

Proceedings of the
42nd Annual Conference
of the



European International Business Academy

“Liabilities of Foreignness versus the Value of Diversity”

WU Vienna
Vienna, Austria
December 2-4, 2016

Editors

Jonas Puck, Thomas Lindner, and Moritz Putzhammer

ISBN
978-3-200-05028-0

Proceedings of the
42nd Annual Conference
of the
European International Business Academy
“Liabilities of Foreignness versus the Value of Diversity”

Vienna, Austria
December 2-4, 2016

ISBN: 978-3-200-05028-0

For more information, please contact:

Jonas Puck
Welthandelsplatz 1
1020 Wien, Austria

Table of Contents

Table of Contents	3
EIBA 2016 Program Acknowledgements.....	4
Program Committee and Conference Track Chairs.....	5
Program Overview.....	6
Sponsors	7
Program Details and Tracks.....	8
Abstracts of Accepted Contributions	13
Index of Authors.....	115

EIBA 2016 Program Acknowledgements

EIBA 2016 CONFERENCE CHAIR

Jonas Puck, EIBA President – WU Vienna

EIBA BOARD 2016

<i>Chair</i>	Philippe Gugler University of Fribourg, Switzerland
<i>Vice Chair</i>	Josè Pla Barber University of Valencia, Spain
<i>President</i>	Jonas Puck WU Vienna, Austria
<i>Past President</i>	Jorge Carneiro Pontifical Catholic University of Rio de Janeiro, Brazil
<i>President Elect</i>	Lucia Piscitello Politecnico di Milano, Italy
<i>Executive Secretary</i>	Ene Kannel EIASM, Belgium

National Representatives

Catherine Welch	Constantina Kottaridi	Susana Costa e Silva
Leo Sleuwaegen	Dorota Piaskowska	Andreja Jaklič
Chang Hoon Oh	Orly Yehezkel	Joaquin Alegre
Jens Gammelgaard	Lucia Piscitello	Lena Zander
Tiia Vissak	Chie Iguchi	Dirk Morschett
Niina Nummela	Rob van Tulder	Roger Strange
Stefan Schmid	Ilan Alon	Ronaldo Parente
	Barbara Jankowska	

EIBA FELLOWS

Peter Buckley	Klaus Macharzina
John Cantwell {Dean of EIBA Fellows}	Lars-Gunnar Mattsson (Inactive)
John H. Dunning (†)	Krzysztof Obloj
Juan Duran	Lars Oxelheim
Mats Forsgren	Marina Papanastassiou
Pervez Ghauri	Rebecca Piekari
Philippe Gugler	Lucia Piscitello {Secretary/Treasurer}
John Hagedoorn	Francesca Sanna-Randaccio
Jean-François Hennart	Vítor Simões
Seev Hirsch	Örjan Sölvell
Jorma Larimo	Marjan Svetličič
Sarianna Lundan	Danny Van Den Bulcke (†)
Reijo Luostarinen	

Program Committee and Conference Track Chairs

<i>Program Chair</i>	Jonas Puck EIBA 2016 Program Chair
<i>Organizing Committee</i>	Thomas Lindner Co-head of the Organizing Committee Moritz Putzhammer Co-head of the Organizing Committee
<i>Track Chairs</i>	Günter Stahl Christof Miska Liabilities of foreignness vs. the value of diversity José Pla Barber Developments in IB theory and methods, trends and critical approaches Dirk Holtbrügge Distance and institutions Desislava Dikova FDI and foreign market entry Phillip Nell Headquarters - subsidiary relationships Trond Randøy FDI and foreign market entry Alex Mohr International HRM, global leadership, language and cross-cultural management Jorma Larimo International Marketing Pavlos Dimitratos Internationalization process, SMEs and entrepreneurship Ronaldo Parente Knowledge management and innovation Jan Hendrik Fisch MNE Strategy and Organization Chang Hoon Oh MNEs, governments and sustainable development Elizabeth Rose Teaching International Business

Program Overview

FRIDAY, DECEMBER 2

8:15 – 18:00	Paper Development Workshops
8:30 – 17:00	Doctoral Workshops
17:30 – 18:30	New Member Meet & Greet
18:30 – 20:30	Opening Plenary
20:30 – 22:00	Welcome Reception
22:00 – 24:00	Conference Bar

SATURDAY, DECEMBER 3

8:30 – 10:00	Parallel Sessions
10:00 – 10:30	Coffee Break
10:30 – 12:15	Poster Session
12:15 – 13:30	Lunch, Mensa
13:30 – 15:00	Parallel Sessions
15:00 – 15:30	Coffee Break
15:30 – 17:00	Parallel Sessions
17:00 – 17:30	Energy Break (Powered by Red Bull)
17:10 – 21:00	Social Program
21:00 – Open End	Conference Bar

SUNDAY, DECEMBER 4

8:30 – 10:00	Parallel Sessions
10:00 – 10:30	Coffee Break
10:30 – 12:15	Conference Plenary Session
12:15 – 13:30	Lunch, Mensa
13:30 – 15:00	Parallel Sessions
15:00 – 15:30	Energy Break (Powered by Red Bull)
15:30 – 17:00	Parallel Sessions
19:00 – 20:00	Gala Dinner Welcome Drinks
20:00 – 2:00	Gala Dinner
2:00 – Open End	After Party

MONDAY, DECEMBER 5

9:00 – 17:00	Faculty Development Workshops
--------------	-------------------------------

Sponsors

Thanks to the following sponsors for making the conference possible through their generous contributions:



Advantage Austria



The Boston Consulting Group



Benteler AG



Weingut Brindlmayer



Management Review Quarterly



Vöslauer Mineralwasser AG



Department für Welthandel

WU Department of Global Business and Trade

Program Details and Tracks

Friday, December 2, 2016		
8:00am - 6:00pm	Exhibitors Day 1	TC 4.16
8:00am - 6:00pm	Office Day 1	TC 4.02
8:15am - 12:30pm	Paper Development Workshop: IBR PDW Session Chairs: Pervez Ghauri, Roger Strange	TC 4.14
8:30am - 12:30pm	Paper Development Workshop: JIBS PDW Session Chairs: José Pla Barber, Ulf Andersson	TC 4.18
8:30am - 5:00pm	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial Session Chairs: Gabriel R.G. Benito, Jean-Francois Hennart	TC 4.13
10:30am - 4:00pm	Doctoral Workshop: 5th EIBA Doctoral Symposium The doctoral symposium is co-chaired by Elizabeth (Yi) Wang, Igor Kalinic, and Jeremy Clegg.	TC 4.12
12:30pm - 2:00pm	Lunch Break Friday	WU Mensa
2:00pm - 5:30pm	EIBA Board Meeting	TC 4.01
2:00pm - 5:30pm	Paper Development Workshop: EIBA ECN PDW Session Chairs Tilo F. Halaszovich, Marlena Dzikowska	TC 4.14
5:00pm - 7:00pm	Registration	LC.0.004 Galerie
5:30pm - 6:00pm	New EIBA Meet & Greet	LC.0.132 Festsaal 2
6:30pm - 10:00pm	Opening Plenary and Reception Session Chairs: Peter Buckley, Jonas Puck	

Saturday, December 3, 2016		
8:00am - 6:00pm	Exhibitors Day 2	TC 4.16
8:00am - 6:00pm	Office Day 2 (Back Office)	TC 4.02
8:30am - 10:00am	C: Session 1.1.10: Foreign Market Entry of Family Firms and the Investment Path Model Session Chair: Marian Gorynia	TC 5.13
	C: Session 1.1.11: Critical Perspectives on the Intra-Corporation Environment Session Chair: Farok J. Contractor	TC 4.04
	C: Session 1.1.12: Gender and Otherness in International Management Session Chair: Jiun-Shiu Chen	TC 4.15
	C: Session 1.1.13: Reputation and Relationships in Cross-Cultural Marketing Session Chair: Silviu Horia Tiorean	TC 4.17
	C: Session 1.1.14: Risk Perception and Experimentation in Internationalization Decisions Session Chair: Arnold Schuh	TC 4.13
	C: Session 1.1.15: Institutional Approaches to International Finance Session Chair: Trond Randoy	TC 4.14
	C: Session 1.1.16: Policies, Institutions and the MNE Session Chair: Bjoern Schmeisser	TC 4.01
	C: Session 1.1.8: Innovation and Knowledge Transfer in the MNE Session Chair: Youngok Kim	TC 4.03
	C: Session 1.1.9: New Perspectives on MNE Internationalization Session Chair: Noemi Sinkovics	TC 5.03
8:30am - 10:00am	I: Session 1.1.1: Developments in the Understanding of Cultural Implications for MNEs Session Chair: Davide Castellani	TC 5.02
	I: Session 1.1.2: Critical Approaches to IB Theories Session Chair: Mohammad B. Rana	TC 5.04
	I: Session 1.1.3: Psychic and Cultural Distances and FDI Session Chair: Goudarz Azar	TC 5.12
	I: Session 1.1.4: Impact of Relationship Networks and Creativity on Internationalization Session Chair: Nguyen Khoa Ton-Nu	TC 5.14
	I: Session 1.1.5: Subsidiary Roles, Operations, and Relationships within MNEs Session Chair: Patricia Klopff	TC 5.16
	I: Session 1.1.6: Diversity and HR Management Decisions Session Chair: Judith Ambrosius	TC 5.18
	I: Session 1.1.7: Entrepreneurial and Cultural Perspectives in International Marketing Session Chair: Mark Pasquine	TC 4.12

8:30am – 10:00am	P: Session 1.1.17: The Net Effect of Clusters on MNEs from Emerging Economies P: Session 1.1.18: New Perspectives on Global Value Chains: Internalization Theory and Dynamic Capabilities P: Session 1.1.19: Social Value Creation in MNCs P: Session 1.1.20: The Value of Diversity in Management Education: Perspectives from Asia, Europe and the USA	TC 5.15 Panel TC 5.27 Panel TC 4.27 Panel TC 5.01 Special
10:30am – 12:15pm	Poster Session 1.2	Learning Zone
12:15pm – 1:30pm	Lunch Break Saturday	WU Mensa
12:45pm – 1:30pm	Session 1.2.5: EIBA General Assembly Session Chair: Philippe Gugler	TC 5.01 Special
1:30pm – 3:00pm	C: Session 1.3.10: Macroeconomic Environments and Distance Session Chair: Martin Weiss C: Session 1.3.11: Emerging Markets and Foreign Direct Investment Session Chair: Yi Wang C: Session 1.3.12: Cross-Cultural Integration Session Chair: Iris Fischlmayr C: Session 1.3.13: Multinational Firms and their Link to Politics Session Chair: Pavlos Symeou C: Session 1.3.14: The Influence of Psychic Distance on Buying Behavior Session Chair: Andreas Strebinger C: Session 1.3.15: International Process and Expansion of New Ventures Session Chair: Emilia Cubero Dudinskaya C: Session 1.3.16: Networks and Organizational Structures in MNCs Session Chair: Clarissa E. Weber C: Session 1.3.8: Liabilities of Foreignness on the Societal Level Session Chair: Arkadiusz Ral-Trebacz C: Session 1.3.9: New Insights in IB from a Bibliometric Perspective Session Chair: Lars Håkanson	TC 5.13 TC 4.04 TC 4.15 TC 4.17 TC 4.18 TC 4.03 TC 4.14 TC 5.03
1:30pm – 3:00pm	I: Session 1.3.1: Perspectives on International Collaboration and International Finance Session Chair: Stefan Schmid I: Session 1.3.2: Demographic Approaches to the Liabilities of Foreignness Session Chair: Marcus Dittfeld I: Session 1.3.3: Action and Reaction in the HQ-Subsidiary Relationship Session Chair: BERNARD WOLF I: Session 1.3.4: Consumer Perceptions and Preferences in International Marketing Session Chair: Salman Saleem I: Session 1.3.5: International Marketing Strategies and Positioning Session Chair: Beatriz Kury I: Session 1.3.6: Dynamic in Foreign Direct Investment Session Chair: Melanie Hassett	TC 5.02 TC 5.04 TC 5.12 TC 5.16 TC 5.14 TC 5.18
1:30pm – 3:00pm	P: Session 1.3.17: Global Value Chains, 3D Printing and Additive Manufacturing: Is the Industry 4.0 Scenario Opening New Perspectives to IB? P: Session 1.3.18: One For All And (Or) All For One: Leveraging Cultural Diversity With Global Team Leadership P: Session 1.3.19: Challenges for Research, Collaboration and Innovation in Emerging Markets: Forecast for CEE	TC 5.15 Panel TC 5.27 Panel TC 4.27 Panel
	Session 1.3.0: Gunnar Hedlund Award Session Session Chair: N. Peter Hagstrom	TC 4.01
3:30pm – 5:00pm	C: Session 1.4.10: Cultural Aspects in HR Management and Performance Appraisal Session Chair: Ursula Pregernig C: Session 1.4.11: Geography in International Marketing Session Chair: Dirk Morschett C: Session 1.4.12: Strategy and Improvisation in International Marketing Session Chair: Martin Falk C: Session 1.4.13: Early Stage Internationalization Session Chair: Krzysztof Obloj C: Session 1.4.14: Innovation and Entrepreneurship during the Internationalization Process Session Chair: Nuno Fernandes Crespo C: Session 1.4.15: Diversification and Internationalization in the Context of Liabilities of Foreignness Session Chair: William Newburry C: Session 1.4.16: Innovation in the Firm and Multinational Dynamics Session Chair: Filip De Beule	TC 5.13 TC 4.04 TC 4.15 TC 4.17 TC 4.14 TC 4.01 TC 4.03

	C: Session 1.4.8: Knowledge in the MNE Session Chair: Josep Rialp	TC 5.03
	C: Session 1.4.9: Ownership, TMT Compensation, and Firm Performance Session Chair: Jana Oehmichen	TC 4.13
3:30pm – 5:00pm	I: Session 1.4.1: Regional Decisions of Firms and the Impact of Insitutional Factors Session Chair: Marcus Møller Larsen	TC 5.02
	I: Session 1.4.3: Employee Perspectives in HR Management Session Chair: Louisa Selivanovskikh	TC 5.12
	I: Session 1.4.4: Internationalization Processes in European Countries Session Chair: Peter ZETTINIG	TC 5.14
	I: Session 1.4.5: Questioning and Modelling the Internationalization Process Session Chair: Alfredo D'Angelo	TC 5.16
	I: Session 1.4.6: Risk and the Home and Host Countries of the Firm Session Chair: Quyen Nguyen	TC 5.18
	I: Session 1.4.7: Social Perspectives and Values in MNEs Session Chair: Anne Jacqueminet	TC 4.12
3:30pm – 5:00pm	P: Session 1.4.17: The Past and the Future of EIBA: Personal Recollections, Visions, and the Value of Diversity	TC 5.15 Panel
	P: Session 1.4.18: Online Teaching Trends and Innovation for International Business Education	TC 5.27 Panel
	P: Session 1.4.19: Rethinking Investment Incentives: Trends and Policy Options	TC 4.27 Panel
3:30pm – 5:00pm	Session 1.4.0: Meet the Editors Session Chair: Thomas Lindner	TC 5.01 Special

Sunday, December 4, 2016		
8:00am - 6:00pm	Exhibitors Day 3	TC 4.16
8:00am - 6:00pm	Office Day 3 (Back Office)	TC 4.02
8:30am – 10:00am	C: Session 2.1.10: Foreign Divestment Session Chair: Jorma Larimo	TC 5.13
	C: Session 2.1.11: Challenges and Dynamics in a Firm's Global Value Chain Session Chair: Christoph Lattemann	TC 4.04
	C: Session 2.1.12: Perspectives on Firm Configuration and Strategy Development Session Chair: Birgitte Grogaard	TC 4.15
	C: Session 2.1.14: Reputation, Effectuation, and SME Internationalization Session Chair: Jenny Hillemann	TC 4.03
	C: Session 2.1.15: Structural Orientation in Organizations Session Chair: Hans Solli-Sæther	TC 4.01
	C: Session 2.1.16: Diversification and Diversity Session Chair: Ziyi Wei	TC 4.14
	C: Session 2.1.7: Cultural Differences and Challenges for Expatriates Session Chair: Marina Latukha	TC 4.17
	C: Session 2.1.8: MNE Employees and Expatriates Session Chair: Riikka Harikkala-Laihinen	TC 4.13
	C: Session 2.1.9: Perception and Country Choice in International Business Session Chair: Jakob Müllner	TC 5.03
8:30am – 10:00am	I: Session 2.1.1: Teaching in International Business Session Chair: Elizabeth Rose	TC 5.02
	I: Session 2.1.2: Destination Choice for MNE Investment Session Chair: Anna Karhu	TC 5.04
	I: Session 2.1.3: Country-Specific Approaches in Leadership and HR Management Session Chair: Sofia John	TC 5.12
	I: Session 2.1.4: Intellectual Property and Customer Value Session Chair: Angels Dasí	TC 5.16
	I: Session 2.1.5: Social and Political Aspects in MNEs Session Chair: Stelios Zyglidopoulos	TC 5.18
	I: Session 2.1.6: Decisions and Strategies in the Internationalization Process Session Chair: Francisco García-Lillo	TC 5.14
8:30am – 10:00am	P: Session 2.1.17: MNEs' Corporate Social Responsibility as Complementary to National Development	TC 5.15 Panel
	P: Session 2.1.18: Distance and Diversity: What Progress Have We Made, What Mistakes Do We Still Make, and Where Should We Go Next?	TC 5.27 Panel
	P: Session 2.1.19: What Determines a Firm's Speed, Scope, and Intensity of Internationalization?	TC 4.27 Panel

	P: Session 2.1.20: Cross-Border Takeovers in Strategic Industries – Public Policy Implications	TC 5.01 Special
10:30am – 12:15pm	Plenary Session 2.2: Liabilities of Foreignness vs. the Value of Diversity (powered by WU Department of Global Business and Trade) Session Chair: Guenter Stahl	TC 0.10 Audimax Plenary
12:15pm – 1:30pm	Lunch Break Sunday	WU Mensa
12:30pm – 1:30pm	Session 2.2.2: EIBA Fellows Session Chair: John Cantwell	TC 4.13
1:00pm – 1:30pm	Session 2.2.1: AIB-WE (Western Europe) Chapter General Business Meeting 2016 Session Chair: José Pla Barber	TC 4.15
1:30pm – 3:00pm	C: Session 2.3.10: Distance and Firm Performance Session Chair: Helene Delerue	TC 4.17
	C: Session 2.3.11: MNE Configuration and Information Flow Session Chair: Edward Gillmore	TC 5.13
	C: Session 2.3.13: Liability of Foreignness and Entry Strategies Session Chair: Elina Pelto	TC 5.03
	C: Session 2.3.14: Employee Management in MNEs Session Chair: Johanna Raitis	TC 4.03
	C: Session 2.3.15: SMEs and the Institutional (Micro-)Environment Session Chair: Francisco Manuel Figueira de Lemos	TC 4.01
	C: Session 2.3.16: MNE Subsidiaries' Strategy Session Chair: Jean-Francois Hennart	TC 4.04
	C: Session 2.3.8: Development and Disruption of Knowledge in the MNE Session Chair: José C. Casillas	TC 4.18
	C: Session 2.3.9: Institutional Development and Diversity Session Chair: Douglas Dow	TC 4.14
1:30pm – 3:00pm	I: Session 2.3.1: Stakeholder and Employee Management in the MNE Session Chair: Pavlos Dimitratos	TC 5.02
	I: Session 2.3.2: Foreign Direct Investment and Risk Session Chair: Marta Anna Götz	TC 5.04
	I: Session 2.3.3: Financial Structure and Performance Session Chair: Florin Sabac	TC 5.16
	I: Session 2.3.4: Expatriates' Perspective in HR Management Session Chair: Samuel Edward Davies	TC 5.12
	I: Session 2.3.5: Entrepreneurial Strategies in the Context of Internationalization Processes Session Chair: Noémie Dominguez	TC 5.14
	I: Session 2.3.6: Acquisition, Transfer and Capacities of Knowledge in the MNC Session Chair: Chie Iguchi	TC 5.18
	I: Session 2.3.7: Firm Governance and Institutional Pressure Session Chair: Guus Hendriks	TC 4.12
1:30pm – 3:00pm	P: Session 2.3.17: Internationalization of Firms from Central and Eastern Europe: Opportunities and Challenges	TC 5.15 Panel
	P: Session 2.3.18: Global Management of Creativity: Knowledge and Innovation in an Open and Digital Age	TC 5.27 Panel
	P: Session 2.3.19: Outcomes, Outlooks and Discussions from Three Years of IB & Finance Workshops at WU Vienna	TC 4.27 Panel
1:30pm – 3:00pm	Session 2.3.0: PIBR Book Presentation	TC 5.01 Special
3:30pm – 5:00pm	C: Session 2.4.10: Managing International Corporate Governance in MNCs Session Chair: Indrani Chakraborty	TC 5.03
	C: Session 2.4.12: The Impact of Corporate Social Responsibility and Political Connections on the Firm Session Chair: Vikrant Shirodkar	TC 5.03
	C: Session 2.4.13: Business Clusters and Joint Ventures Session Chair: Bozidar Vlacic	TC 5.03
	C: Session 2.4.14: Internationalization of Family Firms Session Chair: Antonis Klidas	TC 5.03
	C: Session 2.4.15: Innovation and Performance Session Chair: Joaquin Alegre	TC 5.03
	C: Session 2.4.16: Limits to and Perspectives on the Theory of the Multinational Firm Session Chair: Gabriel R.G. Benito	TC 5.03
	C: Session 2.4.7: Leadership, its Impact and Career Success Session Chair: Katharina Puchmueller	TC 5.03
	C: Session 2.4.8: Country Characteristics and International Investment Session Chair: Alexander Mohr	TC 5.03

	C: Session 2.4.9: MNE Subsidiaries' Performance Session Chair: Shasha Zhao	TC 5.03
3:30pm – 5:00pm	I: Session 2.4.1: Demographic and Cross Border Perspectives on the Liability of Foreignness Session Chair: Maria Elo	TC 5.02
	I: Session 2.4.2: Cross-Cultural HR Management Session Chair: Anna Veselova	
	I: Session 2.4.3: Innovation, Knowledge Spillovers and Absorptive Capacities Session Chair: Małgorzata Stefania Lewandowska	TC 5.12
	I: Session 2.4.4: Institutions and Location Choice in Young Ventures Session Chair: Beate Cesinger	TC 5.14
	I: Session 2.4.5: Business Models and Capability Development Session Chair: Arjen Slangen	TC 5.16
	I: Session 2.4.6: Brands and Social Media in International Marketing Session Chair: Jorge Carneiro	TC 5.18
3:30pm – 5:00pm	P: Session 2.4.17: Micromultinationals (mMNEs): New Types of Firms Challenging the International Business / International Entrepreneurship Agenda?	TC 5.15 Panel
	P: Session 2.4.19: The Benefits of Global Teams for International Organizations: HR Implications	TC 4.27 Panel
3:30pm – 5:00pm	Session 2.4.0: Meet the Editors Session Chair: Thomas Lindner	TC 5.01 Special
7:00pm	Gala Dinner, Aula der Wissenschaften	

Monday, December 4, 2016		
9:00am - 5:00pm	FDW: Doing business in emerging markets with Desislava Dikova and Arnold Schuh Session Chair: Desislava Dikova Session Chair: Arnold Schuh	AD 0.090
9:00am - 5:00pm	FDW: Qualitative research methods workshop with Catherine Welch Session Chair: Catherine Welch	AD 0.114
9:00am - 5:00pm	FDW: Quantitative research methods workshop with Adamantios Diamantopoulos Session Chair: Adamantios Diamantopoulos	AD 0.122

Abstracts of Accepted Contributions

C: Session 1.1.10: Foreign Market Entry of Family Firms and the Investment Path Model

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.13

Session Chair: Marian Gorynia

How Do Family Firms Enter Foreign Markets? Firm-Specific Advantages, Regional Integration and Entry Mode Choice

J. Hillemann^{1,2}, W.-Y. Oh³

¹Vrije Universiteit Brussel, Belgium; ²Henley Business School, University of Reading, England; ³Haskayne School of Business, University of Calgary, Canada; jenny.hillemann@vub.ac.be

This study examines the impact of family firm (FF) status on the likelihood of selecting wholly owned control in foreign subsidiaries. We demonstrate, in line with the mainstream family business literature, that FFs tend to have a higher preference for full control in managerial decisions, and are thus more likely to expand to foreign markets via full control modes. We also show, in accordance with mainstream IB theory, that FFs' entry mode choices are contingent upon their firm-specific advantages (FSAs) as well as the level of regional integration between the home and the host countries involved. Using a sample of 1,363 entry mode decisions by Belgian firms between 1999 and 2014, we find however, in contrast with received theory, that FFs are more likely to use joint ventures (JVs) as preferred entry mode, when they have stronger FSAs. Furthermore, the positive relationship between the marketing strengths of FFs and their preference for JVs as entry mode, is stronger for foreign entries located outside of the European Union (EU) rather than inside the EU. Our study thereby suggests the need to combine mainstream IB thinking and mainstream FF theorizing, and thus contributes to research on both firm internationalization and family business.

EU Countries from Central and Eastern Europe, and the Investment Development Path Model: A New Assessment

M. Gorynia¹, J. Nowak², P. Trapczynski¹, R. Wolniak³

¹Poznan University of Economics, Poland; ²IBD Business School, Warsaw, Poland; ³University of Warsaw, Poland; piotr.trapczynski@ue.poznan.pl

In the context of the Investment Development Path model (IDP), a comparative analysis is conducted of IDPs of eleven Central and Eastern European (CEE) countries, all members of the European Union. The main purpose of the paper is to determine the timing and explore the factors that have influenced the movement of these eleven CEE economies through their IDP stages. The authors try to identify the current positioning of the CEE countries on the IDP, using both a graph depicting the relationship between net outward investment position (NOIP) per capita and GDP per capita, as well as detailed data on inward and outward FDI stocks and NOIP's absolute values presented in tables. Subsequently, a regression analysis is conducted to verify findings from the previous section. Thereafter, the authors focus on the CEE-11 countries' outward FDI and apply the outward FDI performance index in their analysis of country IDP positioning. In the concluding section, the authors summarize their findings and reveal the need to add new theoretical considerations to the original IDP model.

A Transaction Cost Analysis of Master International Franchising

M. Jell-Ojbor¹, I. Alon², J. Windsperger¹

¹University of Vienna, Austria; ²University of Agder, Norway; maria.jell-ojbor@univie.ac.at

In franchising, network growth, typically across country borders, is critical for franchise brand diffusion and firm survival. International expansion entails risks and costs of assessing and adapting the franchise business format to the unique and unfamiliar environmental conditions. Ultimately, it affects the franchise firm's governance structure decision in host countries, trading direct control and increased income sources for indirect control and lower resource commitment. While the majority of governance modes exercises direct control over the foreign franchise venture, indirect control via master international franchising is the franchisor's preferred option under environment uncertainty. Collecting cross-cultural data from international franchise firms, this study adopts transaction cost logic to explain the impact of environmental and behavioral uncertainty as well as transaction-specific investments on the franchise firm's choice of master international franchising. Our regression analysis confirms that transaction cost determinants of cultural, institutional and behavioral uncertainty as well as mutual transaction-specific investments positively impact the franchise firms' propensity toward indirect control via master international franchising. Overall, this is the first study in international franchising that develops measurement scales of transaction cost logic, testing perceptual, cross-cultural data on the international franchise firm's choice between direct and indirect control under environment uncertainty.

C: Session 1.1.11: Critical Perspectives on the Intra-Corporation Environment

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.04

Session Chair: Farok J. Contractor

Unfolding Dyadic (Mis)Perceptions of Decision Making between Headquarters and Subsidiaries: Empirical Evidence from Greece

S. Zhao¹, M. Papanastassiou¹, R. Pearce², Y. Bassiako³, E. Sinani⁴

¹Middlesex University, United Kingdom; ²Reading University, United Kingdom; ³University of Athens, Greece; ⁴Copenhagen Business School, Denmark; s.zhao@mdx.ac.uk

This paper explores the dyadic relationship between headquarters and subsidiaries in terms of their perceptions of decision making loci and associated organizational structure. Previous studies argue that perception gap (PG) as an organizational failure creates internal ambiguity, transaction costs, and organizational inefficiency, which eventually can deter MNE performance. However, most of these studies, which date back at least 15 years when MNE internal organization was significantly different from what it is today, fail to capture in details the actual location of the PG inside the organization. Hence, a closer examination of the dyadic perception is needed. We build upon the theoretical perspective of cognitive psychology and organizational evolution to focus on the issue of decision making and organizational structure in MNEs from Small Open Economies (SOEs) by empirically investigating 13 Greek Multinational Enterprises (MNEs) and their 36 subsidiaries. By applying a series of tests, PG between headquarters and subsidiaries is further confirmed. In further tests, we find that the perceived overall decision making loci of Greek MNEs reflects an interdependent organizational structure, which does not necessarily fully answer to the literature that newly internationalized MNEs tend to be greatly centralized or decentralized.

