from exporting to foreign investment as they acquire such knowledge, have been by and large uncritically accepted by most IB scholars. Yet there is a good deal of empirical evidence has shown this not to be the case. I would like participants in this cafe to share and discuss the findings of their research that do not support these assumptions.
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