Back to the Future: An Analysis of Subsidiary Internal Embeddedness in The Intra-Corporate Competitive Environment

E. Gillmore

Malardalen University, Sweden; edward.gillmore@mdh.se

This paper uses network theory to address what impact mandate loss has on a subsidiary's charter. Using the internal embeddedness perspective, we explore the importance of the informal dimensions of subsidiary mandates on subsidiary evolution. We conducted a longitudinal case study of the evolution of four MNE subsidiaries in conjunction with initiatives taken post mandate loss. We used a cross case comparative analysis technique to highlight the critical differences and similarities in the four cases. We found that informal ties within the MNE generates relational embeddedness that remains vestigial even after the loss or diminution of formal mandates. This finding appears to be one of the channels through which entry mode (greenfield or acquisition) affects subsidiary evolution after formal mandate loss. We conclude that the informal dimensions of a subsidiary's mandate is reflected in its internal relational embeddedness and these moderate the (unfavourable) impact of formal mandate loss.

Global Competitiveness through Foreign Subsidiaries' Differentiation: The Moderating Roles of Competitive Dynamics and Mandate

A. Pehrsson

Linnaeus University, Sweden; Anders.Pehrsson@lnu.se

In order to increase a foreign subsidiary's contribution to the global competitiveness of an industrial firm, an awareness of the boundaries to the subsidiary's strategy of differentiation that may hamper the subsidiary's performance is essential. Drawing on the contingency perspective of strategy, this article extends current understanding of relationships between the differentiation strategy of the industrial firm's foreign subsidiary and its performance. A conceptual model is developed in which the differentiation strategies of innovativeness and customer responsiveness build on dynamic capabilities. Contingency factors consist of type of local competitive dynamics and the value-adding mandate assigned to the subsidiary. The model is illustrated by subsidiaries of four industrial firms operating on the US market. Five propositions are developed regarding direct effects of the strategies on performance, and contingency effects of combinations of rivalry and relational competitive dynamics, and upstream and downstream activities of the subsidiary.

C: Session 1.1.12: Gender and Otherness in International Management

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.15

Session Chair: Jiun-Shiu Chen

Perceived Support to Balance Female International Careers and Family

K. Puchmueller, I. Fischlmayr

Johannes Kepler Universität Linz, Austria; katharina.puchmueller@jku.at

The purpose of this paper is to evaluate experiences of female international business travellers living in dual-career families who also have childcare obligations. In particular, the paper explores in which way different sources of support – specifically organizational support – are perceived as important and are available to the women under research. Because of the women's regular absences due to business trips and the fulfilment of their family role, challenges regarding childcare or household responsibilities may occur. Consequently, and also according to social support theory, different types of support may be necessary to organize family and international career, and effectively perform in both environments. This paper examines the experiences and thoughts of these women with special regards on support issues. Data is collected from 47 semi-structured interviews with internationally travelling women in DCF situations originating from seven Western and non-Western countries. The interviews are analysed applying template analysis. Results show that, across countries, support is mainly derived from within family. Regarding institutional or organizational support, however, the reported expectations and actually offered activities differ because of local institutional and cultural variations. The examined women value different forms of organizational support, but do not necessarily expect it.

Encouraging Environmental Sustainability through Gender: A Micro-Foundational Approach Using Linguistic Gender Marking

s. Amir², T. Almor¹, S. M. Lee³, M. Ahammad⁴

¹The College of Management, Israel; ²Temple University; ³Pennsylvania State University; ⁴Sheffield Hallam University; talmor@colman.ac.il

This empirical paper employs a micro-foundational approach to examine whether the number of women on an organization's board of directors has an effect on its attitude towards environmental sustainability, regardless of the national culture in which the organization is located. The study is based on grammatical gender marking, a unique approach to measuring female-oriented cultural effects. It demonstrates that certain cultures have more gender roles than others do, which in turn affects general and organizational behavior in that society. This method enables us to study the impact of gender of the individual director on the organization's attitude towards environmental sustainability, by empirically examining data from a cross-country sample of organizations for multiple years and industries.

Our findings show that an organization's disclosure regarding its sustainability activities increases with the number of women on the board of directors. We also report a significantly negative relationship between various gender-based language indices and the presence of women on the board of directors. In cultures with a language having clear grammatical gender markings, there is a tendency to appoint fewer women to boards of directors, thereby influencing the organization's attitude indirectly towards environmental sustainability.

Advancing Otherness and Othering of the Cultural Other during 'Intercultural Encounters' in Cross-Cultural Management Research Implications for Theory and Practitioners in International Organisations

D. S. A. Guttormsen

University of Exeter Business School, United Kingdom; D.Guttormsen@exeter.ac.uk

This article argues that theorising concerning Otherness and Othering of the cultural Other has largely been neglected in Cross-Cultural Management (CCM) research. This limitation is plausibly a result of methodological individualism associated with the dominating positivistic and essentialist Hofstedeian research traditions in CCM. Consequently, the CCM research agenda has overly focused on 'cultural differences', values and broad-stroke dimensions of fixed 'national cultures'—at the expense of identity-construction, when individuals from different cultures are actually interacting ('intercultural encounters'). However, epistemological and ontological constraints in contemporary mainstream CCM literature has predominantly been limited to merely acknowledging the existence of a cultural Other. This article proposes theory-building through advancing the Otherness and Othering concepts as key missing interrelationships in CCM research. This is achieved by coupling CCM theory with intellectual developments in Social Anthropology, Sociology as well as Political Science and International Relations disciplines. Expanding the research philosophical and theoretical lens of CCM research can significantly contribute to gaining a deeper, richer as well as a more credible and contextualised understanding of intercultural challenges in international organisations and society as a whole. Implications for CCM theory and practitioners as well as theoretical contributions and avenues for future research are highlighted.

C: Session 1.1.13: Reputation and Relationships in Cross-Cultural Marketing

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.17

Session Chair: Silviu Horia Tierean

Cross-National Corporate Reputation Perceptions and Effects: The Role of National Culture

B. Swoboda, J. Hirschmann

Trier University, Germany; j.hirschmann@uni-trier.de

This study addresses the important but mostly selectively analysed role of national culture for perceived corporate reputation of multinational corporations (MNCs). In doing so, this study provides novel insights into the role of differences in national culture as an antecedent of the perceptions of corporate reputation and as a moderator of corporate reputation effects on consumers' loyalty across nations. A consumer survey focusing on a German MNC that operates in 37 countries was used to evaluate whether and how the cultural value dimensions of Hofstede—the predominantly used approach in marketing research—affect reputation perceptions and effects using multilevel structural equation modelling. Individual reputation perceptions and their effects across nations are strongly attributed to national culture, which explains up to 62% of the country level variance; however, the cultural dimensions have different explanatory power for reputation perceptions and effects. Not all cultural dimensions affect both outcomes. The results are stable for the analysed MNC over two years and for major American competitors.

A Three-Component Model of Country of Origin Image and its Impact on Consumer's Perception of Foreign Products

V. Rosendo-Rios, F. Cohelo-da-Silva, M. Martin-Davila

Colegio Universitario de Estudios Financieros CUNEF, Spain; vrosendo@cunef.edu

The purpose of this research is to provide a better understanding of the cognitive processing of country of origin cues by analyzing its dimensionality and its impact on consumer's evaluation of products. Data were collected from Portuguese consumers' perception of three different countries, namely Brazil, Germany and Spain. A total of 417 questionnaires were collected. Data analysis was conducted using structural equation modeling in Amos 21. The findings suggest that country of origin is a second order factor composed of a cognitive, an affective and a conative component. Results also suggested the affect and behavioural dimensions to be the more important ones. The main contribution of the study is the full operationalization of country image as a three-dimensional construct in a three-country setting and the findings of the impact of country of origin image on consumer's foreign product beliefs and product evaluations.

Why Does Psychic Distance Inhibit International Buyer-Supplier Relationships?

S. H. Tierean, G. Berens, C. van Riel

Erasmus University Rotterdam, The Netherlands; s.tierean@abertay.ac.uk

In spite of technological advances and the removal or reduction of tariffs and other barriers to trade, often international buyer-supplier relationships struggle. In this paper we examine the effects of the psychic distance between the countries where the buyer and the supplier reside on purchase intentions. Moreover, we look into the causal mechanism through which the psychic distance between the buyer and the supplier influences the extent to which the two will enter a business relationship. Two causal pathways are explored, a more emotional pathway, through organizational identification, as predicted by the psychological distance theory, and a more rational pathway, through trust and expected relationship quality, as predicted by internationalization theory. Through an experiment on Dutch purchasing managers, we show that the rational pathway better mediates the effect of distance on buying intentions, while the emotional pathway plays a less important role. Looking at the several dimensions of distance, we find that differences in educational, industrial and political development matter more than differences in culture, language and religion.

C: Session 1.1.14: Risk Perception and Experimentation in Internationalization Decisions

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.13

Session Chair: Arnold Schuh

A Behavioral and Risk-Management View of Reshoring

F. Ciabuchi¹, O. Lindahl², P. Barbieri³, L. Fratocchi⁴

¹Uppsala University, Sweden; ²Uppsala University, Sweden; ³University of Bologna, Italy; ⁴University of L'Aquila, Italy; olof.lindahl@fek.uu.se

This paper adopts risk management arguments in line with the internationalization process of firms to theorize on reshoring as a decision-making process. While reshoring - the activity of bringing back activities from foreign markets - has previously mainly been discussed as a decision based on arguments from the economic tradition, we offer an alternative, behavioral view of what drives this phenomenon. We extend previous work by focusing on firm's commitment, knowledge and uncertainty as key variables to explain firms' behavior when considering decisions to reshore. Moreover, we discuss the relevance of managers' perception of risk and postulate five propositions concerning the effects of risk contingencies on a firm's decision to reshore. This paper contributes to international business research by introducing a risk management perspective to the decisions of reshoring based on the internationalization process logic. In so doing, we specifically introduce the concept of likelihood of reshoring, a situation determined by three typologies of risks associated with the reshoring decision: host-country related risk, home-country related risk, and reshoring process specific risk. A model and propositions are presented to discuss how these risks may affect managerial decision-making on reshoring in different ways.

Managerial Perceptions of Risk and Return in Internationalization Decisions: The Impact of Host Country, Distance and Manager Characteristics

T. C. Ambos¹, B. Cesinger², F. Eggers³, S. Kraus⁴

¹University of Geneva, Switzerland; ²New Design University, Austria; ³University of Groningen, Netherlands; ⁴University of Liechtenstein, Liechtenstein; tina.ambos@unige.ch

We explore managers' international location decisions based on their perceptions of the risk and return of different opportunities. Drawing on a choice experiment of 1,386 internationalization decisions, this research extends to the cognitive and behavioral approach to strategic decisions and sheds light on the heuristics managers use to take decisions in complex environments. Our findings show that managers follow a negative risk-return pattern, i.e. the locations chosen as least risky are perceived as offering the highest return. We also find that distance measures generally provide a good heuristic for internationalization decisions and support the arguments of the behavioral school of internationalization. But, interestingly, "no internationalization" is also perceived as a risky option.

Internationalization of an Arts Organization: The Experimental Expansion Pattern of a Guggenheim Museum to Helsinki

T. Ritvala, R. Piekkari, H. Franck, N. Granqvist

Aalto University School of Business, Finland; rebecca.piekkari@aalto.fi

During the past decades, museums have begun to open outposts in foreign countries. The internationalization of art museums has been largely overlooked in the international business literature, despite inherent global-local dynamics. Inspired by the narrative approach, we undertake a qualitative study of the internationalization of the Guggenheim Foundation. Based on the interplay between different narratives we uncover a non-linear, irregular process of internationalization with "experimental" international market entries. Our analysis of the nature and causes of this non-linearity shows how the museum's past international market entries and international heritage shaped its subsequent moves and led to particular patterns of interaction between managers at the headquarters, and local actors. Our findings suggest that internationalization is characterized by disruptions in planning and complex political and identity negotiations across countries. We continue the dialogue on how institutional complexity faced by a multinational organization shapes organizational action, thus extending cross-fertilization between IB and institutional theorizing. In so doing, we also expand theorizing on non-profits as international organizations.

C: Session 1.1.15: Institutional Approaches to International Finance

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.14

Session Chair: Trond Randoy

Institutional Embeddedness and Risk Perception in International Capital Structure

G. Stocco, T. Lindner, J. Puck

WU Vienna, Austria; thomas.lindner@wu.ac.at

Firms' capital structure is a key determinant of strategic options and an important anchor of managers' decision making. While the institutional perspective and behavioral theories of the firm have made substantial inroads into better explaining the mechanics within firms, there are only few attempts to integrate them with corporate finance. In this paper, we integrate trade-off theory with an institutional perspective and prospect theory to make predictions about international capital structure. We argue that managers do not neutrally trade off the potential losses and gains of debt financing through a classical rational decisionmaking process. Instead, we believe that the institutional environment and subjective risk perception affect the trade off they make. We provide empirical tests of our multi-level reasoning using a large panel of international firms.

The Impact of Institutions in Influencing IPO Firm Voluntary Disclosure of CEO Salary

B. A. Hearn¹, L. Oxelheim^{2,3}, T. Randoy³

¹University of Sussex, United Kingdom; ²Lund University, Sweden; ³University of Agder, Norway; b.a.hearn@sussex.ac.uk

This study examines the influence of the structure of the institutional environment in determining whether a firm voluntarily discloses CEO salary or not. Using a unique sample of 202 IPO firms from across Africa between 2000 and 2014 we find that firm's with higher proportions of board comprised of indigenous social elites are less likely to voluntarily disclose CEO pay while this is positively moderated by institutional quality. However CEO pay disclosure is much less likely in civil code law jurisdictions – in line with a lack of institutional complementarities between common law Anglo-Saxon framework within which executive pay disclosure is embedded and civil code law – and less likely in societies that have extensive ethnic fractionalization. This latter finding is a reflection of the necessity of a degree of institutional homogeneity within which successful assimilation of foreign "best practice" such as CEO pay disclosure can take place

C: Session 1.1.16: Policies, Institutions and the MNE

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.01

Session Chair: Bjoern Schmeisser

Identification of Institutional Processes: The Case of Urban Mobility

M. Schneider, K. M. Hofer

Johannes Kepler University Linz, Austria; manuel.schneider@gmx.com

Based on the idea that multi-national enterprises (MNEs) are confronted with various prescriptions from multiple institutional processes, we explore a qualitative methodological approach to identify relevant institutional processes in a given field. Focusing on the case of urban mobility, we triangulate discourse from top executives of multi-national mobility providers (MMPs), city governments and industry consultants with industry and government publications to demonstrate the prevalence of formal, informal-normative and informal-cognitive institutional processes on different levels. The findings provide an unprecedented overview of specific institutional processes relevant for MMPs operating in urban mobility and thus serve as a foundation both for urban mobility-centered and industry-focused institutional research and its practical operationalization.

Bureaucrats in International Business: A Review of 50 Years of Literature on State-Owned Multinational Enterprises

A. Rygh

Alliance Manchester Business School, United Kingdom; asmund.rygh@manchester.ac.uk

This paper reviews 110 published studies of state-owned multinational enterprises (SOMNEs) over the last fifty years. The reviewed studies demonstrate the effect of state ownership on a range of international business decisions such as the degree of internationalization, entry mode and host-country location. The review also demonstrates that we still know relatively little about several important issues such as the effects SOMNEs have on home and host countries as well as on international investment and trade. The review ends with suggesting some avenues for future research.

Openness, International Champions, and the Internationalization of Multilatinas

J.-F. Hennart¹, H. H. Sheng², J. M. Carrera Jr.²

¹Tilburg University, Netherlands, The; ²EASP-FGV; j.f.hennart@uvt.nl

In the 1990s Latin American countries abandoned their policies of import-substituting industrialization carried out through fully-owned state enterprises (SOEs). They opened their economies to international competition and privatized their SOEs. We argue that this pragmatic adaptation did not necessarily constitute a fundamental change in policies, long followed by some Latin American countries, of state intervention in the pursuit of nationalistic objectives, but is instead a continuation of these policies by other means. Specifically, to safeguard their autonomy, some Latin American states have selected and nurtured domestic firms to become multinational enterprises (MNEs). They have kept—and obtained—equity stakes in these national MNEs to influence them and to keep them out of the hands of foreigners. These policies explain the timing of the rise of Multilatinas and their, usually partial, level of state ownership.

C: Session 1.1.8: Innovation and Knowledge Transfer in the MNE

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.03

Session Chair: Youngok Kim

Employee Creativity in Multinational Organization: The Roles of Risk Taking

A. Somsing

Montpellier University, France; a.somsing@gmail.com

Creativity is required in any organization and it is now considered as important skill for employees. Even though previous literature identified numerous factors in examining the creativity of employees, the studies of how risk is related to employee creativity are limited. This paper adds to the existing literature on how risk taking is important for employee creativity and identifies which individual and contextual factors could facilitate risk taking of employees. Precisely, we suggest that (1) core self-evaluation, which is influenced by past performance and learning orientation and (2) perceived organizational support for creativity, which is influenced by job complexity and pay for performance support risk taking and finally employee creativity. The analysis of 466 employees from different multinational organizations in France supports our hypotheses. Implications for employee creativity theory and practices are discussed.

Thinking with My Heart: The Role of Individual Emotions in the Process of Cross-Cultural Knowledge Transfer within the Multinational Corporation.

J. Clegg¹, Q. Wang², H. Gajewska De Mattos³, P. Buckley⁴

¹Leeds University, UK; ²Birmingham City University, UK; ³Leeds University, UK; ⁴Leeds University, UK; Qiu.wang@bcu.ac.uk

This paper examines the antecedent, process and consequence of emotions in individual knowledge sharing behaviour within the multinational corporations (MNC). Combining the psychological theories of emotion and qualitative data from 9-month field work of one largest I.T. service multinational based in China, we find that the source of emotionality drives from individuals' identity and performance conflicts when they attempt to share their knowledge with foreign colleagues. The twin conflicts, once activated by specific asymmetries along the transfer process, are felt by individuals as general negative affect. Depending on subjective appraisal, these affective states transform into distinctive emotional experiences, and prepare cross-border knowledge transfer behaviour in the way that is consistent with appraisal theme of those felt emotions. Based on these findings, we build up a process model to shed lights on emotional dynamics that the emerging literature on micro-foundation of MNC knowledge flow had neglected and propose that emotion, as the mediator between mind and context, offers an valuable lens to better understand 'how' and 'when' cultural difference matters for international business activities in general.

The Effects of Inter-Organizational Collaborative R&D on MNEs' Innovation Systems

C. Iguchi¹, T. Hayashi², A. Nakayama³

¹Keio University, Japan; ²Kokushikan University, Japan; ³Tokyo Metropolitan University, Japan; iguchi@keio.jp

Traditional multinational enterprises (MNEs) have introduced new products to overseas markets while mainly conducting research and development (R&D) activities in their home country. However, over the last 10-20 years, as a result of the geographical dispersion of scientific and technological knowledge creation, these companies now conduct R&D activities in collaboration with other institutions at home and abroad.

This study investigates how the accession and integration of geographically dispersed and technologically diversified knowledge affect innovative performance at corporate level. We focus on the cases of two Japanese MNEs (Kao and Ajinomoto), two European MNEs (Unilever and Nestlé) and one American MNE (P&G) to examine innovation mechanisms, with particular focus on the pattern of knowledge-sourcing activities of MNEs in a culture-dependent industry. In our analysis, we also focus on differences in behavior between Japanese (Kao and Ajinomoto) and non-Japanese (Unilever, Nestlé and P&G) MNEs. We find that some MNEs' ability to integrate technologically-diverse knowledge positively affects their innovative performance, while others do not get statistically positive effects. This finding contributes to a better understanding of the advantages of cross-border collaborative R&D activities in a firm's knowledge accumulation, with an additional time-series perspective.

C: Session 1.1.9: New Perspectives on MNE Internationalization

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.03

Session Chair: Noemi Sinkovics

Explaining the Globalization of Chinese MNEs – A Dynamic Embedded, Multilevel Framework

C. Lattemann¹, I. Alon², F. Spigarelli³, S. Marinova⁴

¹Jacobs University Bremen gmbH, Germany; ²Agder Universiteit; ³University of Macerata; ⁴Aalborg University; c.lattemann@jacobs-university.de

This paper presents a multi-level framework to analyze motivations and location choices of Chinese OFDIs. We contribute to theory-building on Chinese OFDI flows and patterns by suggesting a framework that combines country-, industry- and firm-level analyses and by reflecting aspects from the resource-based view (firm specific advantages), institutional-based view (push/pull home and host country factors), and network-based view (network relations).

We further include "dynamic embeddedness" as an interaction dimension to the framework to reflect the inherent dynamics on all levels and actors.

Internalization Theory and Internal Capital Markets of Multinational Enterprises

Q. Nguyen

University of Reading, United Kingdom; t.k.g.nguyen@henley.ac.uk

This study brings unique ideas from internalization theory in the international business (IB) literature to the study of internal capital markets, financing and tax planning strategies of multinational enterprises (MNEs). Insights about the role of MNEs in

overcoming external capital market imperfections through the use of internal capital markets are proving instrumental in understanding corporate international finance in MNEs. The ability to access capital in multiple locations and to create a pool of internal financing sources through internal capital markets, which are used to fund international business activities, is an important firm-specific advantage (FSA) of MNEs. However, the use of internal capital markets may raise tax concerns as it gives opportunities to arbitrage tax differentials across countries to reduce the overall corporate taxes for MNEs. This article surveys and synthesizes these lines of research with the goal of highlighting the main themes it explores, the key results it establishes, and the leading open questions it raises.

The Cost of Doing Business Abroad and Its Effect on Intra-Firm Processes: A Dynamic, Multi-Level Conceptual Framework

T. Bjorvatn

University of Agder, Norway; torbjorn.bjorvatn@uia.no

The cost of doing business abroad defines the field of international business studies, but is weakly developed conceptually. This lapse obstructs academic progress and impedes managers' success in overseas business operations. Equally, international business scholars struggle to bridge theoretically and methodologically the gap between the firm's external environment and intra-firm processes. To address these two shortcomings, this paper explores four dimensions of the international business environment, ordering extant constructs in an integrated framework. A particular emphasis is placed on the need to capture conceptually the dynamism that is increasingly manifest in international business. Finally, the author proposes a stepping-stone approach to facilitate multi-level analysis of the international firm. The applicability of the theoretical contributions is demonstrated by the case of cross-border knowledge transfer effectiveness.

I: Session 1.1.1: Developments in the Understanding of Cultural Implications for MNEs

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.02

Session Chair: Davide Castellani

Exploring Micro-Level Antecedents of Psychic Distance

L. Em

University of Groningen, Netherlands, The; emlaet@gmail.com

In this chapter we challenge the assumption that only dyads (home country of the respondent and host country being evaluated) matter when assessing psychic distance by considering a range of variables stemming from different levels of analysis: macro-level (country-to-country), individual characteristics of the respondents (cultural intelligence, international experience, age, gender), and team properties (age diversity, gender diversity, country diversity) since the setting in which our analysis is set includes global virtual teams [GVTs]. We consider here two dependent variables, as two dimensions of psychic distance: psychic distance as perceived differences (PDR) and psychic distance as perceived difficulties (PDC) and regress country dummies, individual- and team-level variables onto our two dependent variables. Our main results can be summarized as such: first, our analyses show that most country dyads have no significant influence on the assessment of psychic distance (neither as PDR nor PDC); second, PDR and PDC being lowly correlated suggests that our participants did not equate diversity with difficulties, calling for a more positive assessment of distances; third, individual characteristics of the respondents are crucial predictors of psychic distance, especially as perceived difficulties.

Soft Skills and Cultural Background: Do Migrants' Diverse Abilities Enhance Workplace Conditions?

R. Bardy, A. Rubens

Florida Gulf Coast University, United States of America; rbardy@t-online.de

Organizations and companies throughout the world are affected by dramatic shifts in population due to political and economic events. Most recently one of the most powerful shifts is the presence of migrants entering the labor market, which is seen most notably in Europe. Although migrants in some cases bring defined technological skills into the business environment, they have marked differences in attitudes and behavior that produce notable diversities in the soft skills that they bring in their workplace.

This paper presents a pilot study to assess a survey on soft management skills in order to better understand attitudes and perceptions of students and professionals with multicultural backgrounds. Procedurally, International students at a mid-size university in the southeast U.S. and African Nationals studying, living and working in Germany were asked to complete an online survey on Management Soft Skills and to rate their attitude and opinions. While there were similar viewpoints from the two groups, the African migrants in Germany, who all have a technical qualification which is medium to high, appear to be more aware of the specific soft skills they owe to their cultural background, which might make them better equipped to actively apply them in their work environment.

How and When Psychic Distance Affects SMEs Internationalization?

A. Safari, S. Chetty

Uppsala University, Sweden; aswo.safari@fek.uu.se

This paper focuses on the multilevel (country, firm and individual) aspect of how and when does psychic distance affect SME internationalization? We also study psychic distance at the pre-and-post-entry phase of internationalization. Based on case study research of six SMEs internationalization we contribute to the debate on psychic distance by adopting a multilevel conceptualization of psychic distance and its effect on managers/founders internationalization decision in the context of SMEs internationalization. Our findings show that psychic distance is not determining market selection (pre-entry phase), rather psychic distance is affecting SMEs internationalization in the post-entry phase of internationalization. It is crucial for SMEs to

have access to a trusted partner (bridge maker) that helps the focal firm in the post-entry phase. Our findings show that the trustworthy partner cannot help the focal firm in the post-entry phase mainly because of psychic distance between the focal firm and the bridge maker. This shows psychic distance at partner level and reveals that psychic distance is even more multilevel than previously assumed.

The Success of a Cultural Misfit: Moving Beyond Cultural Divide Through Value-Based Identification

F. Y. Shakir¹, M. Soendergaard²

¹IESE Business School, Spain; ²Aarhus University, Denmark; fyshakir@iese.edu

Several studies regarding subsidiary management stipulate the need for similarities between the local culture and managerial practices due to the liability of foreignness when conducting business in a culturally distant market. In particular we consider practices of low organizational inequality within a cultural context of high levels of hierarchy. This study studies why being a cultural misfit in terms of high power distance and low organizational inequality can be an advantage when operating in a culturally opposite context. We use the empirical setting of the Pakistani subsidiary of a Norwegian multinational enterprise to uncover why having divergent managerial practices than the cultural context serves as an advantage. This is in line with recent work that stipulates there is an over emphasis of the difficulties of difference. Rather the inductive analysis we undertake highlights the importance of value-based identification as the baseline for the success of a misfit. Building on the evidence of rich descriptive qualitative data we develop theory on how this nature of organization identification can result in a unique competitive advantage when facing cultural differences.

I: Session 1.1.2: Critical Approaches to IB Theories

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.04

Session Chair: Mohammad B. Rana

The Changing Geography and Ownership of Value Creation: Evidence from Mobile Telecommunications

J. Ali-Yrkkö¹, M. M. Larsen², S. Timo¹

¹Research Institute of the Finnish Economy; ²Copenhagen Business School, BI Norwegian Business School; mml.smg@cbs.dk

Through an innovative trade-in task case study, we explore how Nokia—one of the historically most important mobile phone manufacturers in the world—offshored the development and production of three distinct mobile phones at three different points in time. Adjacent to these processes, we find that the value creation in areas such as design and manufacturing knowledge have rapidly shifted away from advanced economies to being captured in the emerging economies. Moreover, we find that value added captured by the Nokia dropped dramatically over the studied time period. Based on our results, we discuss how the realization of the benefits of geographical distribution must be assessed in respect to the value-adding penalties of making such a transition.

Coupling vs Decoupling of GVC: What Creates Firm Competitive Advantage

E. Beleska-Spasova

University of Reading, United Kingdom; e.beleska-spasova@henley.ac.uk

The objective of this study is to explore whether specialization as a result of disintegration of a value chain is the best competitive strategy for all firms. Revisiting Vernon's product life cycle theory the paper argues that the decoupling of the VC activities should be done along the product life cycle stage rather than along its value chain functions. Furthermore this argument is extended to the related production process life cycle. The fine-slicing and specialization approach neglects the significance of inter-activity interdependences and the significance of knowledge sharing particularly at the early stages of product development. The findings of this study imply that ownership of firm-specific capabilities in effective management of these interdependences could be a source of competitive advantage. More specifically, we argue that the co-location of innovation and production functions is a significant source of competitive advantage particularly for the 'smaller' actors in the VC.

Re-Conceptualizing Efficiency-Seeking Behaviour of the MNEs

I. Gokh, F. Filippaios

University of Kent, United Kingdom; ig68@kent.ac.uk

Current literature treats MNEs investments as 'new' or 'expansion' related activities. In fact, some of the investments are 'relocation investments' and involve the move of existing operations from one country to another to rationalise the allocation of the existing resources and strengthen the competitive posture. The process of rationalisation that involves repeated cases of the efficiency-driven relocations signals the emergence of a rather different kind of FDI activity – footloose behaviour.

In this paper, we approach MNE as a dynamic differentiated network. Its behaviour is shaped by the elements of its internal and external environments, and the elements of its network (HQ-Subsidiary Interdependence and Operational Flexibility). Hence, we assume that footloose behaviour is driven by the changes in internal and/or external environments, but moderated by the network.

We contribute to the literature by conceptualising the footloose behaviour and providing a new way of exploring the FDI pattern.

Determinants of Export Performance in Brazilian Agribusiness: Competitive Resources and Institutional Environment

R. B. Oliveira¹, W. F. A. Moraes², E. P. Kovacs¹, M. S. Pimentel¹

¹UFRPE, Brazil; ²UFPE, Brazil; renataboliveira@gmail.com

This paper aims to analyze the impact of the institutional environment and the competitive resources on the export performance of Brazilian agribusiness firms, specifically in the soy complex and meat industries. From the empirical validation of the constructs, we seek to understand the nature of their relationships and present explanatory performance models. The research is quantitative, descriptive, explanatory and retrospective in nature. A survey resulted in a sample of 194 valid respondents. The institutional environment is observed through three latent variables: political and legal environment, economic environment, and industry environment. The construct resource variables are grouped into tangible, intangible, and complementary. The export performance had a single variable extracted, and was modeled using profit margin, profitability, growth, and revenue. We present several integrated measurement and structural models that display the predictive relationship between the institutional environment and resources on export performance, and these make evident the political and legal environment as an independent variable and the tangible resources as a mediator, thus confirming the hypotheses.

A Critical Approach to Understanding of Managerial Power in Saudi Organizations: Theorizing on Bourdieu's Sociology

A. A. Algumzi¹, H. Zhang¹, P. Dimitratos²

¹Lancaster University, United Kingdom; ²University of Glasgow, United Kingdom; a.algumzi@lancaster.ac.uk

The paper contributes to international business field by developing a critical approach to study how power operates in practice in Saudi organizations by drawing upon Bourdieu's Theory of Practice. Human practice is socially constructed and the way that managerial power is exercised may differ from our traditional understanding of power, which is constituted in the Western contexts. The impacts of Islamic philosophy on managerial power and ethical practice in the business contexts have been neglected by the previous studies. This research contributes to fill in the gap in the literature by adopting a critical approach developed from Bourdieu's sociology. In contrast to the conventional approaches that are dominant in contemporary international business/management studies, Bourdieuan sociological approach provides insightful understanding of cultural contexts in which managerial value and daily practice are constituted. Empirical data from four Saudi organization show that Saudi managers demonstrate several modifications of direct exercise of power in their management practices by using ethical codes of conduct along with Islamic values in their management strategies. Findings also contribute to developing knowledge of business practice in Islamic world in the international business field.

I: Session 1.1.3: Psychic and Cultural Distances and FDI

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.12

Session Chair: Goudarz Azar

Psychic Distance and Intermediate Level Subsidiaries. A Spanish Case Study

N. Magomedova

Universitat de Barcelona, Spain; nina.magomedova@gmail.com

The paper is a multiple case study that explores the impact of intermediate level subsidiaries on psychic distance between a firm's home country and a target region on the example of two European knowledge-intensive businesses that use their Spanish subsidiaries to expand into Latin America. These intermediate level subsidiaries are located in the midway position between the parent's home country and the target region in terms of psychic distance, and are known as springboard subsidiaries. The results show that due to psychic proximity between a springboard subsidiary and its parent company on the one hand, and between the springboard subsidiary and the target region on the other hand, the perceived distance between the home country and the host market significantly decreases. Moreover, regional 'outsidership' of these subsidiaries allows to mitigate the intra-regional distance of heterogeneous markets. As a result, the usage of springboard subsidiaries to coordinate activities in the host region accelerates the international expansion there. The results of this study are summarized in a conceptual model presented in the final part of the paper.

Building Legitimacy in an Adverse Foreign Environment: When the Liability of Foreignness Can Become a Source of Competitive Advantage

P. Caussat, N. Prime, R. Wilken

ESCP Europe, France; paul.caussat@edu.escpeurope.eu

Although the banking industry is by nature risk-prone, network-based and subject to strong institutional barriers, banks going international generally operate alone. Within a context of high liability of foreignness, how do they transform their internalization advantage of strategic assets in order to develop competitive advantage? This paper suggests reconsidering liability-based international business models in light of a multiple case study analysing a few foreign banks in India. Using a neoinstitutionalist framework, we find that banks resort to legitimacy-seeking strategies in order to overcome the high liability of foreignness and enjoy their internalization advantage. Furthermore, this paper tentatively tries to operationalize the concept of legitimacy strategies in this very specific case, around three pillars: (1) an overall superior expertise (2) an overall strong global reputation (3) an acculturation strategy aiming at indianizing the local banking unit.

Cross-National Distance and Establishment Mode Choice: The Case of Indian MNCs

L. Rienda, E. Claver, D. Quer

University of Alicante, Spain; laura.rienda@ua.es

In recent years, emerging market MNCs are receiving significant attention in the international business literature. They represent a challenge for the conventional wisdom, mainly derived from the behavior of developed country MNCs. In this paper we have focused on different cross national distances, namely cultural, administrative, geographic and economic, and how these differences may affect establishment mode choice of Indian MNCs. From a sample of 459 outward foreign direct investments (OFDIs), our results show that cultural and administrative distances are two important factors that affect negatively the choice of an acquisition instead of a greenfield investment in the case of Indian MNCs. We also found that firm size,

international acquisition experience, host-country experience or entering a host country that belongs to the Commonwealth influence establishment mode choice decisions.

The Psychic Distance Hazards in Cross-Border Acquisition Performance: An Empirical Study of Cross-Border Acquisitions from 26 Countries

J. C. Santos¹, H. Barandas², F. Martins²

¹Polytechnic Institute of Leiria, Portugal; ²Faculdade de Economia da Universidade do Porto; joaonevescs@gmail.com

The extant research on the influence of psychic distance on the performance of cross-border acquisitions (CBAs) are not conclusive and often contradictory. Only a few studies have sought to examine the impact of cultural issues, such as cultural distance or psychic distance, on CBAs performance. In this study we test a conceptual model to shed light on the psychic distance hazards in CBAs performance. Our results support that psychic distance, as a whole, has a negative impact on CBAs performance although only in the short-term there is a statistically significant negative impact whereas in the long-term no effect is statistically significant. Analyzing the different dimensions of psychic distance stimuli (PDS), we concluded three individual items - differences in language, education and political systems – are also significant. Thus, this paper seeks to contribute to a better understanding of the psychic distance hazards on CBAs by breaking down the psychic distance stimuli and test the effect of each dimension on CBAs performance, using the event study methodology. The findings of this study may be useful for managers of firms that wish to undertake CBAs as it denotes important dimensions which hinder post-deal performance.

The Concept of Formal and Informal Institutional Compatibility and its Effect on FDI

T. F. Halaszovich

University of Bremen, Germany; tilo.halaszovich@uni-bremen.de

Formal and informal institutions and their distance between home and host countries matter for FDI. Yet, the exact nature of this influence is still not fully understood. In this paper, we develop the concept of formal and informal institutional compatibility as well as empirical measures of both to contribute to our understanding in this regard. We argue that the formal and informal institutional profiles of home and host countries can create synergies that facilitate bilateral FDI flows (that is being compatible) even if they are characterized by high institutional distances. We apply our measures of formal and informal institutional compatibility to a sample of bilateral FDI flows between 127 host and 122 home countries over 12 years. The results confirm that more than half of the institutional pairs in our sample are either significantly compatible or incompatible.

I: Session 1.1.4: Impact of Relationship Networks and Creativity on Internationalization

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.14

Session Chair: Nguyen Khoa Ton-Nu

Global Production Network Linkages and Developing Country Firms' Value Creation: The Evidence from Vietnam

T. Pham¹, A. Nguyen², M. Nguyen²

¹Sheffield Hallam University, United Kingdom; ²Depocen, Vietnam; s.h.pham@shu.ac.uk

This paper uses standard augmented production function model to investigate the effect of global production network on developing country firms' performance. We used a firm-level dataset from Vietnam from 2005-2011. We found different types of linkages have different role on firms' value creation. We found that firms in higher on the value chain ladder (firms that export their output directly) generate more income per worker than firms in lower of the value chain ladder (firms that sell their output to foreign invested companies). Firms participate in global production network with processing role, producing for foreign buyers under contract do not create high value added. We did not find significant impact of machinery suppliers on firm's value creation but we do see impact of backward linkages with material suppliers. Based on the findings, several implications are extracted regarding policy to support firms improving position in global production network in developing countries.

Interorganizational Network Management for Successful Business Internationalization

I. Koleča, A. Jaklič

Faculty of Social Sciences, University of Ljubljana, Slovenia; iris.kolesa@fdv.uni-lj.si

Flexible interorganizational networks, where enterprises and governmental institutions act as partners, present an opportunity to improve effectiveness of internationalization. Their role in facilitating internationalization has been underexplored, however. We thus study how business clubs as an example of interorganizational networks can be managed to enrich the resources (made) available through networking in business internationalization. A theoretical framework on interorganizational networking and network management is followed by findings from an international survey involving 376 internationally active companies. We confirm learning effects of international interorganizational networking and show that market distance, complexity of market entry mode and firm size are positively correlated to (institutionalised) interorganizational networking during internationalization. Network management is identified as an underexploited success factor in internationalization through business clubs – at both the governance of a network and the management within networks levels. Barriers for successful network management and related implications for network management practice are also defined.

Framing Creativity on the Global Scene

S. L. de Vasconcellos¹, I. Lapuente Garrido², R. Couto Parente³

¹UNISINOS - Universidade do Vale do Rio dos Sinos Brazil, UNIVALI - Universidade do Vale do Itajaí Brazil; ²UNISINOS - Universidade do Vale do Rio dos Sinos, Brazil; ³FIU - Florida International University, USA; silviolvasconcellos@gmail.com

This study contributes to filling the gap of investigation about the relationship between organizational creativity with international involvement. This study bases on Penrose's assumption that creativity is necessary to a firm develop alternatives to face innovation and to keep growing. We propose international involvement as an alternative assessment of internationalization for firms of the creative economy. Besides the direct relationship, we suggest that organizational creativity – as a high-level resource – fosters both innovative capability and entrepreneurial capability as mediating variables. We investigated 78 audiovisual producer firms, which integrates the creative economy. We examined data by regression analysis. Results confirmed not only the direct relationship between organizational creativity with international involvement but mainly the mediating role of both innovative and entrepreneurial capabilities. The research offers contributions on organizational, industrial, and public spheres, recommending more attention to organizational creativity as a propellant to innovative and entrepreneurial capabilities, as well as for spreading international involvement of creative firms.

Relationships Networks as a Factor to Facilitate Firm Internationalization: A Brazilian Case Study with Iguí Swimming Pools

V. P. Bretas, T. V. Rocha, M. H. Ogasavara, G. B. Rossi

ESPM - Escola Superior de Propaganda e Marketing, Brazil; vpbretas@gmail.com

This paper investigates the internationalization strategies of Brazilian franchise chains with local partners, specifically with master franchising. Through a qualitative study methodology, single case type, we present the internationalization strategies adopted by iGUI Swimming Pools. iGUI's option for a master franchising agreement for their operations with direct investment and also for the franchising Joint Ventures resulted in an accelerated expansion in foreign markets. The study contributes by seeking alternative strategies for the international insertion of Brazilian franchise companies. The main contribution was to find out that the combination of franchising and business networks is an important factor to firms' internationalization.

I: Session 1.1.5: Subsidiary Roles, Operations, and Relationships within MNEs

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.16

Session Chair: Patricia Klopf

Managing a Dual Agency Role in Regional Headquarters

K. Conroy¹, D. Collings², J. Clancy³

¹Queen's University Belfast, United Kingdom; ²Dublin City University; ³National University of Ireland Galway; k.conroy@qub.ac.uk

Despite the increased delegation of responsibility from the corporate headquarters (CHQ) to other units within the MNE, and the rise in studies on the importance of the regional headquarters (RHQ), there has been very little empirical work that has explored the CHQ-RHQ relationship. Our study explores this relationship from an agency theory approach, a theoretical lens that is not well explored in the MNE in general. We find that the RHQ manages a 'dual agency' role when dealing with CHQ, and this places dual identification pressures on the RHQ. As such, the RHQ identifies as both a principal, seeking to increase alignment with CHQ, and an agent, seeking to pursue its self-interests. Alignment and self-interest seeking behaviours from the RHQ manifest through different knowledge mechanisms both internally and externally. More generally, our study adds to arguments for a multiple agency perspective of the MNE illustrating that the RHQ manages a dual agency role in its relationship with CHQ.

The Legitimacy Dynamics in Headquarters – Subsidiary Relationship: The Role of Regulatory Focus and Organizational Power

J. Gammelgaard¹, R. Kumar²

¹Copenhagen Business School, Denmark; ²Menlo College; jg.int@cbs.dk

In this paper, we integrate the legitimacy perspective with the 'regulatory focus orientation' of headquarters and subsidiary managers. The latter predicts that headquarters and subsidiary managers may differ in their psychological predisposition and how they construe different situations. We draw upon regulatory focus theory in suggesting that managers are either promotion-focused and aim at maximizing positive outcomes, or prevention-focused and seek to minimize losses. Differences in regulatory foci of headquarters and subsidiary managers produce conflicts leading to legitimacy crises. These crises are likely to escalate or may be resolved depending on the types of power that is utilized by the managers. We typologize four forms of power: Persistent Hierarchical Power, and Subsidiary Rebellious Power, which we associate to promotion-focused managers, and Headquarters Legitimized Authority, and Subsidiary Resistant Power, which we associate to prevention-oriented managers.

Network Competence of MNCs: A Subsidiary Perspective

M. Uzhegova, O. Kuivalainen, L. Torkkeli

Lappeenranta University of Technology, Finland; lasse.torkkeli@lut.fi

Multinational corporations (MNCs) tend to have resources and to be capable of establishing subsidiaries across national borders, yet successful foreign operations require that the established subsidiaries are able to become locally embedded in host-country networks. This study fills a need in international business literature by investigating how and when the ability of MNC subsidiaries to develop and manage their local network relationships, i.e. their network competence, develops as subsidiaries are established abroad.

The empirical part of the study constitutes of cases of two Finnish companies in Saint-Petersburg and their two Russian partner companies. The data consist of primary and secondary sources, with interviews conducted in 2015.

The results indicate that when embedding themselves in local networks, Russian subsidiaries tend to develop specific types of network competence, i.e. competence to foster confidential information sharing; to coordinate communication with the partners; and to systematically organize bilateral interaction with the partners.

In addition, the results suggest that competence development tends to precede subsidiary establishment, rather than vice versa. The study introduces network competence dynamics as an explanatory factor of successful subsidiary behavior in the MNC setting, and thus contributes to international business literature on subsidiary capabilities and local embeddedness.

The Evolution of MNCs' R&D Foreign Units - The Case of Swedish MNCs in India

R. Schweizer¹, K. Lagerström², J. Jakobsson¹

¹School of Business, Economics and Law, University of Gothenburg, Sweden; ²Department of Business Studies Uppsala University; Roger.Schweizer@handels.gu.se

In this draft, drawing on insights from a comparative case study of three Swedish multinational corporations (MNCs') Indian research and development (R&D) units, we aim to shed light on how drivers of subsidiary evolution influence changes in the roles played by local R&D units over time. Whereas we find that the evolution of such R&D units can be explained as a triangular showdown among headquarters assignment, local market constraints and opportunities, and subsidiary choice; we show that not at least subsidiary choice – a hitherto in prior literature on R&D internationalization neglected factor, is an important driver of both mandate extension and stagnation.

Foreign-owned Firms in Japan and Subsidiary Role in the Multinational Enterprise

S. Hasegawa¹, R. Hasegawa²

¹Waseda University, Japan; ²Daito Bunka University, Japan; hasegawa@waseda.jp

This paper explores the determinants of subsidiary roles of foreign firms in Japan by taking into consideration three factors simultaneously: the assignment by headquarters, the conditions and constraints of the local environment and the initiatives demonstrated by the subsidiary itself. The effects of human resource management practices conducted by the foreign firms in Japan are incorporated into the framework, and two types of subsidiary – subsidiaries with only sales activities and those with full-fledged operations including sales, production, and R&D– are proposed to display different roles from each other.

Using data collected from a questionnaire survey, eight hypotheses are tested in the structural equation modeling (SEM). The results suggest that some of what has been stated and believed about Japanese labor markets may not actually be true. For instance, it is believed that foreign firms in Japan appreciate the general skills of workers more than Japanese firms and vice versa, and that there is little mobility of employees between foreign firms and Japanese firms. Moreover, the effect of the local environment was relatively limited, particularly for subsidiaries executing full-fledged operations. These lead to the policy implications that improving labor market condition is more effective than improving business environment in general.

I: Session 1.1.6: Diversity and HR Management Decisions

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.18

Session Chair: Judith Ambrosius

The Role of Expatriate Managers within Foreign Subsidiaries: A Micro-Level Examination

R. Haynes

University of Lincoln; rhaynes@lincoln.ac.uk

The last forty years has seen the development of significant literature and research examining the role of expatriate staff within the multinational context. Since Edstrom and Galbraith (1977) identified the three main purposes of expatriates as knowledge transfer, management development and coordination and control, subsequent research has confirmed that these functions continue to be the main reasons for assigning staff to foreign subsidiaries (e.g. Hocking et al., 2004). What remains under-investigated, however, is how the functions for which expatriate managers are assigned are fulfilled at a micro- or individual-level. Among the reasons given for this is the distinct and path-dependent nature of individual expatriate assignments (Torbiorn, 1994; Hocking et al., 2004). Nonetheless, research within the boundary-spanning literature (Johnson and Duxbury, 2010), and even more recent expatriate literature (Haynes and Almond, 2015) have indicated that a combination of various individual-level activities commonly undertaken by international assignees can indeed be identified. Using a multiple case-study approach, which included 60 semi-structured interviews across firms from eight different countries of origin (US, Spain, France, Japan, Germany, UK, India, and Denmark), this paper has identified several micro-level activities which contribute to the fulfilment of expatriate functions within foreign subsidiaries.

Human Resource Management of a Chinese Bank in Australia

J. S. Zhu

The University of Newcastle, Australia; judith.zhu@newcastle.edu.au

This paper explores how human resource management is approached in emerging market service firms operating in developed countries. Using data from a longitudinal case study of Australian subsidiary of a Chinese bank, this paper demonstrates that human resource management in the firm is designed in line with host country and global best practices. However, the way that this hybrid HRM system is implemented shows up traces of Chinese origin. This finding highlights the need for future studies to adopt a more nuanced approach in analyzing multinational enterprises' localization strategy. Moreover, this study finds that the international human resource management strategy in the case firm has started transition from a polycentric approach to global standardization approach, a process assisted by the headquarters' learning from global best practices, aspiration to become global leaders and perceived legitimacy. This suggests that future studies on international human resource management in emerging market MNEs should pay more attention to the implications of attributes of emerging market firms for their human resource management.

Beyond Nationality: International Experience as a Key Dimension for Subsidiary Staffing Choices in MNEs

C. Kim, C. Chung, C. Brewster

Henley Business School, University of Reading, UK; cpkim1@empal.com

The literature on international staffing in MNEs often focus on staffing choices among options based on nationality categories – mainly, choosing either parent country nationals or host country nationals for subsidiary key positions. However, given its dual embeddedness within the MNE and in the local milieu, a subsidiary may appoint managers with relevant international experiences to benefit from their abilities to access HQ and local sources of knowledge. In order to recognize alternative staffing options in practice, we propose a typology of international staffing options by considering nationality as well as international experience. We also review and evaluate alternative staffing options in detail and discuss their implications to the development of social capital and knowledge flows from HQ and local parties.

The Influence of a Strategic Diversity Management on the Resilience of International Organizations: An Empirical Analysis

I. Scheuch, S. Raetze, S. Duchek

TU Dresden, Germany; sebastian.raetze@tu-dresden.de

On the one hand, international organizations operate in an increasingly complex and turbulent world in which unexpected events are omnipresent. They need to develop organizational resilience capabilities in order to handle unexpected disruptions, maintain a high performance, or even thrive and grow. On the other hand, international organizations are confronted with the diversity phenomenon in the sense that employee structures become increasingly heterogeneous. Thus, organizations need to learn how to manage this phenomenon in order to achieve strategically desirable outcomes through a so called diversity management. Against this background, it raises the question if and how resilience and diversity are connected. Although there is a high number of studies on both resilience and diversity, research lacks a systematic and holistic approach linking the two constructs. Our paper aims to help fill this research gap. We link both research streams conceptually and use an interview study to answer the following research questions: (1) Has diversity been recognized as a potential resilience factor? (2) How can diversity contribute to the development of resilience capabilities? (3) What does this mean for a strategic diversity management? The paper provides a foundation for future empirical research and useful insights into a successful resilience management.

Top Management Diversity and Employer Attractiveness – The Mediating Role of Diversity Initiatives

F. Orban¹, T. Dauth¹, S. Schmid², D. Georgakakis³, W. Ruigrok³

¹HHL Leipzig Graduate School of Management, Leipzig, Germany; ²ESCP Europe, Berlin, Germany; ³University of St. Gallen, St. Gallen, Switzerland; fabienne.orban@hhl.de

The increasing demand for qualified employees forces firms to position themselves as attractive employers. Against this background, our paper aims to shed light on the link between TMT diversity and employer attractiveness. Drawing on signaling theory and expectancy theory, we investigate the relationship between TMT diversity (with regard to gender and nationality) and employer attractiveness for female applicants as well as for foreign applicants. Based on an international sample of firms, we show that TMT nationality diversity is positively related to the employer attractiveness for female applicants as well as for foreign applicants. Moreover, our analyses confirm that TMT nationality diversity is positively linked to diversity initiatives within a firm. Ultimately, our study depicts the complex relationship between TMT characteristics, diversity initiatives and employer attractiveness.

I: Session 1.1.7: Entrepreneurial and Cultural Perspectives in International Marketing

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.12

Session Chair: Mark Pasquine

Entrepreneurial Marketing in International Business: A Literature Review and Future Research Agenda

M. Yang

University of Vaasa, Finland; man.yang@uva.fi

To support and advance theorizing entrepreneurial marketing, the primary purpose of this article is to systematically inventory and organize the subject matter of the marketing/entrepreneurship interface, and to provide future agenda for entrepreneurial marketing research in international business. The reviewed was carried out by a full search of articles across academic journals and databases during 1996 to 2016, which are relevant to marketing, entrepreneurship, and international business. The analysis of the literature and procedures follows a qualitative research approach. The resulting review consists of 169 articles classified into four major types of entrepreneurial marketing research: (1) Combination of entrepreneurship and marketing concepts. (2) Marketing behavior of entrepreneurs and/or small and medium-sized enterprises. (3) Entrepreneurial perspectives of firms' marketing behavior. (4) Entrepreneurial marketing as a distinct concept integrating entrepreneurship and marketing. For international business scholars, the paper gives suggestions for future interdisciplinary research by integrating international marketing and international entrepreneurship practices.

Value Paradox in International Print Advertising: Insights from Culturally Similar Countries

S. Saleem¹, J. Larimo¹, M. Kontkanen¹, Z. Vincze², G. Biedenbach², K. Ummik³, A. Kuusik³

¹University of Vaasa, Finland; ²Umeå University, Sweden; ³University of Tartu, Estonia; salman.saleem@uva.fi

In cross-cultural advertising studies, attention has seldom been paid to the discrepancy between cultural values and practices or value paradox and much of work is based on a comparison between culturally distinct markets. Thus, the purpose of this study is to examine whether Hofstede's cultural framework and the value paradox explain the use of advertising appeals within the country and across distinct national markets of Estonia, Finland, and Sweden that are regarded as culturally similar. In total six hypotheses are drawn in relation to Hofstede's original four, and to the less studied long-term and newly introduced indulgence/restraint dimensions. A sample of 200 advertisements from each country that appeared in five magazines was analyzed using 47 appeals based of Pollay (1983) and Shen (2013). The results show that the use of appeals in advertising is in accordance with the respective countries cultural and paradoxical values. Also, the study concludes that cultural similarities

across national boundaries explain the similarities in the use of appeals across countries. To sum up, the study extends the understanding of the influence of culture on advertising by exploring the role of cultural values, value paradox and cultural similarities across distinct national markets.

A Cross-Sectional Multi-Country Study of Country-of-Origin (COO) in Services Industries

C. Chang¹, Y.-H. Hsu²

¹Meiji University, Japan; ²Meiji University, Japan; connie@meiji.ac.jp

This study aims to examine the moderator effect of COO on customer-perceived value (CPV) in service industries by using samples of consumers in Japan, Taiwan, China, the USA and the United Kingdom. The merit in doing so is that our study is comprehensive as it explores different hybrid service scenarios which contain a different degree of service characteristics. Furthermore, previous COO studies have focused on only one or two settings within a single country, whereas the role of COO will be evaluated in a broader context in this study. The first study focuses on the effect of country image on customer-perceived value and a financial product is selected to examine the relationship. In order to test the relationship between a country's attributes and customer-perceived value, early childhood education programmes have been chosen. The purpose of the final study is to test the effect of COO on more intangible dominant products such as consultancy and advisory services. A mixed-method research approach will be employed in all three studies. The results will yield theoretical contributions to International Marketing, Services Marketing and Modelling literature. It will also make an empirical contribution to those service companies seeking to improve the overall satisfaction and experience of their customers.

The Effects of Entrepreneurial Orientation and Market Orientation on Export Performance

H. E. Cho¹, I. Jeong², E. Kim³

¹Korea University Business School, Korea, Republic of (South Korea); ²Korea University Business School, Korea, Republic of (South Korea); ³Korea University Business School, Korea, Republic of (South Korea); hyo_eun@korea.ac.kr

In general, the findings in international marketing literature suggest that both market orientation and entrepreneurial orientation are the key strategic resources that enhance export performance in international markets. Despite the extensive interest in the role of strategic orientations, extant literature has paid the limited attention to how market orientation and entrepreneurial orientations are related and link to export performance. Several studies have investigated the direct effects of market orientation and entrepreneurial orientation on export performance independently. Prior research has also suggested a unidirectional relationship between these strategic orientations. In particular, this study focuses on the relationship between market orientation and entrepreneurial orientation. Drawing upon a sample of 186 Korean exporting firms, this study investigates the relationship between market orientation, entrepreneurial orientation, and export performance. The empirical study of Korean exporting firms finds the support for the hypothesized positive relationship between market orientation and entrepreneurial orientation. This study also finds that entrepreneurial orientation has a significant impact on market orientation, and market orientation enhances export performance. This study fills the gap in the international marketing literature by demonstrating how the orientations are associated and related to the better export performance.

Export Pricing Decisions in SMEs: Theory and Practice.

A. Setti, B. Hagen

University of Pavia, Italy; andrea.setti01@universitadipavia.it

Despite the importance of international price setting for small and medium-sized exporters, only scant research has examined the topic. Based on contingency theory, and through empirical analysis of twelve Italian business cases, we aim to develop a comprehensive model of an Export Pricing Strategy, which provides answers to the "why" and "how" questions of export pricing decisions and complements predominant quantitative analyses. The model focuses on key determinants of an EPS and may serve as a starting point for more research in different country and firm contexts, for longitudinal research which aims at capturing change in pricing strategy, and as a guideline for managers in export ventures. The research introduces new contingency and response variables such as firm/brand reputation, distributor relationships and a nuanced view of "distance" which play a key role in the EPS formulation. Most importantly, from the empirical findings also emerges the differentiated role of contingencies along time (e.g. introduction vs establishment) of the brand/company in the foreign markets, calling for more work in the field.

P: Session 1.1.17: The Net Effect of Clusters on MNEs from Emerging Economies

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.15 Panel

The Net Effect of Clusters on MNEs from Emerging Economies

F. Puig¹, B. Marco-Lajara², U. Mayrhofer³, R. Narula⁴, A. Zucchella⁵

¹University of Valencia, Spain; ²University of Alicante, Spain; ³IAE Lyon, Jean Moulin Lyon 3 University, France; ⁴University of Reading, UK; ⁵University of Pavia, Italy; francisco.puig@uv.es

P: Session 1.1.18: New Perspectives on Global Value Chains: Internalization Theory and Dynamic Capabilities

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.27 Panel

New Perspectives on Global Value Chains: Internalization Theory and Dynamic Capabilities

A. Giroud⁴, C. H. Oh², A. Verbeke³, M. Wagner¹, R. Strange⁵

¹Augsburg University, Germany; ²Simon Fraser University, Canada; ³University of Calgary, Canada; ⁴University of Manchester, UK; ⁵University of Sussex, UK; marcus.wagner@wiwi.uni-augsburg.de

P: Session 1.1.19: Social Value Creation in MNCs

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 4.27 Panel

Social Value Creation in MNCs

C. Holmström Lind¹, J. P. Doh², P. Ghauri³, R. R. Sinkovics⁵, A. Salmi⁶, O. Kang⁴, A. Ljung¹

¹Uppsala University, Sweden; ²Villanova University, PA, USA; ³University of Birmingham, UK; ⁴Uppsala University, Sweden; ⁵University of Manchester, UK; ⁶Lappeenranta University of Technology, Finland; christine.holmstrom_lind@fek.uu.se

P: Session 1.1.20: The Value of Diversity in Management Education: Perspectives from Asia, Europe and the USA

Time: Saturday, 03/Dec/2016: 8:30am - 10:00am

Location: TC 5.01 Special

The Value of Diversity in Management Education: Perspectives from Asia, Europe and the USA

M. J. Houston¹, B. B. Schlegelmilch²

¹University of Minnesota, US; ²WU Vienna, AT; bodo.schlegelmilch@wu.ac.at

Poster Session 1.2

Time: Saturday, 03/Dec/2016: 10:30am - 12:15pm · *Location:* Learning Zone

A Revised Model of Factors Influencing Internationalization Speed in the Medical Technology Sector Through an Institutional Lens

H. Laurell, J. Gabrielsson

Halmstad University, Sweden; marie_helene.laurell@hh.se

This paper develops a conceptual framework for how medical technology international new ventures (INVs) achieve sales when launching medical technology innovations across institutionally heterogeneous markets. The commercialization of medical technology innovations are embedded in complex markets where layers of cultural-cognitive, normative, and regulative elements vary across countries. However, the internationalization literature has largely failed to address this institutional cross-country heterogeneity and how it affects INVs' sales strategies when launching medical technology innovations. A conceptual framework is developed for the purpose of understanding how country differences affect medical technology INVs' sales of medical technology innovations to countries with divergent institutional healthcare settings. Our research model serves to illustrate the relationships among different constructs and how it can be further developed for hypothesis testing. This research contributes to both the international entrepreneurship and international business fields by developing a research model that includes the impact of national institutional healthcare settings and how different regulative, normative and cultural-cognitive dimensions affect the sales of medical technology innovations, which in turn have an impact on an INV's internationalization speed, scope and scale.

Capturing the Value of the Internationalisation Option

M. Liegler¹, T. Lindner², M. Putzhammer³

¹WU Vienna, Austria; ²WU Vienna, Austria; ³WU Vienna, Austria; mliegler@wu.ac.at

11

CEOs' Origin and their Influence on Microfinance Performance and Risk

D. Pascal, L. A. Beisland, R. Mersland

University of Agder, Norway; daudi.p.ndaki@uia.no

This study examines the relationship between internally recruited CEOs and performance and risk-taking in a sample of 353 MFIs from 76 countries during 1996-2011 years. Using return on assets and operational costs as performance metrics, the results suggest a significant higher performance level for internally recruited than externally recruited CEOs. Specifically MFIs in which the CEO was internally recruited have a positive association with return on assets and negative associations with operational costs. Moreover, the internally recruited CEOs appear to be associated with a lower level of performance variability. We believe the results are important and have clear policy implications, in particular in an industry with such a thin labour market and lack of managerial capacity. Our results are consistent with the view that internally recruited CEOs have firm-specific skills, experience, and network resources which cause a positive association with MFIs performance.

Competitive Intensity and Market Dynamism Influences on Performance in Transitional Periphery Countries

D.-N. Lascu¹, D. Dickerson², B. Jamiyansuren³, O. Yadamsuren⁴

¹University of Richmond, United States of America; ²Metropolitan State University of Denver, United States of America; ³Ider University, Mongolia; ⁴National University of Mongolia, Mongolia; diascu@richmond.edu

It has been widely argued that the environment shapes the context of business and that firms, in the process of reacting to their environments, build their strategies, which then determine performance (Luo and Park 2001). This study compares the environmental market factors that shape the nature and intensity of competition and influence the dynamics of local industries (Cui et al. 2006) in two emerging markets, Mongolia and Kazakhstan, and compare firm performance in the two countries. We hypothesize that market dynamism and competitive intensity are higher in Mongolia than in Kazakhstan. We suggest that very high market dynamism and competitive intensity might hinder firm performance in the dynamic environment of transitional periphery countries - Mongolia and Kazakhstan, - and posit that a lower market dynamism and competitive intensity will likely lead to a better overall performance of the firm. Specifically, we hypothesize that lower market dynamism and competitive intensity in Kazakhstan will lead to a better overall performance of the firm relative to direct competitors, as well as in terms of profitability and market share, relative to firms in Mongolia.

Designing for Learning: How to Become an IB Strategist?

K. Einola, P. Zetting, M. Berry

University of Turku, Finland; katja.m.einola@utu.fi

International business educators often ask themselves the question: 'What is the relevance of my teaching in our complex and dynamic globalizing world?' Indeed, it is increasingly difficult to prepare students to be successful in a world of business where the only stable thing seems to be constant change and uncertainty. We propose an experimental learning design allowing for advanced students to dynamically practice their 1) cognitive skills in IB strategy, 2) self-reflexive and 3) collaborative capabilities in the context of a global virtual team as a re-designed pedagogical platform. After three cycles of our experimental course based on this three dimensional model and collaboration between four universities from four countries in Northern Europe, we can say that the results are promising. Both extensive student feedback and our own learning evaluations indicate that this type of innovative approaches combining different pedagogical philosophies can be successfully used to create a meaningful and both theoretically and practically relevant learning platform for future IB strategist.

Entry Mode of Japanese Automotive Component Suppliers in Foreign Subsidiaries: Experimental Analysis of Bundling Model

T. Jiang¹, S. Ishii²

¹Graduate School of Business, Osaka City University, Japan; ²Graduate School of Business, Osaka City University, Japan; jiangtingting0820@gmail.com, corporatealliance@hotmail.com

This research used the bundling model of Hennart (2009) to analyze the entry mode (ownership and establishment modes) of Japanese automotive component suppliers at their foreign affiliates. We used an experimental case study of the global business expansion of Koito, a leading automotive headlamp supplier in Japan. The results of this research show that Koito tends to choose joint ventures when they are needed to access local customers and local production knowledge in foreign markets. Koito also tends to choose greenfield investments at foreign affiliates since it is difficult to transfer its production system to the acquired firms. To some extent, we believe that our results can be explained by the bundling model and suggest that the two dimensions of Koito's entry mode are affected by the accessibility of complementary local assets and the transferability of firm specific advantages in foreign markets. We also conclude that Koito's entry mode choice is also influenced by the international business strategy of the parent firm and is insufficiently explained by the bundling model. These results suggest the theoretical implications and limitations of the bundling model.

Examination of the Contributions of Venture Capitalists to the Internationalization of Small Firms

A. A. Moreira, J. Carneiro

Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Brazil; jcarneiro@gmail.com

The evidence about the impact of venture capitalists on the internationalization path and results of the invested firms is still scant and even controversial. In search of evidence about the mechanisms by which a venture capitalist can contribute to (or, otherwise, hamper) the international path and success of small firms, this qualitative study, based on in-depth interviews, investigated the perceptions of such impacts from the standpoints of the executives of venture capital funds and of the founders or CEOs of small businesses that received financial support from venture capitalists. Data were collected from Brazilian firms, whereas in the most part the literature has focused on the USA, Western Europe or China. Findings bring mixed evidence as regards expected positive effects resulting from access to financial resources, management support, access to networks, reputation/credibility, and organizational culture. We found mixed evidence, which suggests that several contingencies (e.g., size of the domestic market, "vocation" of the invested firm (e.g., internationally- vs. domestically-driven) international experience of the venture capitalist) may moderate the impact and that the impact may be endogenous, that is, venture capitalists may prefer to invest in firms that already have more potential and a drive for (international) growth.

Expatriates and Partners Living Together Abroad or Apart: Better or Worse?

R. A. I. C. Karunaratne, F. J. Froese

Georg August University, Goettingen, Germany; ishankac@gmail.com, fabian-jintae.froese@wiwi.uni-goettingen.de

Integrating cross-cultural adjustment and social support literature, we examined the impact of geographically living apart from the partner on expatriate adjustment. In accordance with our theoretical framework, longitudinal data analysis from 149 expatriate-partner dyads indicated that geographically living apart negatively related to expatriate adjustment, which, in turn, was found to be related positively to physical health and related negatively to depression and absenteeism. In addition, living apart from partner found to be related positively to depression, and absenteeism and related negatively to physical health. Moreover, as hypothesized, this study suggests that communication among expatriate and partner and organizational support are important to expatriate adjustment, because emotional and informational support facilitate to expatriate adjustment. Our findings have important implications to Multi-National Corporations to recruit and retain expatriates.

Keywords

Geographically separation, adjustment, communication frequency, perceived organizational support, depression, physical health, and absenteeism

Influence of Generational Change as a Kind of Behavioural Patterns on the Internationalisation Process of Small and Medium Sized Family Firms

V. Zipper

WU Wien - Vienna University of Economics and Business, Austria; vzipper@wu.ac.at

While research has already begun in the scientific scene of International Entrepreneurship to investigate born-global companies, there is a dearth of research into so-called born-again global firms.

Considering that in times of ongoing globalization these firms will continue to arise, an exact demarcation of the under-researched phenomenon of born-again global is necessary.

Although, there is absolutely no clear definition of a born-again global, the most common opinion is that a generational change in management triggers the internationalisation process.

However, we continue to know very little about the particular mechanisms through which such circumstances lead to the emergence of born-again global firms. Against this background, this research aims to address the following research questions:

(1) How does generational change affect the internationalisation of family-owned firms?

(2) Are there any special managerial cognitions of a new CEO, who transforms such firms from a conservative, domestic-oriented into a risk-taking, innovative born-again global company?

Addressing these questions through the in-depth analysis of a case study, this paper will contribute to overcome the lack of knowledge on the drivers that lead to born-again global. Moreover, it researches the cognitive mechanisms that may underlie the shift from domestic to international in the context of family-owned SMEs.

Market Complexity and Business Model Innovation – A Case Study of an International New Venture from the Medical Technology Sector Entering the German Market

H. Laurell, S. Bollue, J. Wackerbarth

Halmstad University, Sweden; marie_helene.laurell@hh.se

Within the international entrepreneurship field, an often prevailing view is that the world is integrated. However, this notion is challenged when studying a highly regulated context like the medical technology sector where every nation has a different healthcare system with different policies, regulations, norms and routines. Moreover, when entrepreneurial firms try to enter foreign markets they establish their businesses in an unfamiliar environment. Such issues are for example described as the liabilities of foreignness, outsidership and complexity. The purpose of this paper is to examine the role of market complexity in the internationalization process of an international new venture, and how to overcome such complexity to generate revenues through business model innovation. An in-depth single-case study strategy has been used to examine market complexity in a particularly difficult market which in this study is represented by the German medical technology sector. To create an understanding of a market's complexity and how the international new venture can adapt the business model appropriately and generate revenues, a theoretical model of complexity was developed including the dimensions of availability of information; transparency; the amount of actors involved; products offered; customer base and adaptation to change.

Internationalization of Grocery Retailing in Poland

G. Karasiewicz², J. Nowak¹, M. Trojanowski²

¹IBD Business School, Poland; ²University of Warsaw, Poland; inowak@ibd.pl

The paper concerns the internationalization processes of the grocery retailing sector in Poland in the years 1990-2015. As very little has been written in English on internationalization of retailing in Central and Eastern Europe, particularly in recent years, the paper addresses a serious research gap. It is based on an analysis of secondary data derived from Euromonitor's Global Market Information Databases and supplemented by websites and financial reports of the analyzed companies. While using a research framework based on a combination of retail transformation/ internationalization models and IB theories, the authors analyze key dimensions of international retailers' behavior and strategy and test four groups of hypotheses. The main conclusions of the analysis include: (1) foreign chains dominate the grocery retailing sector – their market share was above 50% at the end of the studied period; (2) the internationalization phase took place between 1990 and 2001 year; (3) most common entry strategy followed by the foreign retailers was green-field investment; (4) the vast majority of foreign investors came from western European countries, and the dominant position is occupied by French retailers; (5) foreign companies dominate in large retail formats (supermarkets, hypermarkets and discount stores).

Internationalization of Human Capital Through the Lenses of Migration Theories

E. P. Cruz¹, R. P. d. Q. Falcão^{1,2}, F. Ribeiro², L. A. C. Lopes¹

¹Universidade Federal Fluminense, Brazil; ²Pontifícia Universidade Católica do Rio de Janeiro, Brazil; epicanco@id.uff.br, robertopqfalcao@gmail.com

Traditional theories of cultural assimilation and poverty reduction, comprised of a set of measures of economic and humanitarian scope, generated an expectation that only immigrants with good training or skills would be able to succeed in the host countries. However, articles published in the last two decades have shown that many immigrant groups with low qualification broke these expectations and achieved financial success and economic mobility through entrepreneurship in their respective ethnic communities, thus opening the debate on the enforceability of a good professional prior qualification of the immigrant. (Zhou, 2004)

Therefore, this paper aims to highlight features that enable a discussion of 'brains internationalization' from the perspective of migration theories, ethnic entrepreneurship and entrepreneurial immigrants, as a fresh view on internationalization processes regarding small entrepreneurs.

Learning in Global Virtual Teams

D. Maidenic

Turku School of Economics - University of Turku, Finland; daniela.maidenic@utu.fi

My research addresses gaps in understanding learning in global virtual teams (GVTs) with a focus on identifying mechanisms in the learning process and in capturing and transferring learning from the individual to the team level. GVTs are a fast growing new way of organizing professional project-based work in multinationals, where geographically dispersed members contribute to projects complicated by lacking face-to-face meetings and differences in work contexts. The research will be conducted using interpretative methodology to analyse data collected from three course-based GVT simulations. Data collection to date consists of approximately 1300 reflexive assignments from team participants and interviews. My research will help organizations understand the mechanisms and processes by which experiential learning is disseminated by individuals through actions to the team and between team members. Furthermore, the research will help to prepare and teach students to work in GVTs and teach organizations how to transform experiential learning into organizational learning.

Is International Experience (and Lack thereof) an Asset or a Liability?

H. E. Yildiz, U. Holm, M. Eriksson

Uppsala University, Sweden; emre.yildiz@fek.uu.se

How useful is cumulative past experience in the prospect of international expansion of multinational corporations (MNCs)? While answering this question, extant research widely assumes that firms' past experience is a critical asset for future internationalization (Johanson & Vahlne 1977, Vermulen & Barkema, 2002). The general argument behind this assumption is that acquiring experience is an essential way of decreasing the uncertainties associated with establishing business in new foreign markets. However, past experience might not always be effectively used and translated into new knowledge. This is especially the case when MNCs are entering new types of host markets that differ from countries where accumulated experience is drawn (Perkins, 2014). Thus, past international experience is an intriguing concept, which might act as a double-edged sword for MNCs. However, past IB studies has often modelled experience as a "residual" element. We intend to address this gap by questioning whether (a) experience always leads to positive outcomes in internationalization process, and (b) lack of experience is always a deficit for internationalizing firms. We propose that the relationship between experience and internationalization process outcomes could be better understood by paying due attention to the multidimensional nature of both constructs.

Measuring Orientation Towards International Markets and its Effect on Performance of European Born Global and Non-Born Global Firms

R. Torres-Ortega¹, J. Rialp², S. Sandberg¹

¹Linnaeus University, Sweden; ²Autonomous University of Barcelona, Spain; rosalina.torres@lnu.se

Although there is a considerable amount of research on market orientation, research on this concept in the context of internationalized firms is lacking a precise definition and full operationalization. As a consequence, on the basis of literature review and interviews with born global (BG) managers, we conceptualized the notion of orientation towards international markets (OIM). The objective of this study is to explore if OIM is a useful construct for firms having a gradual internationalization process, in comparison to recent studies on firms international shortly after inception. We also want to shed light on the relationship between OIM and performance for BGs and non-BGs. The measurement model is tested on a sample from a survey of SMEs from Denmark, Finland and Spain, in total 321 firms of which 165 BGs and 156 non-BG firms. Four dimensions measure OIM: customer orientation, competitor orientation, interfunctional coordination, and innovativeness/technological capability. The scale is seen to be valid and reliable as a measure in European SMEs with different pace to internationalization. The result of the structural model shows that OIM has a positive effect on customer and financial performance for both BGs and non-BGs, still it is more beneficial for firms with rapid internationalization.

MNE Subsidiary Country of Origin and Perception on Government Corruption in Host Countries

S. HONG

YEUNGNAM UNIVERSITY, Korea, Republic of (South Korea); shong@ynu.ac.kr

Government corruption is a pervasive phenomenon in transition economies because complexities stemming from institutional transition provide numerous opportunities to be bribery transactions occurred. In case some firms expand into developed host countries with an intention to escape from corrupt home country institutional environments, these firms may tend to overly attribute their investment motivation to the "seemingly attractive" institutional environments within developed host countries. In addition, these firms may perceive less extent of government corruption in developed host countries when they regard the focal host country as a strategically important market and when they invest in an industry with a high level of sunk costs. This paper aims to test the hypothesized predictions based on attribution and real options theory.

Multinationality and Performance: A Systematic Literature Review from 2000 to 2016

A. Schmuck

Uppsala University, Sweden; alice.schmuck@fek.uu.se

This paper presents a systematic literature review on a topic that has triggered researchers' interest for the past four decades: the relationship between multinationality and firm performance. Although there is a large body of literature investigating this particular relationship with the help of different research contexts, samples and time periods, the results nevertheless have been inconclusive. Therefore, this literature review's purpose is to map out the reasons behind the inconsistent results by systematically analyzing over 103 empirical studies between 2000 and 2016. It provides a detailed account of the M-P relationship, the measurements of performance and multinationality, as well as the research context and possible moderators in 103 scholarly articles published in leading journals in International Business, General Management and Strategy. Findings reveal most studies nowadays introduce different moderators to the M-P relationship. However, the literature still does not agree upon a common theoretical explanation and continues to employ diverse measurements for the key concepts. Therefore, the underlying assumption of a causal relationship between multinationality and performance remains questionable.

Furthermore, more diverse research contexts are investigated and a tendency of specification rather than generalization of results can be observed. The study concludes with propositions and suggestions for future research.

Obstacles to Operational Flexibility: A Literature Review

J. H. Fisch, H. Puhr

WU Vienna, Austria; harald.puhr@wu.ac.at

The aim of this project is to summarise and review the literature on the benefits of operational flexibility with focus on the obstacles against realising these potentials in multinational networks. This poster introduces the project by giving an overview of its theoretical foundations, its aims and motivation, as well as its contribution.

The poster consists of three parts: underlying concept, research problem, and contributions. The first section illustrates the operational flexibility concept in general as well as its potential benefits. Production shifting as a way to exploit operational flexibility is described in particular. The second section reviews empirical results on the exploitation of operational flexibility and profits realised from it. This discussion of the literature provides a basis for defining the research problem at hand. The poster's third section gives an overview of the project's contributions and the methods applied in its realisation. These three sections are logically interlinked and follow the project's main arguments. This enables the audience to easily grasp the project's main ideas and contributions and furthermore provides an outlook to the project's final outcome.

Organizational Climate for Inclusion and the Resulting Challenges and Coping Strategies of Highly-Qualified Migrants

A. Hajro¹, M. Zilinskaite²

¹Brunel University London, United Kingdom; ²Vienna University of Economics and Business, Austria; aida.hajro@brunel.ac.uk, mzilnisk@wu.ac.at

Our aim was to develop a better understanding of the challenges and coping strategies of highly-qualified migrants (HQMs), as well as shed light on how features of organizational climate for inclusion (CI) facilitate or constrain their integration. Based on forty-eight interviews with HQMs we identified thirty-six different coping strategies that they used to adjust to work environment. While our study supports the conclusion that the use of problem-focused coping strategies such as learning German language is beneficial for improving the integration of HQMs, our findings also reveal that being problem-focused is not enough. Attention needs to be turned to the emotional coping processes of migrants which offer a more useful descriptive and analytic focus than problem-centered approaches. In the attempt to affirm their self-worth, HQMs often develop a range of emotion-based coping processes such as distancing oneself from lower skilled migrants, portraying the motive for immigration as a choice not out of necessity, and emphasising their professional skills. These strategies sustain positive affect that in turn helps HQMs to retain their self-confidence and become better integrated into their workplace. Our exploration also suggests that features of CI encourage coping processes that ultimately result in low or high integration of HQMs.

Organizational Slack as an Enabler of Internationalization: The Case of Large Brazilian Firms

J. Carneiro¹, V. Bamiatzi², S. T. Cavusgil³

¹Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Brazil; ²University of Liverpool Management School, UK; ³Georgia State University, USA; jcarneiro@gmail.com

The literature on Emerging Market Multinational Enterprises (EMNEs) has mostly addressed Chinese and Indian firms, while there is scant research on multinationals from Latin America. Using an in-depth case study of five leading Brazilian MNEs, we find that the particular combination of organizational slack (of operational, managerial, and financial nature) and home country conditions (e.g., regulation; rising cost of doing business at home; exhaustion of profitable growth opportunities in the domestic market—all leading to a desire for market diversification) is largely responsible for intense, though late, international engagement by these firms. In-depth interviews and information compiled from independent sources lead us to advance several propositions as to why and how organizational slack can be deployed for successful cultivation of international market opportunities.

Thanks, but No Thanks: Remote Work Arrangements & the Reasons Employees Are Staying in the Office

G. L. Schaupp

European Business College, Germany; schaupp.gretchen@ebc-hochschule.de

This exploratory study seeks to collect, categorize, and interpret qualitative data on the experiences and beliefs of business professionals whose organizations offer remote work arrangements. The author seeks to summarize the perceived and experienced disadvantages of such work for the employee and to extrapolate future challenges that could arise for employees as remote becomes ever more advantageous to international businesses.

The initial data indicate that the greatest advantages of a remote work arrangement – that in which an employee spends all or the majority of his or her workday away from an office or the main place of business – are believed to lie with the employer. Three unexpected trends that were found in the data are discussed. Remote work, if not managed correctly over a longer period of time, could have a negative impact on an employee's career development, work-life balance, work stress levels, social well-being, and mental health. Future studies should seek to support these initial findings with quantitative data and also to present managers and employees with solutions that can prevent these negative consequences.

The Go/No Go Decision: The Acceptance or Rejection of Subsidiary Initiatives in MNCs

A. N. Gorgijevski, K. Hamberg Lagerström, C. Holmström Lind

Uppsala University, Sweden; alexander.gorgijevski@fek.uu.se

The aim of this paper is to identify and investigate the underlying conditions behind headquarters' approval process of subsidiary initiatives. Subsidiary initiatives provide attractive opportunities and new capabilities for the MNC, partially since it is an important way for MNCs to tap in to new opportunities in markets around the world, but also because it increases internal competition among units.

Little is known about how, and to which degree MNCs recognize, manage and leverage the innovative and entrepreneurial potential of their foreign subsidiaries (Verbeke, 2005). In fact, research emphasises that MNCs often resist subsidiary initiatives unintentionally, where various forces within the organization repel entrepreneurial activities carried out by foreign subsidiaries of the MNC, protecting and hindering the MNC to change (Birkinshaw and Ridderstråle, 1999).

The findings provide insights in how to operate between the organizational forces that suppress the advancement of creation-oriented activities. A survey questionnaire has been created and tested, initial scores show that there is a correlation between initiative-selling and initiative acceptance by headquarters'. How the subsidiary frame and present the initiatives to headquarters and the degree of subsidiary power seem to have a significant impact on headquarters acceptance of submitted subsidiary initiatives.

The Internationalization of Founding Family Firms and its Effect on Corporate Performance

A. Schmuck, K. Hamberg Lagerström, M. Hamberg

Uppsala University, Sweden; alice.schmuck@fek.uu.se

This paper analyses the relationship between the degree of multinationality and the corporate performance of founding family firms, a hitherto neglected research context within the IB literature. It also provides a first attempt to distinguish founding family firms from the general underlying assumption of homogeneity among family businesses and emphasizes the founder family's impact on the companies they create. A regression analysis on 393 Swedish publicly listed firms (2479 firm-year observations) between 2001 and 2013 shows that founding family firms are less internationalized, less geographically diversified and make fewer international acquisitions than other firms, thereby confirming the initial hypotheses that they follow an incremental internationalization process as suggested by the Uppsala School. Results also indicate a positive (sigmoid) relationship between the degree of multinationality and performance for founding family firms.

The Role of the Family for International Assignment Success: A Critical Review and Future Research Agenda

J. Goede, N. Berg

University of Hamburg, Germany; julia.goede@uni-hamburg.de

Over the past 25 years, family related matters have gained interest in expatriation research. A large variety of factors, such as spousal support, family adjustment or organizational family management, have been subject to investigation. In this article, the authors critically review this broad array of literature, thereby applying a spillover-crossover perspective to systematically investigate the role of family for expatriation success. As many companies yet fail to acknowledge the importance of family management this paper particularly underscores the strengths of family impact on the work domain. The authors summarize and categorize the existing research in order to provide a framework that depicts the potential family crossover effects on expatriate success during international assignments and underscores company support needs for the expatriate's family. By doing so, the authors identify research gaps and encourage new research directions on family issues in international business.

Top Management Team Internationalization and Firm Innovativeness

M. Wrede, T. Dauth

HHL Leipzig Graduate School of Management, Germany; michaela.wrede@hhl.de

Complementing their intensifying international involvement, firms have continuously diversified their top management teams (TMTs) in an attempt to deal with the complexity of global markets. While firm internationalization is considered vital for firm survival and success, innovativeness has been stressed as another crucial element in an international context. Consequently, firms are constantly in search of ways to become more innovative and boost their competitiveness. Although research has suggested that TMT internationalization affects firm-level outcomes, we know little about whether TMT internationalization also serves as a potential source of firm innovativeness.

This study aims to fill this gap by investigating the potential relationship between TMT internationalization and firm innovativeness. Combining upper echelons theory with insights from the innovation literature, we argue that TMT internationalization influences firm innovativeness for two reasons: 1) international exposure enhances executives' mindsets and decision-making; 2) diverse international experiences of TMT members extend firms' knowledge base beyond domestic limits, which may unleash creative potential and spark innovation.

Hypotheses are tested via panel data analysis using a sample of German firms. While firm innovativeness is operationalized via R&D intensity, TMT internationalization is determined by an index comprising the TMT members' nationality, foreign education, international work experiences, and international mandates.

Which Role Does the Social Network of Expatriates Play in their Career Development?

F. J. Froese, X. Fu, S. Davies, H. Huang, Z. Wang

University of Goettingen, Germany; fabian.froese@gmail.com, samuel.davies@wiwi.uni-goettingen.de

Whereas prior expatriate research has increased our understanding of the supportive and potentially beneficial role of social contacts in foreign host countries, little is known about the role of online social networks. We conduct a large-scale, multi-wave, multi-source study to investigate the influence of social network structure and diversity on expatriate careers and turnover. Survey results from more than 2,000 expatriates and around 400,000 network connections crawled from online social networks will be analyzed. We explore big data analysis techniques including data mining, machine learning and statistical analysis in our study, drawing from computer science methodology. Initial findings will be presented and discussed at the conference.

Global Integration vs. Local Responsiveness - The Case of Retail Banking

A. Parment

Stockholm Business School, Sweden; anp@sbs.su.se

This study deals with global integration vs. local responsiveness in a foreign bank acquiring several provincial banks. The integration-responsiveness framework assumes that international marketing decisions mean tricky trade-offs between adapting to local market conditions on the one hand, and reaching the efficiencies that standardization across countries and regions imply. This study examines whether the bank as a whole would benefit from applying a top-down approach, i.e. attempt to reach global integration, or if local responsiveness reached through maintaining autonomy among provincial bank branches would be beneficial.

To examine this aspect of market strategy, branch managers and employees were researched through qualitative interviews and surveys.

The results suggest, contrary to our expectations, that there are no serious implementation problems with a potential strategy change towards global integration. The majority of provincial bank officers agree that the best option for the foreign bank is an integrated marketing strategy. The reason for this is based on expectations on improved marketing performance and cost efficiency. An integrated marketing strategy is not seen as threatening the skills of provincial bank employees.

The Role of Technological Resources within the Firm: A Systematic Literature Review.

R. Ceipek

University of Innsbruck, Austria; rene.ceipek@uibk.ac.at

According to the resource based view of management, a firm's resource set determines its potential to gain competitive advantage. Especially the role of technological resources within a firm recently attained increased attention in the literature. As a response to this development, this paper reviews 149 studies examining the technological resource base of the firm. The paper addresses the gap of a missing literature review in the field, aims to provide a structured overview of the stream and to outline several paths for future research. In order to do so, a systematic reviewing process was chosen to approach the literature. The analysis of the literature resulted in five measurement clusters, which describe the characteristics of the technological resource base of the firm: Overall technological competence, intra-firm technology scope, interrelationship of technology parts, evolution of the technology base and the degree of novelty of the technology base. Furthermore, the analysis allowed to form four major antecedent clusters: Diversification, external strategies, organization structure and others. In addition, five consequence clusters were constructed: Firm performance, innovation performance, diversification, external strategies and others. The structuring of the literature and several recommendations for future research offers scholars a solid foundation for upcoming empirical effort.

Cultural Friction in Cross Border Acquisitions: A Moderating Effect of Managerial Perceptions on New Firm Identification, and Job Motivation: A Survey on Middle Managers in Post Merger Integration

M. Durand

Aarhus University, Dk/ Groupe ESC Troyes, France; murielDurand_ic@yahoo.com

This study examines how perceptions of cultural challenges and job changes influence work related attitudes, such as affective commitment in a cross border acquisition field survey. Work commitment and work satisfaction have been studied for decades, yet the human side of cross border acquisitions (CBA) on post merger integration phases has been the forgotten factor in research on socio cultural dynamics. Building on job characteristics model and social identity theory, this study addresses this gap. Hypotheses are tested on 163 middle managers who have experienced at least one CBA. I expect to find support for a moderating effect of the friction perceived (an index of friction derived from face concerns) and global mindset inventory (GMI) and a mediating effect of identification to the organization on work related outcomes. Theoretical contribution to the M&A field will be demonstrated and recommendations for middle managers to facilitate socio cultural integration discussed.

Conceptualizing English as Corporate Language in the MNE: "Official" English Versus Business English as Lingua Franca

P. Karhunen, A. Kankaanranta, L. Louhiala-Salminen

Aalto University School of Business, Finland; paivi.karhunen@aalto.fi

This work in progress paper focuses on the understanding of English as the "lingua franca of international business" and as the dominant corporate language of multinational enterprises (MNEs). Bringing in insights from sociolinguistic research, the paper elaborates the notion of "business English as lingua franca" (BELF). This notion departs from the traditional approach to English in the international management research, which equals to "official" English based on the understanding of language as pre-existing system. This notion, as discussed in the paper, has implications for both language-sensitive research in international management and managerial practice in MNEs. In particular, we call for a broadened understanding of English as corporate language in MNE research, which views "official" English and BELF as two different but complementary approaches. The "official" English associates with corporate strategy, public sphere and official communication, where the native variety of English is still the standard. In contrast, the BELF approach has potential for enriching the understanding of English as corporate language in MNE as the level of analysis moves from corporate to individual, from strategy to practice, and from public to private.

Championing Processes and the Emergence of Industrial Symbiosis: Case of Yandex Data Center in Finland

L. Ermolaeva, L. Kokoulina, P. Ritala, S. Patala

SpBU, Russian Federation; l.a.ermolaeva@gsom.pu.ru

We combine championing and industrial symbiosis perspectives with an ultimate goal to uncover the underlying mechanisms of industrial symbiosis. To study this emergent topic, we conduct single in-depth case study of industrial symbiosis between Russian company, Yandex, and local district heating provider in Mäntsälä, Finland.

Growing concerns about the environment and rising demand for IT services add to this research practical importance. That is the fact because there is lack of research on how data center creators could decrease an environmental footprint through collaboration with other organizations such as municipalities, NGO, and other commercial firms.

We rely on existing (yet sparse) theoretical understanding of industrial symbiosis and championing processes and conduct semi-structured and in-depth interviews of championing of industrial symbiosis on both organizational and individual levels. Overall 15 interviews were conducted with representatives of 5 organizations.

Complementary Pension Plans as Practice of Compensation for Executives in Multinational and Multi-Latin Companies

M. Duque¹, L. Revuelto²

¹Universidad Icesi, Colombia; ²Universidad de Valencia, España; marcelo.duque@comomepensiono.com

This research aims to further the study of executive compensation, particularly exploring the role of supplementary pension plans and compensation practices of executives in multinational and/or multi-Latin companies, with special attention to those internal and external factors that may influence both its implementation, as well as the impact caused by its results.

The intention of doing this research stems from three (3) specific events addressed by the academic community, various multilateral institutions and a large number of nations, as a result of a genuine concern for the future of pensioned or retired citizens generating the following clearly observable facts: 1) the issue of the aging population in the world; 2) the reduction of revenue upon retirement; 3) the importance of an executive remuneration strategy and its retirement plan.

Our study has valuable findings and implications regarding the strategy of multinational companies, in reference to their remuneration strategy for senior management and loyalty mechanisms aimed at developing competitive advantages that translate into better corporate results.

The implications are large due to the great interest generated by this issue in many countries, particularly in Europe and America.

Differential Distances in Financial Performance of Multi-Latin Companies Due to Composition and Characteristics of Board of Directors in an Emerging Economy. Preliminary Study of Firms Listed at Lima Stock Exchange Market

N. U. Salcedo¹, S. Sehnem²

¹ESAN, Peru; ²UNOESC, Brazil; nsalcedo@esan.edu.pe

This preliminary paper studies the differences in the financial performance of multi-latin companies listed on the stock exchange market in Peru regarding composition attributes and characteristics of the boards. The literature review discusses the concepts of the attributes of the board of directors in relation to financial performance from perspectives such as agency theory and the theory of the firm in order to justify the study. The research takes as sample the Peruvian organizations registered as the top 500 companies in Peru by America Economía magazine contrasted with the 279 companies listed on the Lima Stock Exchange Market in order to have information on each organization and their boards. Finally, we obtained a sample of 126 companies with a total of 870 board members. The procedure, for this first study, considered only the mean differences through a correlational analysis and t-test analysis. From the results, it supports the hypothesis related to the variable representing the minority composition of the board and the hypothesis of permanence and shareholding such as characteristic of the board. The contribution of this study is to evidence the differences, about their Boards, in the firms listed in the latin-american stock exchange markets.

Emerging Market Multinationals: What Do the Main Studies Reveal?

F. Dal-Soto^{1,2}, M. B. d. Rosa², L. L. Klein¹, J. M. Monticelli²

¹University of Cruz Alta - Unicruz, Brazil; ²University of Vale do Rio dos Sinos - Unisinos, Brazil; dalsoto.gel@terra.com.br

The global market has been surprised by the rise of firms from the so-called emerging economies. Thus, this has called the attention of the academy and sets a background of the main studies on this phenomenon. From this, this article aims to analyse the scientific production on emerging market multinationals (EMMs) focusing on the main studies about this phenomenon. As research source, the data base Web of Science was used and the articles were selected through a systematic review, following the impact factor of the journal or the number of citations. After the filters and search criteria were applied, 21 articles were analyzed. The results show the rise of the studies on EMMs from the empirical growth of the phenomenon. However, as the academic evolution on EMMs is recent, there are several theoretical approaches explaining the phenomenon, with many both theoretical and pragmatic questions still being discussed or lacking support, which does not allow generating solid conclusions on the topic.

Integrating Highly Qualified Immigrants (HQIs) Into European Small and Medium-Sized Organizations: The Roles of Individual Effort, Organizational Support and Social Support

T. M. Kühlmann², R. Heinz¹, G. K. Stahl³, A. Hajro⁴, M. Vodosek⁵

¹Bayreuth Research Institute for Small and Medium-Sized Enterprises; ²University of Bayreuth; ³Vienna University of Economics and Business; ⁴Brunel University London; ⁵German Graduate School of Management and Law; torsten.kuehlmann@uni-bayreuth.de, ramona.heinz@uni-bayreuth.de, Guenter.Stahl@wu.ac.at, aida.hajro@brunel.ac.uk, Markus.Vodosek@ggs.de

Cultural diversity management is considered an important factor for the effective integration of immigrant employees into organizations. In this study, we developed and tested a model of how cultural diversity management in the form of organizational support and social support influence highly qualified immigrants' (HQIs) social integration into the organization above and beyond their individual efforts to integrate. We collected data from 175 skilled immigrants working in small and medium-sized enterprise in Austria, Germany, Italy and Spain. Our preliminary results show that individual efforts to integrate have no effect on social integration, but that organizational and social support are positively related to the social integration of HQIs and to their job satisfaction and organizational commitment. We also found that the relationship between both organizational support and social support and the individual outcomes of job satisfaction and organizational commitment are mediated by social integration. Our results suggest that effective integration is a task that an individual immigrant cannot shoulder alone and that cultural diversity management plays an important role in the integration of HQIs in the workplace.

Understanding Subnational Location Decisions of Multinational Enterprises

M. O. Laine

Turku School of Economics, Finland; markus.o.laine@utu.fi

This paper presents a qualitative research based on comparative interview analysis into the subnational location choices of foreign direct investments by several Finnish multinational companies into a single city in China. It attempts to address some of the omissions in existing, functionalist research and problematizes the relationship between firm characteristics and environmental influences. The role of knowledge spillovers in location decisions is addressed and differences in the influence of industry agglomeration and operation costs on different industries is noted.

What Makes a Great Leaders Look Great? Actual and Perceived Competence of Leaders

J. Nasher

Munich Business School, Germany; jack.nasher@munich-business-school.de

Research repeatedly showed the difficulty of assessing managerial competence and finding observable criteria of expertise. Success or failure have little influence on the perception of competence: Individuals can appear competent despite of failure and can seem incompetent despite of success.

Instead of objective criteria, individuals use naïve attributions in order to judge others' expertise. Increasing environmental complexity further heightens the difficulty to properly assess skills.

Despite of this lack of ability to properly assess competence, competence is nonetheless regarded as the most important trait in the professional context. In fact, as complexity grows, the need to rely on competent individuals is further increased.

By distinguishing between perceived and actual competence, judgment errors can be explained. Conversely, it appears suggestible for managers to not rely on their actual competence only but to also focus on their perceived competence.

Degree of Internationalization, Technology Intensity and Innovation: A Study on Brazilian Companies

B. D. Machado¹, A. C. Zen¹, M. Amal², M. I. Rhoden¹

¹Federal University of Rio Grande do Sul, Brazil; ²Regional University of Blumenau, Brazil; aurora.zen@ufrgs.br

The positive impact of internationalization over innovative capacity has been drawing attention in international business literature. In light of this context, the objective of this paper is to analyze the impact of the degree of internationalization over innovation in Brazilian companies, and the influence of technology intensity. We conducted a survey study was 166 companies from several manufacturing industries in Southern Brazil. The results point to a positive correlation between the degree of internationalization and innovation, which means that Brazilian companies with higher degree of internationalization are more likely to register a higher level of innovation. The results also indicate that the degree of internationalization behaves as an innovation predictor variable, suggesting a direct relation of impact. Finally, the results demonstrate a positive influence of technology intensity on the relation between the degree of internationalization and innovation. This means that the higher the technology intensity of a firm, the more likely the degree of internationalization may affect positively its innovativeness.

Cross-Cultural Managerial Risk-Taking: Exploring the Moderating Effects of Type of Consequences and Risk

H. Hemat, U. Yuksel

The University of Sydney, Australia; ulku.yuksel@sydney.edu.au

situational factors matter. Specifically, we found that collectivists prefer financial risk over social risk when the decision affects their personal self, but they prefer social risk over financial risk when the decision affects their in-group/collective self. Further, we show that the cushion hypothesis (which implies that collectivists are more likely than individualists to receive financial help if in need as a collectivist's social network acts as a financial "cushion") does not hold when collectivists' collective self is affected. However, individualists prefer social risk over financial risk, regardless of whether the decision affects their personal or collective self. Further, regardless of risk type, individualists prefer risk affecting their collective self over personal self. Thus, we demonstrate that risk type and affected self moderate the effect of culture on risk-taking. We discuss our theoretical and practical implications in the context of cross-cultural business settings.

Born Global Start-Ups' Strategy Patterns: Construction and Positioning Approach in Rapid Internationalization

S. A. Wiercinski

Kozminski University, Poland; sw@kozminski.edu.pl

This study applies the integrative approach to an ongoing debate in entrepreneurship and strategic management about opportunity exploitation and new market generation, focusing on particular strategies implemented by novice and expert entrepreneurs in born global start-ups. A multiple case study analysis of 17 born global, high-tech start-ups, new organizations focused on exploring entrepreneurial opportunities under uncertainty or high risk, which is typical for rapid internationalization process, unveiled new characteristics and perspectives on start-ups' entrepreneurial profiles, and patterns in implemented decision making logic paths. This research investigates how these strategies are being implemented and contributes to the understanding of dynamic decision making logic of born globals observed in the creation of new ventures, by identifying four specific strategy types, dependent on the entrepreneur's career path, experience and emphasis on control and prediction, at different stages of a start-up's life cycle. An important implication of these findings is that the antecedents predetermine not only the dominant decision making logic, but also the patterns of its dynamic changes at different phases of the life cycle.

Doing Business between Two Emerging Economies: The Determinants of Performance of Brazilian Wineries in China

N. C. Winckler, J. M. M. Souto, A. C. Zen, D. Callegaro de Menezes

Federal University of Rio Grande do Sul, Brazil; aurora.zen@ufrgs.br

Brazil is widely known as a commodity exporter for many countries around the world, among them China is one of the biggest markets to Brazilian products. However, this trade between emerging countries is still underexplored in international business literature. Considering the international marketing context between two major emerging economies - China and Brazil, the objective of this research is to analyze the determinants of Brazilian wineries performance in China. The intended method involves a qualitative research in an exploratory study. For the first stage is a secondary data analysis using databases such as Alice Web platform, the OIV and the IBRAVIN. Followed by in-depth interviews with the managers of Wines of Brazil network and exported wineries to China market with success or failure. Preliminary results indicated some difficulties to Brazilian wine enter in the Chinese market. Wine consumption in China is still recent since the consumption habit is not part of the local culture. Another element is the production capacity of Brazilian wineries to develop the Chinese market. The majority of these wineries is small and medium-sized, without international business structure and production volume to attend the China demand.

Exploring Employee Satisfaction in Multicultural Non Profit Organizations: An Examination of P-O Fit and Embeddedness

B. Poliner

Hilbert College, United States of America; bpoliner@hilbert.edu

Previous studies identified the need to investigate employee satisfaction when there is congruence between employee and organizational management values. There is interconnectedness of Western and non-Western cultures in collaborative ventures, and this study explored cultural differences on employee satisfaction and the impact on voluntary turnover in nonprofit organizations.

Employee turnover is costly. Satisfaction levels have implications on retention. This study investigated organizational culture in individualistic and collective societies to understand culture's impact on the employee satisfaction.

This study compared satisfaction at a US-based organization to a Chinese counterpart. Organizational values at nonprofit organizations can impact employee commitment to the organization. Exploring employee-organization relationships, is important to understanding the congruence of this relationship impact on overall job satisfaction and employee commitment to the organization. This is essential to organizational success. Using p-o fit and embeddedness theory as conceptual frameworks, data collected from a US organization was compared to data from a similar organization in China, to understand the importance of culture on employee satisfaction and the effect on turnover. Herzberg's theory of intrinsic and extrinsic motivation was analyzed across cultural lines, to explore their impact on employee satisfaction.

Differences were noted in satisfaction levels and perceptions in motivation between cultures.

Exploring the Marketing Activity of International New Ventures

I. Kowalik, E. Baranowska-Prokop

Warsaw School of Economics, Poland; iza123@sqh.waw.pl

The current literature indicates that the contribution of marketing to accelerated internationalization needs to be explored. In particular, the marketing activity of early internationalized firms still lacks proper attention.

In the proposed study we want to focus on the activity of International New Ventures (INV) originating in CEE countries. It primarily aims at identification and analysis of marketing tools and strategies applied by INVs and operationalization of the entrepreneurial marketing concept by the INV managers. We will attempt to find out if the level of EM orientation varies at different development stages and how the EM application may lead to accelerated internationalization.

Semi-structured individual interviews will be conducted within a sample of INVs originating in Poland, Czech Republic and Finland. The sample composition will enable comparisons of the representatives of V4 Group, with the mature market representatives.

A semi-structured interview protocol and card methodology (Muethel & Hoegl, 2007) will be applied in the interview. This method has been found useful for establishing facts based on intangible notions in the case of significant influencing variables (Jones & Rowley, 2012). The analysis of results will be based on quantitative and qualitative content analysis.

Failure as a Part of Experiential Learning in SMEs International Opportunity Creation

A. J. Kauppinen¹, A. Juho², K. Paloniemi¹

¹Oulu Business School, Finland; ²Prince Mohammad bin Salman College of Business and Entrepreneurship, Saudi Arabia; antti.johannes.kauppinen@gmail.com

This paper considers internationalization of SMEs from the perspective of experiential learning. Prior research has considered an individual entrepreneur's learning as a way to make sense of international markets and thus to create international opportunities based on that learning. However, the current literature still does not consider entrepreneurial failures to be opportunities for learning that can be understood as parts of internationalization. If we consider such failures to be learning opportunities, the internationalization process becomes discontinuous. The purpose of this paper is to describe international opportunity creation as an experiential and discontinuous process and to provide the new type of unit of analysis to study that process in a detailed manner. We contribute to the research on internationalization of SMEs by describing the units of analysis that are related to this discontinuity process and providing a unit of analysis with which to study that process: international project experiments.

High Performance Practices Bundles Impact on the Employees' Extra-Role Performance: The Mediation of Work Engagement

M. S. Ahmad

COMSATS Institute of IT, Pakistan; muhammad_shakil@comsats.edu.pk

The immense sea of competition in today's customer market can be managed in better way for increasing customer's base for the organization. The literature has provided support for attaining the above stated outcomes thru employees' extra-role performance apart from in-role performance. There exists a knowledge gap for examining the impact of high performance HR practices bundles on the customer contact employees' extra-role performance via mediation of work engagement. So, the current research shed light on the impact of KSA bundle and motivation bundle on the employees' extra-role performance thru mediation of work engagement. The base theory is the reformulation of attitude theory by Bagozzi (1992) and the data is gathered via questionnaires from 284 customer contact employees from governmental, private and privatized banks in Pakistan using convenience sampling technique. The data was analyzed thru AMOS 22 that showed that the work engagement significantly mediates the relationship between high performance HR practices bundles and the employees' extra-role performance. The elevated performance outcomes imply to have a more in-depth analysis of the scenario with longitudinal research in future.

How Can Global Leadership Competences Foster During Expatriation: The Role of Organizational Support and Cross Cultural Training

M. Berthelet

Magellan Research Centre, Russian Federation; marine.berthelet@hotmail.com

Corporations soon realized that developing globally competent executives could provide a key source of competitive advantage but still, it is agreed that they are facing a critical profile shortage and inadequacies of their training plans.

This led to an expanding research on that field where examining ways to develop culturally agile executives is receiving much attention, from academics and practitioners alike, reflecting the strong need for a deeper understanding of the gain of such competences.

Our research, summarized here, is exploring the development of such competences through the analysis of transformational experiences such as expatriation and through the global executive's perceptions of their learning experiences. It will also examine the role of preparation (training) and organisational support provided by Human Resources professionals.

Our research design, composed by four main phases, is made to deepen our understanding of the complexity of developing global leadership competences. We are applying a constructivist Grounded Theory methodology and have run face to face semi-structured interviews of global executives, expatriated in various multinational corporations' subsidiaries, located in Europe.

At this stage, our analysis leads us to promising categories showing a complex non-linear development without clear control from organizations.

Key words: global leadership, expatriation, cross-cultural training.

International Entrepreneurial Orientation- Twenty Years of

R. Dannecker Cunha², S. G. Moraes¹

¹ESPM, Brazil; ²Instituto Mauá de Tecnologia – Brazil; reynaldo.cunha@maua.br

There is an academic discussion about international entrepreneurial orientation (IEO), questioning whether is an independent construct or a subconstruct of entrepreneurial orientation in the international context. We conducted a bibliometric study using a scientific mapping method (SciMAT), more robust and accurate comparing to previous studies to understand how IEO evolves in the last twenty years, in order to clarify and fill a theoretical gap. The results indicate relevant issues associated with the study of IEO like performance, entrepreneurial orientation, entry mode, innovation, SMEs and international entrepreneurship. The evaluation also identified that there is evidence that this is an issue in consolidation, which gives rise to different approaches and reflections, presenting an avenue of opportunities for new studies and interpretations of the field.

Psychic Distance: Antecedents, Outcomes and Coping Modes

M. Ciszewska-Mlinaric

Kozminski University, Poland; mariolac@kozminski.edu.pl

The phenomenon of psychic distance (PD) has a long history of research, being either a central theme or a "ritual" variable in projects examining internationalisation. The extant evidence is rich, but far from offering clear and non-ambiguous explanations of whether, and how PD matters. Certainly, one reason for that are various operationalizations of the construct (from objective, country-level approach to subjective, individual level constructs). In light of recent debate, the current study examines PD at the individual level of owners/managers who are in charge of decisions concerning international expansion. In particular, it examines: (i) the antecedents of PD (at the individual-, firm-, and environment-level); (ii) PD effects for internationalization strategy (in terms of performance and adaptation to foreign markets); (iii) coping modes and instruments to deal with difficulties caused by distance. Preliminary findings (based on a sample of 233 Polish firms operating in low, medium and high-tech industries) reveal that: external antecedents are stronger predictors of PD than individual ones; PD affects adaptation and performance, however, its negative effects can be counterbalanced by coping mode and instruments, that have a positive impact on the accumulation of foreign market knowledge, adaptation to the foreign market, and performance.

Perceptions of Expatriates Facing Emiratisation Strategy in a World Leading Airline and Territorial Perspective in HRM

M. VALAX, J. RIVE

IAE Lyon Magellan Université Jean Moulin, France; marc.valax@univ-lyon3.fr, jerome.rive@univ-lyon3.fr

The article focuses on the analysis of Emiratisation strategies and consequences on motivation process in international human resource management of a leading airline. This territorial issue known as Emiratisation strategy is proving more and more problematic. Using a case study approach based on the results of a social auditing, we provide data that reflect how the world leading airline success story was perceived, interpreted and legitimated by those involved especially the human resources. We discuss previous explanations of Emirates airline business model from a critical territorial HRM perspective where the

interviewees revealed some sufferings, difficult expatriates' stories about poor job satisfaction despite the strong success of the business model.

Multinationalizing Service SMEs – Evidence from Finnish and Chilean Micromultinationals

L. Ciravegna¹, O. Kuivalainen², H. Vanninen², C. Felzensztein³, F. Rattalino⁴

¹King's College London, INCAE, United Kingdom; ²Lappeenranta University of Technology; ³Kingston School of Business; ⁴ESCP Europe; luciano.ciravegna@incae.edu, olli.kuivalainen@lut.fi

The present study examines micromultinationals' (mMNEs) decision to engage in FDI, focusing on service providers. Literature has often assumed that SMEs use low-commitment international market modes, such as exporting, whenever possible. This study integrates research on service internationalization and born global / international new ventures to explain how being a service provider influences the multinationalization of mMNEs. We examine existing research in light of four case studies of Finnish and Chilean service providers that have operations in multiple countries. The findings suggest that the elements central to services internationalization research are among the explanatory factors also in service micromultinationals' multinationalization. Such elements include the knowledge-based and relatively movable nature of their key asset, human capital, and the low cost of subsidiaries. As in professional services, the customer-support element provides important incentives to invest abroad, as well as the wish to have a physical presence where concentrations of potential clients are located. Yet, the international experience and attitude of the entrepreneurs also play a role. Service micromultinationals' internationalization combines features that are typical to service MNEs with the aggressive and entrepreneurial behaviour of BGs/INVs.

Localization of Top Management at Japanese Automobile Assemblers' Subsidiaries in North America

Y. Zhao¹, S. Ishii²

¹Osaka city university, Japan; ²Osaka city university, Japan; choijun1023.tp@gmail.com

Japanese MNEs have typically used a large number of expatriates, and the localization of top management at their foreign subsidiaries has been delayed compared to that of Western MNEs. In addition, a number of expatriates in Japanese MNEs' subsidiaries have caused problems. On the other hand, studies in recent years have emphasized the positive aspects of expatriate managers at foreign subsidiaries. Moreover, little attention has been paid to the relationship between top management localization and subsidiary equity ownership in previous studies. To bridge this gap between our research interest and the evidence of previous studies, we analyze the changes in CEO localization at Japanese auto assemblers' subsidiaries in the United States and Canada in the context of MNEs' equity ownership at their subsidiaries. Our sample consists of 15 manufacturing subsidiaries from 1982 to 2015. Regarding top management localization, our data shows that Japanese auto assemblers have a tendency to localize subsidiaries' CEOs over a couple of decades. Furthermore, our data indicates patterns of relationships between equity ownership and CEO localization at the subsidiaries. We also found different features of CEO promotion among the wholly owned subsidiaries of Toyota, Honda, and Nissan.

It's Simply Complicated! On the Subsidiary Strategic Activities Post Mandate Gain

N. Memar¹, U. Andersson^{1,2}

¹Mälardalen University, Sweden; ²BI Norwegian Business School, Norway; noushan.memar@mdh.se

It is crucial for multinational enterprises (MNEs) to be innovative so as to secure and gain competitive advantages (Nowacki & Bachnik, 2016). Considering this, many MNEs have divided their value chain and distributed the activities such as R&D across different subsidiaries (Demirbag & Glaister, 2010; Contractor, Kumar, Kundu & Pedersen, 2010). Although international R&D is not a new phenomenon (Ambos & Ambos, 2011), sourcing parts of R&D combined with rapid globalization have boosted the R&D mandating within subsidiaries. Interestingly, there is little evidence on how R&D mandate gain of the subsidiary increases the likelihood of subsidiary innovation.

In this study, we test the strategic activities of subsidiary's managers ex post gaining an R&D mandate on strategic learning of the subsidiary, to not only explain but to evaluate the effects of these activities and capability enhancements on the subsidiary's innovation. This research contributes to the existing literature by studying the effects of subsidiary managers' different activities on subsidiary innovation.

The Impact of Market and Non-Market Strategies on Firm Performance: Evidence from the Electricity Sector in Sub-Saharan Africa

M. D'Amelio¹, J. Doh², L. Piscitello¹, P. Garrone¹

¹Politecnico di Milano, Italy; ²Villanova School of Business, US; matilde.damelio@polimi.it

In this paper, we develop an integrated framework to study the impact of market and non-market strategies (i.e., corporate political activity and corporate social responsibility) on economic and social performance. Four dimensions of performance are examined: reputation, efficiency, access to strategic resources and, economic performance. We employ dictionary-based content analysis to measure firm strategy and performance and we conduct a Tobit estimation to test the association between these variables. Our sample is composed by firms that invested in electricity infrastructure projects in sub-Saharan Africa from 2000 to 2014 and that are part of the supply chain of the electricity sector. Results show that each dimension of performance has a different degree of sensitivity to market and non-market strategies.

The Influence of Exporter's Incentives on Overseas Importer Performance

P. Suwannarat, W. Waranantakul

Maharakham University, Thailand; pornlapas.s@mbs.msu.ac.th

When exporters use foreign independent intermediaries to promote their products in international markets, setting appropriate incentives is crucial in the success or failure of export ventures. Previous research in exporting has focused on export price setting. Indeed, importers usually carry products from more than one supplier, giving them the freedom to decide which products to promote actively in the foreign market and which ones not to promote. As such, the importer has alternatives if it is

not satisfied with the return of one range of products. This puts the exporter in a situation of internal competition with the importer's other product lines. Managing a channel relationship successfully requires the exporters to overcome this internal competition via incentives. However, to date a large number of studies mainly focus on the financial incentives, hence this study will use multidimensional approach by focusing on various incentives. Also, this study will concentrate on the effect of trust as the moderator in moderating the relationships between export incentives and overseas distributor performance. This is the original attempt to focus in this issue. The population of this study will be exporters in the official database of Department of Export Promotion, Ministry of Commerce, Thailand.

The Internationalization of a Family Business From an Emerging Market

D. Floriani, W. Goede

UNIVALI, Brazil; dinora@univali.br

This article aims to contribute to the development of the theory of internationalization of family businesses (FBs), especially those in emerging market (EM). The central question of this study focuses on how the family influences the pace, scope and rhythm throughout the process of internationalization of a global leader from an EM. The qualitative research is supported by the technique of a single case study, based on in-depth interviews, storytelling and secondary data. It was found that the pace of internationalization was rapid and the geographical scope broad, in view of the significant growth in the number of countries in which the company operates. The rhythm of internationalization has gone from irregular to regular, with the opening of new subsidiaries and production units. The combination of firm-specific advantage with the managerial capabilities and with the fact of being a FB helps the company to overcome the liability of foreignness and liability of location, giving it the opportunity to compete globally as one of the top three global players in its sector.

The Non-Interference Policy and Chinese State-Owned Multinational Enterprises in Africa: A Political Strategy Perspective

R. Fon¹, F. Filippaios²

¹Kent Business School, University of Kent, United Kingdom; ²Kent Business School, University of Kent, United Kingdom; rm530@kent.ac.uk

Most analyses of China's contemporary engagement with Africa examine this renewed relationship mostly from the level of the Chinese and African governments and little recognition is given to the importance of the Chinese multinational enterprise as a driving force of Chinese policies in Africa. This article views the contemporary Sino-African relations from this less examined perspective – the perspective of the Chinese multinational enterprise. We utilise new institutional theory that recognises that MNEs are faced with pressures to be institutionally isomorphic within the host country that they operate in (external legitimacy) and a political strategy typology to analyse how Chinese SOMNEs achieve and build legitimacy in Africa. Adopting an interdisciplinary approach that integrates the international business and political economy literature, we argue that the Chinese foreign policy of non-interference is not only to win the hearts of African regimes but also part of an overall political strategy aimed at building the legitimacy and ultimate survival of Chinese SOMNEs.

The Liability of Foreignness in the Russian Automotive Market: Micro-Political Perspective

V. Krylov¹, V. Montenero²

¹University of Lorraine, France; ²University Paris-Dauphine; valery.krylov@univ-lorraine.fr

We analyse here the case of a middle-sized company of the automotive industry, which implemented its business in Russia, from project definition, to its failure, including knowledge transfer to a subcontractor. Challenges of the Western company have entailed several changes in organization and management of the local subcontractor. We aim at assessing how the institutional differences and actors' strategies have influenced the project. The comparative institutional literature and micro-political approach allows us to disentangle the interplay between local and Western actors' games within transforming settings of the opaque and moving Russian institutional and market contexts. Our methodology is based on the analysis of internal documents as well as semi-structured interviews of participants to the project in Western Europe and in Russia. The in-depth case-study reveals several divergent actors' logics leading to the final project breakdown.

The Role of the Country Manager for Subsidiary Development

M. M. Raziq¹, G. R. G. Benito², J. Igoe³

¹COMSATS Institute of Information Technology, Islamabad, Pakistan., Pakistan; ²BI Norwegian Business School; ³National University of Ireland, Galway; mustafa@comsats.edu.pk

Subsidiaries evolve over time, partly through their own actions and initiatives, but little is known about the role of the subsidiary manager in this process. Previous studies have focused on the organisational level with little attention paid to the role of subsidiary managers. This paper addresses this gap by exploring the associations between the subsidiary manager professional characteristics and subsidiary development. Drawing on evidence from 429 foreign subsidiaries in New Zealand, this study finds that subsidiary manager and their managerial characteristics are key contextual contingencies to subsidiary development. Results link the location of subsidiary manager, their overseas managerial experience, and expatriation to subsidiary development.

TMT Nationality and the Influence on Entrepreneurial Orientation

F. Orban, T. Dauth

HHL Leipzig Graduate School of Management, Germany; fabienne.orban@hhl.de

Entrepreneurial orientation (EO) serves as competitive advantage for firms. EO oriented firms tend to be more innovative, proactive and risk-taking. Scholars claim that an important role in EO research can be assigned to the top management team (TMT) as it allocates financial resources and takes strategic decisions. While the number of international TMTs is increasing, scholars are currently debating about the advantages and disadvantages of international TMTs. In almost the same manner, the question rises whether an international TMT fosters a firms' EO and ultimately influences firm performance and competitiveness. Drawing on upper echelons theory and contingency factors, we aim to shed light on the characteristic of TMT

nationality and the influence on a firms' EO. Our analysis is based on a European sample of 99 firms across Germany, the Netherlands, the United Kingdom and Switzerland from 2010 and 2011 which results in 198 firm year observations. Using a dictionary for innovativeness, proactiveness and risk-taking, we conduct a computer-aided text analysis of the letter to shareholders.

Board Attributes and Foreign Shareholdings in Portuguese Banks

V. Pereira¹, J. Filipe²

¹Instituto Superior de Contabilidade e Administração de Lisboa, Instituto Politécnico de Lisboa and Instituto Universitário de Lisboa (ISCTE-IUL), BRU-IUL (UNIDE-IUL), Portugal; ²Instituto Universitário de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL) and Information Sciences, Technologies and Architecture Research Center (ISTAR-IUL), Lisboa, Portugal; vmperreira@iscal.ipl.pt

This research studies the effect of some characteristics of the board of directors in terms of foreign shareholdings. For that, all Portuguese banks operating in 2011 were considered. In terms of board size no particular significance in the banks' foreign shareholdings was identified. Moreover, it was tested the relationship between Board diligence and Foreign shareholdings and no relationship was obtained between these variables. Finally, the association between Board commissions and Foreign shareholdings was analyzed. A significant effect in the variable Board commissions was verified when the control variable Listed was added to the study. However, the regression results present a negative relationship, meaning that the existence of board commissions may have a negative effect in the Foreign shareholdings. So, it seems that Portuguese market regulators and policy makers need to develop other kind of measures in order to better inform investors. The Portuguese banking system needs to have a stronger disclosure of information made by banks, in particular banks that are not listed.

Acknowledgements

The authors acknowledge financial support from Fundação para a Ciência e a Tecnologia, research project UID/GES/00315/2013.

The Moderating Effect of National Culture on the Efficacy of Trust Building Processes: An Event Study on Trust Building Mechanisms in Strategic Alliances

P. W. H. Dahlgrün, A. Bausch

Justus Liebig University Giessen, Germany; philipp.w.dahlgruen@wirtschaft.uni-giessen.de

By integrating insights from transaction cost theory, research on national cultures and its influence on trust building processes, we develop hypothesis how national culture affects the efficacy of specific governance mechanisms in strategic alliances that—as we argue—primarily rely on trust as mediator. We test these hypotheses by applying event study methodology analyzing the stock market reactions to announcement of entering strategic alliances and joint ventures.

Our first results based on 98 joint venture announcements solely—this paper is work in progress—reveal that the right choice of governance mechanism depends on the power distance of the announcing firm. Only firms from a national background of low power distance can benefit from prior ties when entering strategic alliances with a partner firm. In turn firms with high power distance appear to be better able to use general alliance experience to demonstrate trustworthiness. Thus, these preliminary results already demonstrate important boundary conditions for the efficacy of trust related governance mechanisms in joint ventures.

In the next steps we will enlarge our sample significantly thereby including (non-equity) strategic alliances, include additional control variables and further refine the applied event study methodology.

Alliance Diversity and Firm Performance: The Moderating Effect of Alliance Strategies

K. Li, F. Wang

King's College, United Kingdom; kathy.li@kcl.ac.uk

To what extent do having partners from different nationalities in alliances and possessing different alliance governance structures affect firm performance? Studies on the impact of alliance diversity on firm performance present mixed findings. This paper explores the potential moderating effect of alliance strategies on alliance diversity and firm performance. Using the resource based view, the paper argues that the impact of alliance diversity on firm performance may change depending on whether a firm chooses a standalone or portfolio alliance strategy. A standalone strategy may not encourage managers to recombine the resources from diverse partners as each alliance is managed independently from each other. In contrast, for firms that adopt a portfolio strategy, diversity may be better leveraged because a portfolio strategy encourages managers to evaluate all alliances based on firm's overall corporate objectives rather than on individual alliance objectives. Therefore, a portfolio strategy is likely to strengthen the relationship between alliance diversity and firm performance while a standalone strategy is likely to weaken it.

Co-Evolution of MNE and Institutional Environment: A Story of Pharmaceutical Manufacturer

A. Karhu

Turku School of Economics at University of Turku, Finland; anna.karhu@utu.fi

This study focuses on understanding the co-evolution of MNE and institutional environment. It builds a theoretical framework based on institutional logics and co-evolution perspective. The paper takes the view point of an MNE and follows its development through time in relation to industry development. Thus, the paper relies on historical analysis of a retrospective single case study. The paper contributes to the discussion on the role of active agency in institutional change by developing our understanding on MNE's institutional environment.

Determinants of Speed of Internationalization – Proposed Effects of International Experience, Knowledge Transfer and Institutional Knowledge

N. Åkerman

Linnaeus University, Sweden; niklas.akerman@lnu.se

Leaning on a conceptual framework related to speed of internationalization, international experience, knowledge transfer and institutional theory this study proposes that an understanding of country-specific institutional contexts need to be taken into account in order to understand the variance in the speed of internationalization of traditional small and medium-sized firms (SMEs). Responding to a need of better understanding the moderating factors determining the speed of internationalization processes this paper takes an integrative approach to suggest a number of propositions for future research. With the aim of contributing to internationalization process theory it is proposed that there are positive associations between international experience, successful intra-unit knowledge transfer across borders, and knowledge about how institutional contexts influence the transferring of experiential internationalization knowledge and the speed of future internationalization. It is further proposed international experience has an accelerating effect on the speed of subsequent internationalization.

Diversity Management Glocalization? The Case Study of Pharmaceutical Companies' Subsidiaries in Central and Eastern Europe

E. Velinov¹, R. Bendl²

¹University of Economics, Prague, Czech Republic; ²University of Business and Economics, Vienna; emil.velinov@vse.cz

This paper investigates the diversity management in pharmaceutical multinational companies and specifically of their official entities in Central and Eastern Europe. It argues that diversity management measures vary between headquarters and subsidiaries as the country regulations on diversity are different across Europe. Data was gathered on diversity management through secondary information of top ten US-based pharmaceutical companies' websites (listed in Fortune 2000) and their code of conducts. The covered US pharmaceutical companies possess operations in the CEE region. It is employed descriptive statistics showing that the local subsidiaries in Central and Eastern Europe refer mainly to the code of conduct of the parent company without having their own code of conduct. The results of the paper demonstrate that diversity management measures differ widely between headquarters and subsidiaries and that many of the diversity dimensions (e.g. visible and non-visible dimensions e.g. gender, age, sex, sexual orientation, disability, nationality, ethnicity, minorities, religion and education background) are not covered at all in the subsidiaries in the CEE region.

Gingando Outside Brazil: The Meaning of the Consumption of Brazilian Capoeira in Germany

M. Bussab Porto-da-Rocha, V. Iara Strehlau, G. Rossi

ESPM, Brazil; bussab.mariana@gmail.com

Capoeira, a mixture of fight, music and art is a genuinely a Brazilian cultural manifestation that has transformed into an international phenomenon: it is present in over 150 countries. This study aims the understanding of the meaning that the consumption of Brazilian capoeira represents for foreigners. As theoretical implication, the understanding of capoeira's internationalization can lead us to a better knowledge of global communities, while from the managerial point of view it can lead to a better understanding of Brazil's brand identity.

Innovation Deployment: (Re)Thinking the Transfer and Diffusion of Innovation in Multinational Firms

M. Guérineau¹, S. Ben Mahmoud-Jouini², F. Charue-Duboc³

¹i3-CRG, Ecole Polytechnique, Université Paris Saclay, France; ²HEC, i3-CRG, France; ³i3-CRG, CNRS, Ecole Polytechnique, Université Paris Saclay, France; querineau.mathias@gmail.com

Since the emergence of the phenomenon of reverse innovation, the classic paradigm of the international diffusion of innovation from developed countries to emerging countries through the transfer of innovations from the "headquarters country" to subsidiaries has been called into question. This reconsideration of paradigms has led to reflections about new conceptual frameworks for understanding this downstream phase of the innovation process in the context of its internationalization. In this paper, we attempt to address this phase, which, unlike the ideation, research, and development phases already examined in numerous studies, remains underanalyzed. In this paper, we propose the concept of innovation deployment, and will specify the analytical dimensions needed to permit a better understanding of these phenomena.

Institutional Perspectives on Entrepreneurship in Emerging Economies

D. A. Rwehumbiza¹, M. A. Marinov²

¹University of Dar es Salaam, Tanzania; ²Aalborg University, Denmark; marinov@id.aau.dk

There has been limited attention devoted by institutional theory in relation to its impact on entrepreneurship. Considering research conducted on entrepreneurship the devotion associated with the impact of institutions has been to a certain extent restricted apart from some current research trends towards the investigation of the interconnectedness between institutional behaviour and entrepreneurial activities.

The institutional perspectives on entrepreneurship relates to Scott's institutional pillars on related to opportunity creation, identification and utilization, establishment of new firms, their early growing, and eventual withdrawal.

This paper takes the perspective of the role of weak institutions found in the emerging economy contexts. There is scant body of publications based on empirical research on entrepreneurial growth in contexts with weak institutional fields. Seminal literature on the impact of institutional fields on entrepreneurial activities suggests that creative entrepreneurship will be expected to be at a comparatively limited extent wherever the inducements assisting it are feeble. Generally, entrepreneurs evaluate the inducements presented to them by the wider environment including the environmental characteristics acknowledged as formal and informal institutions. The relative significance of the impacts of the two groups of institutions is critically evaluated in two specific contexts characterised by weak institutional fields.

The Position of 'Liability of Foreignness' and 'Value of Diversity' in International Business Studies - A Visualized Approach based on AIB Conference Proceedings 2006-2015

G. A. Wührer, Z. Bilgin Wührer

Johannes Kepler University, Austria; gerhard.wuehrer@jku.at

The key terms 'liability of foreignness' and 'diversity' and their relative importance within other concepts in international business studies are examined by an extensive literature review and a bibliometric approach, for which 6158 full text AIB conference proceedings of the years 2006 to 2015 are used. Intersections of both concepts with each other and their links to major IB topics in theoretical and empirical studies like internationalization, networks, market entry, foreign direct investments issues, multinational companies operating in foreign countries and emerging markets seem to dominate the discussion both journal articles and as results of bibliometric mapping shown in the full text data of 6158 conference proceedings used for this study.

Learning from Wasta: The Arab Way of Managing and Doing Business

N. Sultan¹, D. Weir², S. van de Bunt³

¹A'Sharqiyah University, Oman; ²Northumbria University, UK; ³Vrije Universiteit Amsterdam, Netherlands, The; s.vande.bunt@vu.nl

In many Arab countries the word wasta evokes negative sentiments amongst its citizens. Media outlets and government announcements never fail to denounce it. However, wasta is widely practiced in Arab countries. In many situations wasta is accepted as a normal feature of their societies. Wasta is a way of overcoming personal and/or family problems or providing solutions to dilemmas in societies that have limited opportunities for progress and development. This phenomenon has intrigued many people and raised questions of its origin, reasons and consequences. There are many dimensions to this phenomenon: historical, cultural, social, political and international. This paper explores and analyses wasta from those angles and raises questions on the opportunities of wasta to exist as a means of managing and conducting business in the Arab World alongside other social networking practices that occur across the globe.

The Influence of Joint Spousal Decision Making on Purchase Intentions: A Study of Children's Furniture in India

A. Bogdanovs, A. Kainth, M. Pasquine

Norwegian University of Science and Technology (NTNU), Norway; mark.pasquine@ntnu.no

Purchase decisions in families are often a joint decision including both spouses. For example, findings from research on the decision making process with respect to furniture products for children in Indian families shows that many of these decisions are made jointly; i.e. both spouses are involved. This suggests a need to understand how joint decision making influences purchase decisions to better inform marketing strategy. In order to understand the purchase decision process involving both spouses, we propose a refinement of the theory of planned behavior by incorporating a new explanatory variable representing the degree of joint spousal involvement in the decision making process. This model is tested in an Indian context and results from an estimated structural equation model reveal that spousal involvement in decision making has a positive influence on purchase intention. However, the total effect of joint spousal involvement in decision making is negative, as it has negative indirect influence through other antecedents of purchase intention.

Co-Evolutionary Perspective of Corporate Social Responsibility in Multinational Corporations: A Preliminary Finding

S. Nair¹, Y. T. Chew², M. Sandhu³

¹Monash University Malaysia, Malaysia; ²Monash University Malaysia, Malaysia; ³Monash University Malaysia, Malaysia; chew.yin.teng@monash.edu

The aim of the study is to understand the factors and processes that lead to effective strategic Corporate Social Responsibility (CSR) approaches across a MNC's global footprint. Extant literature has examined this issue from institutional, resource-based and strategic management theories with a lacking in integrated view to explain the complex dynamics evolving in shaping CSR approaches across MNC entities, at both headquarter (HQ) and subsidiary levels. Drawing on co-evolutionary theory, interviews with HQ and subsidiaries of C1 reveal that, (1) Leadership commitment to strategic CSR appears to be high at HQ level, but fairly limited at the subsidiary level; (2) Organizational strategy in managing CSR is largely top down; (3) the CSR co-evolutionary capabilities at C1 appear to be on a lower level. Based on criteria set in co-evolutionary theory, C1 appears to fit the "Hierarchical selection" model. C1's CSR demonstrates the characteristics of companies that have hierarchical selection models, i.e. CSR strategies are driven top down by HQ, with local managers merely implementing fairly standardized HQ-mandated strategic initiatives. There are limited awareness of group level policies on strategic CSR. This may also partially explain the apparent lack of recognition at host country level for the subsidiaries involved in this study.

Coevolution for the Dually Embedded MNE Subsidiary

P. Ryan¹, J. Clancy², U. Andersson³, M. Giblin²

¹Trinity College Dublin, Ireland; ²National University of Ireland, Galway; ³Malardalen University; paul.ryan@tcd.ie

This paper contributes to the emerging literature on the subsidiary in its dual context (Achcaoucaou et al., 2014; Ciabuschi et al., 2014, Figueredo, 2012; Meyer et al., 2011; Mudambi and Swift, 2012). However, this paper departs from the above studies, which all take a rather static view of the dually embedded subsidiary. A dynamic co-evolutionary perspective is taken, by longitudinally tracking the guided coevolution of subsidiary role and local network's knowledge stock. We subscribe more to the complementarity for balanced coevolution in both contexts (Ciabuschi et al., 2014) over the trade-off thesis in that reliance on one context for resources may limit access to resources in the other context (Gammelgaard and Pedersen, 2010). We show how the subsidiary is both a catalyst and coordinator of resource and knowledge flow in a form of guided coevolution to ensure requisite variety and hence accentuate the importance of dual embeddedness in understanding subsidiary evolution.

CSR Evolution and Standardization in Emerging Multinational Corporations Operating in Developed Countries: Towards a Theoretical Framework

G. G. Reis¹, E. M. d. Silva²

¹Fundação Getúlio Vargas, Brazil and PPGA/FMU, Brazil; ²Fundação Getúlio Vargas, Brazil; elicianems@gmail.com

The topic of corporate social (and environmental) responsibility (CSR) has been extensively covered by the academic literature, mostly on the context of developed countries' firms. Despite the increasing internationalization and distinctive characteristics of emerging multinational corporations (EMNs), little is known about how their CSR initiatives progress when they invest in more developed markets like in Europe or the US. To address this gap our article combines concepts from global value chains theory and from conventions theory to explore how CSR evolution is triggered, standardized and ingrained in the EMNs which internationalized to developed markets. As a result, an integrative theoretical framework is proposed that addresses how CSR gradually evolves in the ENS; three theoretical propositions are also presented.

Cultural Frictions in Post-Merger Integration Processes: A View on 'Face' when Dealing with Asian Counterparts

M. Durand

Aarhus University, Dk & Groupe ESC Troyes, France; murielDurand_ic@yahoo.com

This is a methodological paper that aims at redressing one measurement problem when studying cultural effects, relying on ready-to-use measures in cross border acquisitions CBA studies. The paper presents the stages for building and developing a self-grounded instrument in order to investigate managerial perceptions during cross cultural interactions in international mergers and acquisitions (IM&As). Validating critical incidents (CI) is presented as one way to move towards building a rigorous measurement. The critical incidents generated from a previous study can be incorporated into a measurement tool used to develop an index of cultural friction assessing managerial reactions to the M&A process. The nature of this friction derived from face concerns is discussed. Potentially, this line of research could allow for a richer evaluation of factors that both promote and hinder successful IM&As.

Developing a Framework for the Diversification Mechanism and Financial Liquidity of the Construction Firms in the UAE

N. Al Seyagh, B. Sundarakani

University of Wollongong in Dubai, United Arab Emirates; balansundarakani@uowdubai.ac.ae

The construction industry is an integral part of the to the UAE economy. The industry has been considered to be one of the key sources of the employment, the income and growth and contributing to approximately 14 %to the UAE's GDP (DED, 2014). Stakeholders within this sector has suffered greatly as a result of the global financial crisis proceeded by the Dubai financial crisis and many have diversified their operations in order to improve their capability to cope with financial distress. Prior empirical studies reveal inconclusive findings on the successfulness of these attempts and a comprehensive investigation into the effectiveness of diversification strategies and performance is lacking. This research is an attempt to fill a part of this research gap by examining the effectiveness of diversification strategies by combining information on firm diversification type, level and mode to establish their combined effect on financial liquidity. The proposed framework and the initial findings of the research will be useful for the construction firms existing in the UAE to plan for strategic decisions and to prepare proactive liquidity measures.

Longitudinal Development of Estonian Born Globals

T. Vissak, J. Masso

University of Tartu, Estonia; tiia.vissak@ut.ee

This paper aims to identify which development paths Estonian born globals and born internationals have followed since their establishment in terms of their export patterns. It concludes that early internationalization did not negatively affect young firms' survival and growth: Estonian born globals' and born internationals' export survival was considerably higher than other exporters' export survival. On the other hand, most of these firms had experienced export decrease of at least 25% and complete market exits have been relatively common.

Indirect Foreign Direct Investment – The Subsidiary Autonomy Context

J. Cieslik¹, K. Obloj¹, P. Trapczynski²

¹Kozminski University, Poland; ²Poznan University of Economics, Poland; piotr.trapczynski@ue.poznan.pl

The recently available empirical data on outward foreign direct investment (OFDI) demonstrate a surprisingly high incidence of OFDI undertaken by parent firms which are themselves being controlled by foreign parents. This phenomenon can be described as indirect FDI (or IFDI). We investigate this issue from the perspective of subsidiary autonomy within the MNE. We draw from the literature on subsidiary autonomy and initiatives in order to frame the problem of IFDI around subsidiary internationalization and its antecedents. Our quantitative study is based on secondary data on 121 subsidiaries of MNEs in Poland investing in further countries. It provides partial support for the claim that subsidiary autonomy results in a higher degree of subsidiary internationalization. Moreover, we find support for the notion that subsidiaries of parent firms having a tax advantage towards the country of the subsidiary (i.e. "fake" parents actually controlled by the subsidiary itself) are more active in internationalization than subsidiaries owned by "actual" parents.

Initial Market Entry Process into an Emerging Economy: A Legitimacy Perspective

A. Decker, I. Adhiambo Fulop

Aalborg University, Denmark; decker@business.aau.dk

From a perspective of legitimacy, this qualitative case study investigates the process of initial market entry a into developing economy by a smaller firm from a developed economy. Legitimacy provides access to scarce resources which smaller ventures frequently lack when entering new markets. We argue that gaining legitimacy involves an interactive process between the seeker and the evaluator of legitimacy. Factors that determine how legitimacy is achieved are country of origin effects, characteristics of products and services, as well interaction with state institutions.

Market-Related Key Influences on the Internationalization of the easyJet

F. Kellermann¹, J. E. d. O. Cabral², A. C. Lima², J. C. J. Nagengast¹

¹University of Deggendorf; ²UNIFOR Universidade de Fortaleza, Brazil; ednilsoncabral@gmail.com

This paper analyses the market-related key influences on the emergence of a Born Global Firms (BGFs) in the airline industry. The main question is: What market-related key influences favoured the rapid and early internationalization of the low-cost airline easyJet? Hence, the general objective is to critically analyse what market-related key influences were responsible for the rapid and early internationalization in the case of easyJet. In order to achieve answer this objective the appropriate methodology of a single case study content analysis approach was chosen. Hence reference is made to various documents and archival records such as books, company documents, company websites, journal articles, newspaper articles, official statistical data and other Internet sources. The time period under consideration is from the 1995 to 2000, which is the start-up phase of easyJet. The results show that the market conditions of the low state protection in the home country, the strong opportunistic behaviour of easyJet when selecting the host country, the high internationality and extensive use of technology in the airline industry has promoted the early and rapid internationalization of easyJet.

Network Cohesion of Interlocking Directorates in a Dependent Capitalism

M. Zdziarski

University of Warsaw, Poland; mzdzarski@wz.uw.edu.pl

The relationships of multiple firms linked by interlocking directors are among classic subjects of studies within social network theory in organizational research. Interlocking directorates enable exchange of information and resources between two or more firms that are linked by a director who participates in their boards. The phenomenon of interlocking directorates is a major area of research in management, sociology and political science, and has been investigated across different countries, cultures and governance systems. Yet little research on interlocking directorates has been conducted so far in IB literature, despite the growing interest in role of networks in internationalization. The aim of this study is to fill this literature gap and to contribute to discussion on varieties of capitalism. The empirical context of study presented here is that of the largest dependent capitalist country in Central Europe. Social network analysis methods are applied to characterize network patterns that emerged due to new institutional setting of capital market created 25 years ago

Patterns of R&D Relocation Activities and Co-Location to Offshored Production Sites

S. Kinkel

Karlsruhe University of Applied Sciences, Germany; steffen.kinkel@hs-karlsruhe.de

In recent years, after a wave of production relocations, also relocation of R&D to low-wage countries, particularly in Asia, has become more important. This paper analyses which motives and characteristics are important for both R&D and production relocations, and thus may serve as a precondition for co-location strategies. The analysis is based on data of 1,484 German manufacturing companies from the European Manufacturing Survey (EMS). Results show that labour-cost-oriented relocations and market-oriented offshoring strategies bear the highest potentials for foreign R&D and production co-location strategies, whereas seeking of innovative knowledge and highly-qualified personnel rather call for separated foreign R&D units.

Risk Management on Attracting FDI to Infrastructure Projects in Emerging Markets: A Conceptual Model

Z. Sabbag, M. H. Ogasavara, F. A. Turolla

ESPM, Brazil; zake.sabbag@gmail.com

Attracting international private capital through foreign direct investment (FDI) to infrastructure projects in emerging markets is critical, considering shortage and high costs in domestic markets. The success of this process involves the understanding of the risks associated with these investments and setting effective strategies to mitigate these risks. Literature comprises a wide variety of risk models and management strategies, although they neither propose a uniform terminology nor evaluate the impact of those strategies on projects performance. The aim of this paper is to contribute to International Business and Project Management literatures with theoretical considerations and the proposition of a conceptual model that evaluate the effectiveness of risk mitigation strategies. Institutional theory, FDI attraction and entry modes are employed as theoretical lenses of the model, while discussion on projects risk and performance assessment incorporates liability of foreignness and outsidership concepts. The suggested model contemplates three perspectives of risks: country, sector and project; considers mitigation strategies related to capital structure and financing, entry modes and project governance, and evaluates the effectiveness of these strategies through the impacts on projects performance. In the last section, final considerations and limitations are presented, along with the suggestions for future research.

Strategy Creativity in Multinational Subsidiaries: The Impact of Subsidiary Ceo Entrepreneurial Self Efficacy

D. O'Brien¹, P. S. Scott², U. Andersson³

¹Dublin City University, Ireland; ²National University of Ireland, Maynooth; ³Malardalen University, Sweden; donal.obrien@dcu.ie

The ability of some subsidiaries to negotiate with headquarters and enhance their strategic capabilities within the multinational corporation (MNC) is broadly accepted but little is known about the impact of individual subsidiary managers on this process. We suggest that tensions between the headquarters and subsidiary perspectives demand a greater focus on the microfoundations of subsidiary development. Taking a microfoundations approach this paper focuses on the attributes of the most senior manager in the subsidiary, the subsidiary CEO. Specifically the entrepreneurial self-efficacy of these managers is analysed to assess the related impact on the propensity for the subsidiary to be creative in their strategic approach. In a time when subsidiaries are coming under increasing pressure to meet the conflicting demands of innovation and integration in complex MNCs, this research contributes by outlining crucial attributes required by individuals managers tasked with developing the scope for strategy creativity.

TMT's Attitudes Toward Foreignness, The Role of Entry Modes and Internationality of Small and Medium-Sized MNE's

D. Tanganelli

Universitat Internacional de Catalunya, Spain; databer@uic.es

In this study, we investigate how the level of equity invested in foreign ventures and the orientation of the top management teams toward international markets influence the degree of internationality of small and medium-sized MNEs. Using the Perlmutter paradigm, the Upper Echelons theory and the FDI literature on entry modes, we postulate and empirically illustrate that a geocentric approach (a global mindset that remains perceptive to local differences) is associated with a higher level of internationalization. Conversely, modes of entry that imply a greater commitment relative to the equity investment made in the host country such as the creation of wholly owned subsidiaries are not necessarily related to the highest degree of internationality. In the current international scenario, the flexibility offered by the establishment of international alliances that imply a lower commitment of equity investment in the foreign country allows for the optimization of the investment made and a significant increase in the level of internationality.

The Role of MNEs in Fostering Indigenous Entrepreneurship through Vertical Business Linkages: Insights from Egypt

P. Garrone¹, L. Piscitello¹, V. G. Scalera², V. Rotondi¹

¹Politecnico di Milano, Italy; ²Amsterdam Business School; valentina.rotondi@polimi.it

Research has already shown the positive role of MNEs in strengthening local suppliers through vertical business linkages, especially in developing countries. Conversely, studies looking at the impact that MNEs may exert on the creation of new firms and indigenous entrepreneurship are surprisingly scant. This paper aims to investigate the latter relationship, and proposes a conceptual model resulting from case studies on six Italian MNEs operating in Egypt. Our model adds to the framework emerging from pre-existing studies. We identify a few structural conditions and strategies that are likely to foster the expansion of MNE's business linkages towards new indigenous enterprises. Namely, when market, technological and generational discontinuities coupled with MNEs' drive for supply chain sustainability.

Teamwork Orientation and Individual Learning: The Relevance of Individual-Level Cultural Values and Value Congruence

G. Mustafa, R. Glavee-Geo, P. M. Rice

Norwegian University of Science and Technology, Norway; guma@ntnu.no

The current study examined whether individual-level collectivist values predict individual teamwork orientation, and whether such a relationship is promoted or inhibited by other values (e.g., power distance, uncertainty avoidance, and masculinity-femininity). Moreover, the relationship between teamwork orientation and individual learning was examined, and the role of individual member value congruence with other team members was explored in the teamwork orientation-individual learning relationship. The findings indicated that collectivism-teamwork orientation linkage was stronger for team members who scored high on uncertainty avoidance values and the relationship was weaker for team members who endorsed high power distance values. Teamwork orientation of individual members influenced overall individual learning independent of the degree of perceived value similarity between individual member and other team members.

'In the Eyes of the Beholder': The Perceived Employability of Chinese Business Graduates'

L. H. Pinto¹, K. He²

¹University of Porto, Portugal; ²University of Porto, Portugal; lhporto@fep.up.pt

In this study we examine whether the academic performance and the participation in extracurricular activities affect the perceived employability of Chinese business graduates by employing an experimental between-subjects factorial design. We asked the participation of 360 Chinese working adults to rate the employability of eight fictitious résumés of business graduates, varying in academic performance, participation in extracurricular activities and gender. The results showed that the participation in extracurricular activities, alone and combined with academic performance, resulted in higher rates of job suitability and employability skills. Moreover, the findings revealed an outgroup favouritism towards the applicants with high academic performance and participation in extracurricular activities.

The Strategy for Global Recognition: The Case of Qatar Airways

S. O. Al-Kwafi

Qatar University, Qatar; oalkwafi@qu.edu.qa

In 2015, Qatar Airways was voted the world's No. 1 airline. This international award is described as "the Oscar of the aviation industry," reflecting the global recognition and excellence in conducting business activities at the international level. This case study investigates the Qatar Airways internationalization strategies to become one of the best airlines. Data were collected by interviewing managers from Qatar Airways, in addition to exploiting supporting materials from secondary sources and airline-specific records. The findings reveal that Qatar Airways has adopted fast-growing network and focused consumer orientation strategies to build successful global recognition. Implementing these strategies in the airline industry represents an innovative approach, when they are combined with efficient operations and high-quality standards.

Internationalization and Knowledge Transfer: The Role of Partners' Prior Collaboration, Expected Benefits and Shared Vision in IJVs

K. Rotsios, N. Sklavounos, Y. Hajidimitriou

University of Macedonia, Greece; sklavounosnikos@yahoo.gr

Successful knowledge transfer is one of the critical factors in the firm's internationalization efforts. The purpose of this research is to examine the relationship among knowledge transfer to IJVs, expected benefits from such knowledge transfer, and prior collaboration and shared vision among IJV partners. The conceptual framework of this research is based on elements from the Knowledge Based View (KBV) theory, the Transaction Cost Theory (TCT) and the Social Exchange Theory (SET). Greek firms participating in IJVs in South East Europe are empirically examined and conclusions on the interrelatedness of these factors

are drawn. The findings indicate a positive relationship between expected benefits from knowledge transfer and prior collaboration among partners with successful knowledge transfer to IJVs. On the contrary, neither the positive impact of prior collaboration on the development of a shared vision among partners nor the positive effect of a shared vision on expected benefits from knowledge transfer were confirmed. Lastly, the theoretical and managerial implications of the findings on the internationalization process of the firm are analyzed.

The Role of Experiential Knowledge in the Export Development Process of Micro Firms

S. K. Tiwari, T. Korneliusen

Nord University, Norway; kratk4@yahoo.com

The role of individuals in the internationalization process of small firms is widely acknowledged. The previous research has stressed on the role of individual in the identification and exploitation of opportunities. However, there is dearth of research on how the individual's experiential knowledge benefits when firms move in the path of internationalization. Considering the importance of micro export firms in the economic development of emerging country, the purpose of this research is to investigate and explore the role of individual's experiential knowledge in the three exporting phases (pre, initial and advanced) of micro export firms. Using the multiple case studies and cross case-analysis, we found that non-tech based micro export firms highly rely on individual's experiential knowledge to create the business firms, initiate the exporting process, and to expand their export growth.

Are Internal Markets an Answer to Coordination Problems in MNCs?

W. G. Egelhoff

Fordham University, United States of America; egelhoff@fordham.edu

When considering the coordination problems of MNCs, the deficiencies of firms with bureaucracies and hierarchical planning systems are well known. The most common responses are the use of more nonhierarchical network-like coordination and the use of internal markets. When applied to MNCs, much has been written about the former, but very little about the latter. This conceptual paper critically evaluates the potential of internal markets to replace hierarchical planning systems in MNCs. It evaluates both in terms of their coordination and motivation effects. It identifies a number of specific situations where internal markets appear to be potential substitutes for hierarchical coordination in MNCs, thereby widening the design options that are available to firms.

How Diaspora Networks Make Impossible Possible? The Internationalization of One Non-English Speaking Greek SME

M. Elo¹, L. Riddle²

¹Turku School of Economics, Finland; ²George Washington University, USA; maria.elo@utu.fi

SME internationalisation has numerous problem areas from financial resources to market entry barriers. Language skills, education, mindset, manager-owner characteristics and institutional support may influence the international development of an SME. In SME literature, the role of business network is found to be significant in opening new possibilities and providing access to others' resources. One aspect of paramount importance is international communication. A company in international business (IB) has to be able to communicate internationally with its foreign interaction partners. Internationalization theories assume that there must be internalized communication resources, as these are a pre-requisite for international business. Thus, if the company speaks only the language of the home country, it is doomed to stay domestic. This longitudinal case study challenges this assumption. Can a small firm with diaspora networks overcome this elementary problem of not speaking English? This study focuses on an alternative strategy of internationalization. It presents the story of one Greek SME with no foreign language skills, which has successfully applied its diaspora networks as strategy and resource, and its cultural embeddedness to navigate in international business. It provides evidence on diaspora network and its resource aspects.

Effectuation Approach in a Start-Up Nation: Immigrant Entrepreneurship as a Tie to Create of International New Ventures

E. P. Cruz¹, F. Ribeiro², R. P. d. Q. Falcão^{1,2}

¹Universidade Federal Fluminense, Brazil; ²Pontifícia Universidade Católica do Rio de Janeiro, Brazil; epicanco@id.uff.br

Based on an exploratory single case study of a high-tech start-up of a Brazilian Jewish entrepreneur established in Israel, the authors discuss the implications of the combined effects of a high-skilled immigrant entrepreneur established with an Israeli high-tech startup ecosystem. The study's relevance is the enlightening of certain aspects of the controversial debate on immigration versus the impoverishment of immigrant sending nations. The immigrant entrepreneur, through the exploitation of these high-tech clusters co-creates opportunities in their countries of origin. This is due to the density of their networks establishing ties that are able to foster the creation of international new ventures. They explore an advantageous position brought about by its international connections and levels of knowledge and professional experience. Moreover, this provides the combination and learning embedded in international networks, not available for native entrepreneurs (Zolin & Schlosser, 2013). This case study challenges a necessity-based stereotype of immigrant entrepreneurs by identifying areas in which immigrant entrepreneurs have natural competitive advantages over native entrepreneurs, such as ethnic markets and transnational firms that present the need for Multilanguage or Multicultural skills. Ultimately, this paper could point out to suggestions on how countries might optimally take advantage of their immigrant human capital.

FDI Determinant to Transition Countries. A Cage Model Approach. The Case of Serbia

N. Grujic, D. Kyrkilis

University of Macedonia, Greece; natasagrujic@gmail.com

The aim of the paper is to define the determinants of FDI in Serbia and demonstrate the implementation of the Chemawat's CAGE model on a country-specific case study. Pankaj Ghemawat describes this world as semiglobalized. He underpinned that differences between countries still have large effect on cross-border transactions and grouped those differences in four broad

categories- cultural, administrative, geographic and economic. Thereafter, he coined the CAGE model. Since 2000, Serbia has been embarked on an extensive political and economic reforms programme, having achieved democratic stability by now. Its economic growth has been mainly driven by foreign direct investments. This paper will analyze how each of Ghemawat's distances affects FDI inflows to Serbia. The overall results show that cultural and administrative distance affect FDI flows negatively, while economic distance has a positive effect on FDI inflows to Serbia. In addition, the regression model shows that geographic distance was not significant during the observed period of time.

International Business Innovations and (a New) Learning

C. N. Pitelis

Brunel University London, United Kingdom; cnp1000@cam.ac.uk

We claim that International Business (IB) scholars have made significant contributions of general interest and applicability to business and strategy scholarship, that could be attributed to their focus on the cross-border operations of firms; that theories and envelopes of foreign direct investment (FDI) and the Multinational Enterprise (MNE), such as Hymer's and the Ownership, Location, Internalisation (OLI) perspective need to be integrated and extended to embrace the role of knowledge and learning accumulation so as to better delineate the I(nternational) part of IB; that a number of important IB innovations require improved understanding and theory development; and that the role of knowledge and learning are critical in helping explain these. Such learning needs to be extended to the issues of organisation, market, ecosystem and institution creation and co-creation, in order to produce a better understanding of the uniqueness of cross-border, the MNE, FDI and IB.

Putting Conventional Wisdom to the Test: A Qualitative Review of Research on Organizational Team Diversity

B. Schoenung, D. Dikova

WU Vienna, Austria; benjamin.schoenung@wu.ac.at

Conventional wisdom in the organizational team diversity literature holds that team diversity behaves like a double-edged sword. We argue that this understanding is misleading as it veils diverging findings. To show this we review 30 years of research published in top management journals. We find 'macro' similarities and 'micro' differences but also, that findings of a particular study cannot be combined with findings of another study in a satisfactory manner. We discuss the implications of these results.

Internationalization of Grocery Retailing in Poland

G. Karasiewicz¹, J. Nowak², M. Trojanowski¹

¹University of Warsaw; ²IBD Business School; jnowak@ibd.pl

The paper concerns the internationalization processes of the grocery retailing sector in Poland in the years 1990-2015. It is based on an analysis of secondary data which were used to identify foreign retail chains operating in the Polish market. The authors analyze key dimensions of international retailers' behavior and strategy, according to a research framework designed by the authors, and test four groups of hypotheses. The main conclusions of the analysis include: (1) foreign chains dominate the grocery retailing sector – their market share was above 50% at the end of the studied period; (2) the internationalization phase took place between 1990 (beginning of the process) and 2001 year (end of the process); (3) most common entry strategy followed by the foreign retailers was greenfield investment; (4) the vast majority of foreign investors came from western European countries, and the dominant position is occupied by French retailers; (5) foreign companies dominate in large retail formats (supermarkets, hypermarkets and discount stores).

Subsidiary Knowledge Integration in the Internationalisation Process by Emerging Economy Firms: A Social Capital Perspective

J.-Y. Park¹, H.-Y. Lee², D.-W. Kwak³, S. Harris⁴

¹The University of Nottingham, United Kingdom; ²Yeungnam University; ³Coventry University; ⁴The University of Edinburgh; jeongyang.park@nottingham.ac.uk

This paper examines the role of subsidiary knowledge integration in the internationalisation process. Employing a social capital theory, the purpose of this paper is to investigate how structural, cognitive, and relational social capital dimensions affect the integration of knowledge between headquarters and subsidiary managers of internationalising firms. By studying seven logistics firms in the UK, this research identifies structural, cognitive, and relational social capital dimensions that affect the integration of knowledge between headquarters and subsidiary. The findings indicate that the dimensions of social capital and their inter-linkages facilitate headquarters and subsidiary knowledge integration.

Reverse Innovation and the Support of Higher Education Institutions (HEI): A Single Case Study.

F. M. d. O. Domingues¹, S. C. G. Vianna², A. C. V. Bondioli², M. C. Lima¹

¹ESPM, Brazil; ²Eniac, Brazil; fernando.domingues@eniac.com.br

Reverse innovation refers to innovation developed by subsidiaries located in emerging countries which are, subsequently, transferred to its headquarters in a developed country and so for the multinational as a whole. Higher Education Institutions (HEI) located in the same country of the subsidiary can contribute in many ways to this process of innovation. Through a case study of the Brazilian subsidiary of an American multinational, this article investigates: how HEIs located in emerging countries can support subsidiaries in the reverse innovation process; what are the gains for those involved in the process and how reverse innovation takes place within the subsidiary. The case study deepens in how reverse innovation is developed within the subsidiary, analyzing how autonomy, integration and support matrix influence this phenomenon and how HEIs can contribute to it. This research reveals significant insights into how these factors can contribute and promote reverse innovation systems in multinational and which contributions HEIs may have in the process.

Which Cities are Becoming Most Globalized, and Why? A Study of Changing Degrees of Reliance on Global Technological Knowledge Sourcing.

J. Cantwell, S. Zaman

Rutgers, United States of America; salma.zaman@gmail.com

Knowledge sourcing is becoming increasingly international and complex in character. Through increasing globalization, firms now have access to new and complementary international sources of technology.

Our study explores how patterns of knowledge flows are changing at a city level. We predict that the patterns will differ across different locations. Depending on the location characteristics, the proportion of international knowledge sources will vary vis-à-vis local knowledge sources.

Our study includes an examination of six different cities and their knowledge sourcing trends. The cities included in our paper include some developing and developed cities. We discuss possible explanations for why different knowledge sourcing trends arise.

For our analysis, we use patents granted by the USPTO (for the years 1976 – 2014) as our primary data source. Backward patent citations from these granted patents are used to identify the location of inventors of prior knowledge sources, and the geography of knowledge building connections over time is assessed by using the inventor locations of cited (source) and citing (recipient) patents.

The Institutional Approach on Coopetition

J. M. Monticelli, I. L. Garrido

Universidade do Vale do Rio dos Sinos, Brazil; jeffmarlon@hotmail.com

Coopetition is a multifaceted, multilevel, and paradoxical strategy of relationship between firms (Luo, 2004; Chen, 2008; Gnyawali and Park, 2009). This paper aims to present a new face of coopetition in emerging markets. Our thesis aims to highlight how coopetition influences the performance in the internationalization of firms from emerging markets taking into account the role of institutions in this environment. The main contributions of this study are twofold. The first contribution is related to the research about coopetition associated with the performance in the internationalization of firms. Few studies address firm performance and usually focus on the innovation performance (Gnyawali and Park, 2009; Gnyawali et al., 2008). The second contribution is to stress the institution-based view in the discussion about coopetition, because this research will be made in a multi-industry from an emerging country. With rare exceptions (Mariani, 2007), the institutional environment has not been regarded in coopetition studies, including in emerging markets. The figure supporting the concept of Institutional Approach is presented, with the aim to insert the role of the institutions in the relationship strategies in coopetition. We also developed hypotheses from theoretical and empirical studies.

When Blood is Thicker: Top Management Team Nepotism and Firm Growth in a Transition Economy

P. Greve¹, W. Ruigrok²

¹Henley Business School, United Kingdom; ²University of St. Gallen, Switzerland; peder.greve@henley.ac.uk

In this study, we outline how top management team (TMT) nepotism contributes to firm growth in the context of an early-stage developing economy. Based on a combination of resource-based and institutional perspectives, we argue that kinship relations in TMTs is an important antecedent of firm growth at early stages of economic and institutional development. Our empirical study is based on a unique dataset of 74 of the 100 largest Albanian firms at year-end 2009, including detailed firm and TMT information. We find support for our main hypothesis that TMT nepotism is positively related to firm growth. We also find support for one of our moderating hypothesis suggesting that this relationship is stronger for firms headquartered in rural than urban locations. The paper concludes with some theoretical and policy implications of our findings.

How Does Decision-Maker Personality Influence Entry Mode Decisions?

P. Magnusson¹, D. Dow², D. Baack³

¹University of Alabama, United States of America; ²University of Melbourne, Australia; ³Denver University, United States of America; pmagnusson@cba.ua.edu

This conceptual study lays out a framework for how the decision-maker's personality is expected to influence entry mode decision. This study diverts from traditional entry mode studies, which have primarily focused on firm and environmental characteristics as drivers of entry mode. Instead, grounded in the theory of purposeful work behavior, which suggests that the decision-maker's personality is expected to influence strategic decisions. This study responds to recent calls in the literature for a better understanding of managerial cognition's role in assessing foreign environments and determining internationalization decisions.

Expatriate Career Performance and Premature Return Intention

K. Kim

Korea University, Korea, Republic of (South Korea); kimk@korea.ac.kr

The extant literature approaches to premature return intention issue from the stress perspective, that is, maladjustment of expatriates and their spouses to new work and life environments in the host country lead expatriates to intend to prematurely return to their home country. Also, other than mentoring and repatriate issues (e.g., Feldman & Bolino, 1999; Mezas & Scandura, 2005), research examining premature return intention from a career perspective has been rare. This is unfortunate, considering that many expatriates value international assignments as opportunities for career development and future promotion, as they may acquire knowledge, skills, and abilities which may not be possible in the home country (Stahl, Miller, & Tung, 2002). To fill the research gap, this research explores how an expatriate's career performance is related to premature return intention. Essentially, the research examines whether expatriate career performance leads to premature return intention through assignment satisfaction. In addition, this paper investigates the moderating effects of spousal life satisfaction and assignment nature on the relationship between expatriate career performance and assignment satisfaction. Preliminary findings are reported.

Being Successful in Exports: Understanding Country of Origin Effect and its Influences on Consumer Behaviour in Foreign Countries

F. S. Eduardo

Pontifical Catholic University of Minas Gerais State/Brazil, University of Minho/Portugal, Brazil; fernandoeduardo@hotmail.com

Purpose: The purpose of this paper is to present the concepts of COO and its relation and relevance with the consumer behaviour and purchase intention in foreign countries.

Design/methodology/approach: This is a qualitative and theoretical study. The searching of the papers was done between August and November of 2015. The criteria of selection was done by theme and relevance for international marketing literature related to consumer's behaviour and consumers buyers' decision of a foreign product. The data was treated with NVivo software and analysed by categories.

Findings: This study selected 30 recent published papers with the focus on the country of origin effect and all of them posed the importance of the COO for understanding better the consumer behaviour intention to buy a foreign product, once consumers tends to evaluate country of origin before purchase.

Originality/value: This study contributes to present the main influences of COO on purchase intention and also give more insights for companies, managers and scholars about country of origin effect as an important factor to the consumer behaviour on purchasing intention for a foreign product.

Keywords: consumer behaviour; country of origin effect; export; international marketing.

How Does Agency Work in Strategizing Process in Global Market? A Strategy-As-Practice View

H. Kobayashi¹, K. Sato²

¹Meiji University, Japan; ²Josai International University, Japan; hkoba@meiji.ac.jp

The local adaptation vs. standardization debate about the global business strategy has a long history. However, the question has never been a dichotomous one, but an issue of how much to adapt and standardize. Standardization and adaptation views adopt determinism we call structuralist theories (the strategic fit with environmental structures). Whilst adaptation is driven by external local markets, standardization is driven by internal resource endowments. The debate often has missed the role of strategic agency. In contrast, subjectivist theories (strategic choice view) emphasize the creative power of individuals' agency in shaping environmental structures. However environmental structures cannot be explained by analyzing purely individuals in isolation. Empirical research on global strategy should focus on the recursive cycle between structure and actor's agency. We need an alternative view that does not reduce agents either to the role of structure-determined puppets or to that of the autonomous acting puppet masters. In this paper we pay specific attention to a strategic-as-practice view with a morphogenetic cycle to transcend the determinism/voluntarism divide. We have conducted exploratory case studies in China market and discuss the relevance of the theoretical lens.

How to Respond to Institutional Duality – A Practical Insight

V. Kunczer

Institute for International Business, WU Vienna, Austria; vera.kunczer@wu.ac.at

Foreign subsidiaries of multinational enterprises are often exposed to institutional duality when operating in foreign countries. In such a situation, subsidiaries are confronted with multiple pressures, stemming from the external and the internal environment. These subsidiaries are usually obliged to comply with the parent company's practices and, at the same time, to conform to local norms and institutional patterns in the foreign country. The purpose of this study is to gain deeper insight how multinational enterprises and their subsidiaries can respond to institutional duality. Therefore, an in-depth case study analysis of a Japanese multinational firm and its foreign operations in Germany is conducted. The findings provide evidence that developing organizational capabilities and a consideration of the local environment are necessary steps to overcome the problem of institutional duality.

Internationalisation of Business R&D – Current Status and Recent Trends

B. Dachs, G. Zahradnik

AIT Austrian Institute of Technology, Austria; bernhard.dachs@ait.ac.at

We give an overview of the current status and recent trends in R&D internationalisation based on a large set of data on R&D expenditures of foreign-owned firms. In particular, we will cover the following findings:

- R&D Internationalisation is NOT globalisation; despite internationalisation, geographical proximity is still important for the location of R&D activities
- Europe is still the most important place for overseas R&D of US firms. Emerging countries are gaining importance. Their catching-up did not lead to a reduction of US R&D expenditure in Europe.
- R&D internationalisation benefits small countries, which could attract more MNE R&D activities than large countries. Examples are Belgium, Austria, Ireland, Czech Republic and Hungary.
- Overseas R&D activities in services grow considerably faster than in manufacturing. In 2013, service firms accounted for around one third of total overseas R&D expenditures of US multinational firms.
- We still know too little about emerging economies

Data on R&D activities of foreign-owned firms in China and India has a low quality or is not available. However, we know from US data that the growth of foreign R&D in these countries is slowing down.

Late Globalization: Evolution, Episodes and Epochs in the Danish Textile and Fashion Industry

R. V. Turcan¹, N. Dholakia², B. Boujarzadeh^{1,2}

¹Aalborg University, Denmark; ²University of Rhode Island, US; rvt@business.aau.dk

In this paper we explore the effect of late globalization on evolution of industries. Specifically we investigate the episodes and epochs in the emergence and evolution of Danish Textile and Fashion Industry. We pursue a number of questions. We aim to explore critical events, impediments or pressures as well as turning points that shaped Danish Textile and Fashion Industry; identify main institutional players who enacted various changes in Danish Textile and Fashion Industry and how their decisions influenced the evolution of Danish Textile and Fashion Industry; and understand the effects of late globalization on size, mission, location, knowledge, growth and structure of Danish Textile and Fashion Industry. We collected historical data on Danish Textile and Fashion Industry between 1945 and 2015 and employed radar charts to display and discuss the observations of the following industry variables: size, mission, location, knowledge, growth and structure. With this paper we aim to generate fine-grained, substantive case details that would contribute towards a better understanding of how new industries emerge and evolve - an intersection that traditionally has been studied independently from one another, as well as contribute towards the development of a theory (or theories) of late globalization.

The Reshoring Phenomena: What Are the Motives?

L. L. Halse¹, H. Solli-Sæther², B. B. Nujen¹

¹Molde University College, Specialized University in Logistics, Norway; ²Norwegian University of Science and Technology; lise.l.halse@himolde.no

Location and control decisions are at the core of academic theorizing in international business, where the central question is where the activity should be located and the motives leading to the internationalization decision. However, in recent years the phenomena of reshoring or backshoring has attracted increased attention, especially related to manufacturing. The motives underpinning the reshoring decision has not been explored in greater depth. This study aims at contributing to filling this gap by carrying out in-depth case studies in three Norwegian companies representing different industries. We find that the initial motives that led to the reshoring decision, were predominately associated with efficiency seeking motives, as lead time, transport and planning. However, after gaining experience, the companies were mostly concerned about positive effects related to knowledge and innovativeness. The findings in this study contradict recent studies on reshoring, which look upon reshoring as "short term corrections" and not a long-term reaction. Consequently, the study highlights the importance of studying the global sourcing – reshoring decision from an evolutionary and learning perspective.

SMEs' International Strategic Decision-Making Speed. A Purchasing Perspective

B. Francioni¹, K. D Clark²

¹University of Urbino Carlo Bo, Italy; ²Villanova School of Business; barbara.francioni@uniurb.it

The decision process is a very complicated task, since firms necessitate important judgment for recognizing all alternatives and for selecting the best one. Research on strategic decision-making process is of great importance and has grown impressively in the past four decades. However, very few studies have been tailored on Small and medium-sized enterprises (SMEs), as the majority of these have been focused to large/multinational firms. At the same time, few studies attempt to combine the field of analysis of SDMP with that of international strategy, especially with reference to import activities. Finally, just one study examine decision-making speed in purchasing.

Therefore, the principal aim of this study is to provide theory and testing to elucidate the role of decision-maker's speed during global sourcing decision-making (GSDM) processes. In order to achieve this goal, the research focus examines the behavior of a sample of 202 decision-makers belonging to Italian manufacturing SMEs.

Our main finding suggests that faster decisions during GSDM process lead to superior supplier performance. Moreover, we identify factors affecting supplier decision speed, such as decision-maker's personal antecedents and rationality.

Finally, results revealed that strategic decision speed mediates the relation of decision-maker's product familiarity and rationality with supplier performance.

Looking into the Business Model of Multinational Enterprises: A Conceptual Model

C. Vilasboas Calixto, M. T. Leme Fleury

Fundação Getulio Vargas, Brazil; cyntiacalixto@gmail.com

Considering that business model describes how a company creates value through a combination of internal and external activities as a whole of resources, it is important to understand the business model characteristics and how it is applied in different countries where the multinational enterprise (MNE) has operations. Usually, one multinational enterprise deals with a portfolio of business models, since its foreign subsidiaries cannot just copy the headquarters model. Studies on business model highlighted the complexity of this kind of organization, but they didn't go further on their international operations. Therefore, we are looking forward to identifying some organizational elements as well as analyzing the network in the host country, which will determine the replication, renewal or even innovation of the original business model. We developed a conceptual model to describe the possible business model's arrangement by the MNE in foreign markets because we believe business model is context-specific. We aimed to bring the business model analysis into international Business area, since it can help us on understanding the relationship between headquarters and the foreign subsidiaries.

Limiting Resources of New and Small Firms: A Process and Ecology Based View

L. Humphries

Aalto University, Finland; lucas.humphries@aalto.fi

Research on international SMEs, including Born Globals, International New Ventures, and the like, often begins with a mention of limited resources. Compared with larger multinationals, this seems to be a significant defining characteristic. Yet, with all the mentions about limited resources, the actual information derived from observations is somewhat lacking. The questions of how and when these limited resources impact behavior and outcomes of firms remains open. Rather, limited resources are often treated as a basic assumption. As such a key assumption, it is surprising less attention is spent on its study. This paper introduces concepts from a process and organizational ecology view to the study and reconceptualization of limiting resources.

Leadership in Multicultural Virtual Teams: Investigating the Roles and Behavior of Successful Team Managers

A. Fajen

University of Bamberg (Otto-Friedrich-Universität Bamberg), Germany; annalena.fajen@uni-bamberg.de

Multicultural virtual teams are gaining importance in international companies, yet a lot of these teams fail due to new challenges faced by the team managers. Empirical findings of how these teams can be managed successfully are largely missing. Building on the Behavioral Complexity Theory of Leadership, the Model of Leadership Roles, and by using a qualitative approach (expert interviews with team managers and team members), questions about the roles of team managers of multicultural virtual teams, as well as about successful leadership behavior, are answered. Results show that to be successful, managers have to perform different roles which are sometimes contradictory. They also have to display complex leadership behavior that includes elements of participative leadership and goal-oriented leadership, as well as transactional and especially transformational leadership. They should not micromanage their team members but empower them. The necessary leadership style can be described as Flex-Style-Leadership, as they have to adapt their style to single team members with different backgrounds, as well as different situations. Essential is Sensing-Leadership – team managers have to sharpen their senses for the virtual environment (“electronic perception”) and obtain most information about the team members via information and communication technology.

Understanding the Impact of the Country-of-Origin Effect in Portugal

L. Saraiva, S. C. e Silva

Catolica Porto Business School – Universidade Católica Portuguesa; ssilva@porto.ucp.pt

This paper aims at understanding the international perception of Portugal, as well as the strategies used by Portuguese companies to overcome any possible negative country-of-origin (COO) effect that may exist. On the basis of a case study approach, we studied the COO effect of companies belonging to three different Portuguese industries: wine, electromechanical and footwear.

Considering that the image of a country is directly associated with the COO effect, we found that, even though, in several areas there is no clearly defined COO regarding Portugal, where there is one, it is mostly negative or considered neutral. However, there is a dynamic in place that seems to be changing this, at least for some sectors. These cases have to do with a dynamic process that was correctly put forward at different levels. We also found that Portuguese companies are now more interested in getting to know how to accommodate or be part of that dynamic process, as this seems to be crucial if they want to succeed in international markets.

Corporate-Brand Architecture in Cross-Border Mergers and Acquisitions

A. Barua

University of Vaasa, Finland; arup.barua@uva.fi

Purpose - The purpose of this research is to explore the antecedents and consequences of corporate-brand architecture (CBA) in cross-border merger and acquisition (CBM&A).

Approach/Design/Methodology - The endeavour is to assemble a conceptual model based on firm's intangible resources and market level factors as well as performance of CBA strategy considering resource based view (RBV) and industrial organization (IO) doctrines based on structure-conduct-performance (SCP) model.

Findings – The scrutinised framework reveals that acquirer corporate reputation, brand management systems (BMS), power imbalance and country-brand equity have positive effects on CBA standardisation strategy while acquirer market orientation, customer based equity of target, environmental distance and intensity of target market structure have positive influences on CBA adaptation strategy. Therefore, both CBA strategies inevitably influence performance consequences with the certain antecedents. However, corporate-brand power moderates the synergistic competitive advantage (SCA) positively when CBA standardisation strategy is applied. On the other hand, it restrains the SCA negatively when acquirer takes CBA adaptation strategy.

Practical implication - This study provides academics and practitioners a framework and useful insights on redeployment of intangible resources, examination of antecedents, changes of CBA strategy and elements of CBM&A performance.

Originality/Value – This study contributes comprehensive enlightenment of CBA strategy in CBM&A.

Paper type - Conceptual paper

Sustainable Practices in Industrial Organizations: New Possibilities and Opportunities Arising From the Circular Economy

S. Sehnem¹, S. C. F. Pereira², C. J. C. Jabbour³

¹Universidade do Sul de Santa Catarina, Brazil and Universidade do Oeste de Santa Catarina - Unoesc; ²Fundação Getúlio Vargas - FGV; ³University of Stirling, Stirling Management School; simonesehnem_adm@yahoo.com.br

This study sought to analyze who are the authors that published the subject circular economy, the membership and the gaps and limitations of the studies that have been done previously. It has been found that authors who are excelling are Yong Geng, Joseph Sarkis and Qinghua Zhu, two affiliated with Chinese universities and Sarkis of an American university. The journals that published on circular economy so far have been the Journal of Cleaner Production and Energy Proceeding. The gaps and limitations of previous studies were classified into research opportunities and the implementation of circular economy, institutional management, organizational management, the tools and methods and possible scientific research on the subject. This raises an important theoretical contribution, since the studies will come from weaknesses and limitations of previous studies, to generate progress in the area of knowledge that deals with circular economy.

New Perspectives in Language Sensitive IB and Management Research

P. Lecomte

Toulouse Business School, France; p.lecomte@tbs-education.fr

In the past three decades there has been a growing recognition of the importance of language in International Business, organization and management studies (see Marschan's and Welch's & Welch's ground breaking article on language considered as the forgotten factor in multinational management).

Although there is a "relative neglect of language in the general IB literature" (Welch & Welch 2008; Harzing & Pudelko 2013), language sensitive studies have been characterized by several peaks in academic publications between 2005 and 2016, (Terjesen, Tenzer & Harzing 2016). Today, language research has become central in IB & organizational studies and is distinct from cross-cultural studies. Brannen et al. talk about the "decoupling of language from culture" (JIBS, 2014, Vol 45, 5 p 499).

The aim of the proposed poster is to look at the state of the art and at the evolution of the field, taking an historical stance and to delineate perspectives for future research.

Following prominent scholars in the field of language sensitive research, we argue for a breakdown from conceptual binaries, for a more holistic approach and for a better consideration of processual and context oriented research and for an interdisciplinary approach of the multifaceted aspects of language in international management.

Poster Dream Team

U. Andersson², G. Benito³, J. Pla Barber⁴, S. Beugelsdijk⁵, P. Buckley⁶, J. Cantwell⁷, D. Dikova¹, P. Dimitratos⁸, J. Doh⁹, D. Dow¹⁰, R. Drogendijk¹¹, I. Filatotchev¹, J.-H. Fisch¹, P. Ghauri¹², J. F. Hennart¹³, D. Holtbrügge¹⁴, J. Larimo¹⁵, A. Mohr¹, D. Morschett¹⁶, P. Nell¹, N. Nummela¹⁷, C. Hoon Oh¹⁸, R. Parente¹⁹, T. Pedersen²⁰, D. Piaskowska²¹, L. Piscitello²², T. Randoj²³, E. Rose²⁴, S. Schmid²⁵, A. Slangen²⁶, G. Stahl²⁷, R. Strange²⁸, R. van Tulder²⁶, L. Zander²⁹

¹WU Vienna, Austria; ²Mälardalen University, School of Business, Society and Engineering, Sweden; ³BI Norwegian Business School, Norway; ⁴University of Valencia, Spain; ⁵University of Groningen, The Netherlands; ⁶Leeds University, Business School, United Kingdom; ⁷Rutgers University, USA; ⁸University of Glasgow, United Kingdom; ⁹Villanova University, USA; ¹⁰The University of Melbourne, Melbourne Business School, Australia; ¹¹University of Groningen, The Netherlands; ¹²University of Birmingham, United Kingdom; ¹³Tilburg University, The Netherlands; ¹⁴University of Erlangen-Nürnberg, Germany; ¹⁵University of Vaasa, Finland; ¹⁶University of Fribourg, Switzerland; ¹⁷University of Turku, Turku School of Economics, Finland; ¹⁸Simon Fraser University, Canada; ¹⁹Florida International University, USA; ²⁰Bocconi University, Dept of Management & Technology, Italy; ²¹University College Dublin, Ireland; ²²Politecnico di Milano, dipartimento ingegneria gestionale, Italy; ²³Universitetet i Agder, Norway; ²⁴University of Otago, New Zealand; ²⁵ESCP Europe Business School Berlin, International Management and Strategic Management, Germany; ²⁶RSM Erasmus University, The Netherlands; ²⁷WU, Global Business and Trade, Austria; ²⁸University of Sussex, Business & Management, United Kingdom; ²⁹Uppsala University, Department of Business Studies, Sweden; pnell@wu.ac.at

C: Session 1.3.10: Macroeconomic Environments and Distance

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.13

Session Chair: Martin Weiss

Institutional Distance and Emerging Market Multinationals' Establishment Mode Choices: The Importance of Context, Direction and Interaction

M. Müller, G. Hendriks, A. Slangen

RSM Erasmus University, the Netherlands; hendriks@rsm.nl

In this study we investigate the effect of institutional distance on the establishment mode choices of emerging market multinationals (EMNEs). Building on recent and independent advances that advocate considering distance asymmetry and interactive effects, we look at the importance of both of these aspects in a multiple home-country context. We find that higher positive formal institutional distance lead EMNEs to prefer acquisitions, while greenfields are more likely as a result of negative formal institutional distance. These results support the view that EMNEs engage in both institutional leverage and institutional escapism but apply different establishment modes for either strategy. Furthermore, we find that informal institutional distance does not necessarily affect the establishment mode choice in isolation. Even though it does not moderate the effect of positive formal institutional distance, informal institutional distance significantly strengthens the effect of negative formal institutional distance. Our results suggest that the role of informal institutions is more important in regulatory weaker countries as informal institutions may fill formal institutional voids. Our consideration of both distance direction and institutional interaction informs the debate on the relevance of EMNE-specific theory, and supports the view that considering such a context may help extend existing theory.

Ex-Post Performance Implications of Incongruities in Managers' Perceptions of "Distance" in International Business

G. Azar¹, R. Drogendijk²

¹Brunel University London, United Kingdom; ²University of Groningen, Netherlands; goudez.azar@brunel.ac.uk

Despite much research on "distance", little attention has been paid to the effect of incongruities in managers' perceptions of distance and its implications on firm performance. This is important since managers formulate strategies for responding to the environmental demands based on their perceptions of the firm's (external) environment. Managerial perceptions of the firm's environment, however, do not always coincide with the actual environmental characteristics. Therefore, formulating strategies

based on inaccurate data may result in erroneous forecasts, missed opportunities and, ultimately, business failure. The present study is exploratory in nature and examines the ex-post performance implications of incongruities in managers' perceptions of "cultural distance"-one of the most important concepts in International Business research-when expanding into foreign markets. The results show that the larger the deviations of managers' perceptions of cultural differences from "actual differences" as expressed in Hofstede scores on cultural dimensions, the lower the performance expressed in sales. The implications of the study are discussed.

The Influence of Dynamism on Macroenvironmental Risk and Firms' Risk Management Activities

M. Weiss¹, F. Klein², J. F. Puck²

¹University of Erlangen-Nürnberg, Germany; ²WU Vienna, Austria; florian.klein@wu.ac.at

The macroenvironment constitutes a widely acknowledged source of firms' risk in international business. A substantial body of research on macroenvironmental risks encapsulates a variety of measurement approaches, antecedents, and managerial consequences. However, a review of established macroenvironmental risk measures reveals that these measures strongly focus on the quality of the macroenvironment, assuming a rather static perspective and mainly excluding other dimensions. Building on prior research on macroenvironmental risk as well as on environmental dynamism, we argue that macroenvironmental dynamism – i.e. the frequency, intensity, and predictability of macroenvironmental variation – is a pivotal source of risk in international business, which so far only received limited attention. Moreover, we suggest that macroenvironmental dynamism influences firms' risk management activities. We test our hypotheses using primary survey data on risk management activities from 161 foreign subsidiaries in six emerging countries and secondary data on the macroeconomic context in these countries. We find support for our hypotheses that macroenvironmental dynamism, if compared to macroenvironmental quality, exerts a strong influence on firms' risk management activities. Our findings enhance the understanding of the dynamic nature of macroenvironmental risk in international business as well as provide a concept to comprehensively measure macroenvironmental dynamism that future research can build upon.

C: Session 1.3.11: Emerging Markets and Foreign Direct Investment

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.04

Session Chair: Yi Wang

MNEs' Entry Shaping the Institutional Landscape of a Host Industry in a Transition Economy – A Case Illustration on the Russian Bakery Sector

E. Pelto, A. Karhu

Turku School of Economics at University of Turku, Finland; anna.karhu@utu.fi

This paper focuses on understanding how the changes triggered by an MNE's entry influence on long term the host industry's institutional landscape. We employ a novel perspective incorporating the ideas, concepts and insights of institutional theory and FDI spillover studies to theory building and empirical analysis. The built theoretical framework combines the mechanisms discussed in spillover studies with assumptions of micro-macro linkages of institutional logic perspective. The framework is then employed in an illustrative qualitative case study on a Finnish multinational's entry to Russian bakery market. The illustrative case study shows how an entry by a single MNE to a transition economy can significantly alter the institutional landscape of a particular industry, especially at the normative level.

Effects of Trade Promotion on Export and Outward Foreign Direct Investment: Evidences from Brazil

E. P. Kovacs², R. Floriani¹, M. Amal¹

¹Furb - Universidade Regional de Blumenau, Brazil; ²UFPE - Universidade Federal de Pernambuco and GSU - Georgia State University; rfloriani1980@gmail.com

The paper aims to investigate the effects of trade promotion on export and Outward Foreign Direct Investment (OFDI). The quantitative assessments of the study were performed using the panel data technique for both OFDI and Export equations. We observe that some variables of trade promotion, like organization of business events, participation in business events and realization of visits and meetings have similar impact on export and OFDI. However, it seems that actions in Trade promotion reflect better and more intense on export than on OFDI. We propose that while trade promotion has a linear effect on export, trade promotion may affect the dynamic of OFDI. The relationships between OFDI and Export showed significant associations. While the effect of Export on OFDI has been found relatively low, the impacts of OFDI on export were significantly relevant. These suggest that the internationalization path of Brazilian firms is a relatively a gradual process, but also that OFDI can be seen as important mechanism to support the export performance of firms abroad.

Emerging-Market Multinationals' Foreign Acquisition Completion

X. He¹, J. Zhang²

¹Durham University, United Kingdom; ²Nyenrode Business Universiteit, the Netherlands; xinming.he@durham.ac.uk

This study investigates the negative effect of the home institutional image on Emerging-market multinationals' acquisitions, and how they can increase their acquisition success by overcoming the negative effect. We propose that their foreign acquisition is more likely to complete if (1) the acquirer has an international footprint - it has inward internationalization experience or it acquires through overseas subsidiaries, and (2) it enters institutionally close markets. Using longitudinal data of 13,259 acquisitions between 1996 and 2012 by firms from ten major emerging markets. We empirically test our hypotheses. The findings have important implications for scholars, policymakers and managers.

C: Session 1.3.12: Cross-Cultural Integration

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.15

Session Chair: Iris Fischlmayr

Context, and the 'Emic/Etic' Contrast Revisited for International Business Research: Some Reflections from British Social Anthropology

D. S. A. Guttormsen¹, M. K. Chapman²

¹University of Exeter Business School, United Kingdom; ²Centre for International Business, University of Leeds, United Kingdom; D.Guttormsen@exeter.ac.uk

Drawing upon linguistic anthropological theory, this article explores new perspectives on 'context', by putting into question, and going beyond, the 'emic'/etic' opposition as commonly understood in IB literature. Our analysis suggests that the North American dominated IB research field can learn from intellectual developments in Social Anthropology, which are in turn drawn from linguistics. We argue that the pursuit of 'shared etics', as a cross-cultural research strategy, is misguided. We argue for a full recognition of the definitional sovereignty of different 'emic' systems, and argue that this perspective has the potentiality to bring dramatic change to our conception of research.

How to Manage Global Integration and Local Responsiveness Simultaneously?: A Configurational View on IHRM Strategy

C. Chung

University of Reading, Henley Business School, United Kingdom; c.chung@henley.ac.uk

Despite the arguments for the dual pursuit of global integration (GI) and local responsiveness (LR), it is unclear how the seemingly contradictory aims could be pursued simultaneously in practice in HRM of an MNE. Adopting a configurational view, this study addresses the issue by examining the ways of pursuing the modes of GI and LR in HRM of MNEs. A multi-site qualitative study across thirteen South Korean and Japanese MNEs reveals that the firms pursued the various combinations of the GI and LR modes in HRM, namely: global cultural integration; global workforce integration; global HR capability integration; localization of people; local customization of HRM practices. The results of the study extend our understanding of IHRM strategy in practice by providing a nuanced framework, namely, IHRM strategy as a configuration of the multiple modes.

How Generation Y Adapts Technological Innovation: A Study of Nationality, Culture and Gender Differences in Social Networking Users

F. Filippaios¹, V. Benson²

¹Kent Business School, University of Kent, United Kingdom; ²Kingston Business School, Kingston University, United Kingdom; f.filippaios@kent.ac.uk

Online social networking services (SNS) are confidently through the process of technological innovation from conceptualization to the commercial utilization. Serving as the communication medium of choice for the generation Y, business and commercial uses of SNS are on course to rival their leisure utility. Increasingly, global generation Y is treated as a uniform entity in current literature, while insights into culture and gender specific behaviour on SNS are lacking. This study of over 600 social networking users addresses how professional and leisure use of social networks differs across culture, gender and other demographics. We establish the profile of a professional SNS user and delineate clusters of users by their culture and purpose of social networking adoption. Our study helps bridge the gap in literature on identifying how cultural traits, nationality and gender affect business and leisure use of social networking. Future directions of research on social networking innovation are offered for discussion.

C: Session 1.3.13: Multinational Firms and their Link to Politics

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.17

Session Chair: Pavlos Symeou

Home Institutional Imprinting, R&D Intensity and Lobbying Expenditure of Foreign Firms in the U.S.

V. Shirodkar¹, P. Konara², S. McGuire¹

¹University of Sussex, United Kingdom; ²University of Huddersfield, United Kingdom; v.shirodkar@sussex.ac.uk

Although corporate political activity (CPA) has been widely researched in the general management literature, studies on CPA in an international business (IB) context remain scarce. In this paper we examine the lobbying expenditures of the largest 500 foreign multinational enterprises (MNEs) operating in the United States (U.S.). Combining institutional theory with organisational imprinting perspectives, we attempt to explain the effect of foreign MNEs' institutional imprinting and their research and development (R&D) intensity on their cross-border CPAs. We argue that MNEs from home countries with stronger regulatory institutions and greater degree of capitalism tend to spend more on lobbying, than MNEs from home countries with comparatively weaker regulatory institutions and lesser degrees of capitalism. We also argue that, in the context of US, MNEs with greater R&D intensity spend lesser on lobbying, than foreign MNEs with lesser R&D intensity. Finally, we also examine the moderating effects of R&D intensity on the relationship between institutional imprinting and lobbying expenditure. Our findings enhance our knowledge of the factors determining MNEs' cross-border CPAs.

Who Gains and Who Loses from Globalization: A Study on the Link between Trade and Inequality in Employee Wages and Working Conditions

K. van der Straaten

University of Amsterdam, Netherlands, The; p.r.vanderstraaten@uva.nl

This paper identifies a new link between trade and inequality in wages and working conditions; the type of trade. We hypothesize vertical trade – driven by minimization of factor costs - is associated with lower wages and poorer working conditions, while – skill-biased, quality-oriented – horizontal trade is associated with higher wages and superior working conditions. We link a survey of almost 84,000 employees in 46 industries in 15 countries to international trade data. Our results confirm the relationship between vertical exports and wages is negative, while the relationship between horizontal exports and wages is positive. The relationship between exports, imports and working conditions is moderated by the type of trade in the same way.

U.S. Multinational Enterprises and Environmental Degradation in the European Union

J. P. Bento¹, M. Torres²

¹University of Aveiro; ²University of Leeds, United Kingdom; busmto@leeds.ac.uk

This paper estimates the EKC hypothesis for the European Union member states along the period 2009-2013 using a dynamic panel data model. It seeks to answer the research question of whether multinational enterprises and majority owned foreign affiliates from the United States can help to mitigate climate change and environmental degradation in the European Union host countries. The results reveal that foreign investment activity of US multinational enterprises actually helps to decrease greenhouse gas CO2 equivalent emissions. These findings further contribute to the debate on the Transatlantic Trade and Investment Partnership, and the discussion about the pros and cons of foreign investments, climate and energy as a wider area, and particularly on the impact of activities or operations carried out in host countries by firms controlled by US multinational enterprises.

C: Session 1.3.14: The Influence of Psychic Distance on Buying Behavior

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.18

Session Chair: Andreas Strebinger

The Role of Corporate Reputation in Reducing the Effects of Psychic Distance in International Buyer-Supplier Relationships

S. H. Tierean, G. Berens, C. van Riel

Erasmus University Rotterdam, The Netherlands; s.tierean@abertay.ac.uk

One of the most important trends managers have to face is the ever-increasing globalization. For purchasing managers, it implies that they are faced with a choice among foreign-based suppliers from a variety of countries. By taking the perspective of the buyer firm faced with choosing between foreign-based suppliers, we investigate the effects of distance between the buyer and the supplier, and supplier's reputation on the probability of entering a business relationship. Using a multidimensional approach to viewing reputation, we test the effects of distance and reputation using two choice-based conjoint experiments. The data for the first study was collected from purchasing managers in a German industrial manufacturing company. We find that distance negatively influences the probability of being selected as a supplier, reputation for corporate ability and reputation for corporate social responsibility positively influence selection probability and that good reputations for corporate ability and corporate social responsibility diminish the negative effects of distance. The results are replicated in the second study with data from US American purchasing managers in the field of car manufacturing.

Influences on Consumers' Willingness to Buy from Foreign Retailers

M. Keane, D. Morschett, D. Schmid

University of Fribourg/Switzerland, Switzerland; dirk.morschett@unifr.ch

This study investigates whether rational and emotional appeals, with regard to localization, influence consumers' willingness to buy from foreign retailers and whether these influences interact. In addition, it investigates the moderating role of consumer ethnocentrism (CE).

Three experiments with a cumulated sample of 984 US respondents were conducted whereby the geographic focus of CSR activities (local or global) and/or the level of perceived brand localness (PBL) (high or low) were manipulated. Hierarchical multiple regression analysis was applied to test the hypotheses. The results indicate that both localized CSR and PBL have a positive impact on consumers' willingness to buy from foreign retailers and that these appeals interact and further increase this willingness. CE was found to significantly increase the effect of localized CSR activities but not that of PBL.

C: Session 1.3.15: International Process and Expansion of New Ventures

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.03

Session Chair: Emilia Cubero Dudinskaya

Founders' Prior Industry Specific and General International Experience and the International Expansion of New Ventures

N. Hashai¹, S. Zahra²

¹Hebrew University, Israel; ²University of Minnesota; niroh@huji.ac.il

This paper examines the effects of founder's prior "industry specific" and "general" international experience on the international expansion of new ventures. We argue that, at early stages of internationalization of new ventures, prior industry specific international experience of the founders has a stronger positive effect on international expansion than prior general international experience of the founders. Yet, when international new ventures (INVs) gain international experience, prior industry specific international experience of their founders slows down international expansion, while prior general international experience of founders does not. By identifying the roles of founders' prior industry specific and general international experiences in the international expansion of INVs, the paper offers new insights into the issues of knowledge formation in young entrepreneurial firms.

Entrepreneurs' Personality Characteristics and New Ventures' Internationalization

N. F. Crespo, D. Aurélio

ISEG - School of Economics and Management, Portugal; ncrespo@iseg.ulisboa.pt

Several studies contributed to a greater understanding of the International Entrepreneurship (IE) field, however the literature demands for a more integrated framework distinguishing domestic (DNVs) and international new ventures (INVs). This study analyzes the influence of the entrepreneur's personality and entrepreneurial characteristics on the firm characteristics and the influence of the latter on internationalization. The main objectives of this research are: i) to develop a well-structured framework for the internationalization process of new ventures; ii) to identify entrepreneurial characteristics at the individual and firm level relevant to internationalization; and iii) to distinguish INVs from DNVs regarding the entrepreneurial mindset. The hypotheses are tested through an online survey for Portuguese ventures founded between 2004-2013, with 4.193 valid responses, combined with secondary data provided by elnforma(D&B). Results provide empirical support for the relations between several entrepreneur's personality characteristics and entrepreneurial characteristics, and also for relations between individual entrepreneurial characteristics and the firm's entrepreneurial orientation and international orientation. Furthermore, international orientation is positively related to the type of venture (international vs domestic) and the firm's export percentage. This study provides a different level approach highlighting the role of the entrepreneur whose personality and entrepreneurial characteristics are determinant to the firm's identity and internationalization.

C: Session 1.3.16: Networks and Organizational Structures in MNCs

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.14

Session Chair: Clarissa E. Weber

Domestic Alliance Networks and the Foreign Divestment Decisions of Firms

V. Iurkov, G. R. G. Benito

BI Norwegian Business School, Norway; viacheslav.iurkov@bi.no

In this paper, we investigate the role of domestic alliance networks for divestment decisions of firms. We argue that foreign operations risk being divested when changes in access to domestic social capital occur. The core of our argument is that opportunities emerging from increases in various enduring direct and indirect relationships with other firms in the home country, may instigate firms to reconfigure their value chain activities and resources across geographic segments. We additionally hypothesize that firm innovation intensity and institutional distance between the home country and the subsidiary's host country increases the likelihood that firms divest their foreign subsidiaries. We find support for the direct effect of domestic alliance network embeddedness and for the moderating effect of innovation intensity.

Benefitting from Multinationality through Global Arbitrage: A Transactional Network Perspective on Foreign Operation Upgrades

J. H. Fisch, B. Schmeisser

WU Vienna University of Economics and Business, Austria; bjoern.schmeisser@wu.ac.at

The study views upgrades of foreign operations towards the upstream end of the value chain as a means to appropriate advantages of the local environment for other locations of the MNC. Acknowledging that location advantages drive upgrades of operations, we predict that they do even more so if the MNC's structure provides resource flows to exploit global arbitrage opportunities in tax rates, investment incentives, and technological knowledge in the network of foreign locations. Through arbitrage, the performance impact can be greater for the entire MNC than for local operations. The hypotheses are supported by event history analysis and panel regressions.

Understanding Matrix Structures in Today's MNCs

W. G. Egelhoff¹, J. Wolf²

¹Fordham University, United States of America; ²University of Kiel; egelhoff@fordham.edu

As international strategies become more complex, there is a growing interest on the part of MNC managers in matrix structures. Recent exploratory research on matrix structures in MNCs reveals that a new form of matrix, the rule-based matrix, appears to be emerging. This article contrasts the information-processing capabilities of the new rule-based matrix against those of the classical balanced matrix. They are different and appear to be most appropriate for addressing different types of situations. The article suggests that MNCs may be able to employ both types of matrix structure on a contingency basis, and thereby successfully address an even wider range of situations.

C: Session 1.3.8: Liabilities of Foreignness on the Societal Level

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.13

Session Chair: Arkadiusz Ral-Trebacz

LOF Strategies at Market Entry Level – A Review with a Positive Lens

M. Elo¹, S. Vemuri²

¹Turku School of Economics, Finland; ²Charles Darwin University, Australia; maria.elo@utu.fi

Increasing international business and migration entail challenges. The concepts of Liability of foreignness (LOF) and Liability of outsidership (LOO) address foreign market entry problems. We explore how foreign entrants could employ migrant and diasporic resources and consider people as “liability-carriers”, review the conceptual development towards assets, and apply a positive organizational scholarship (POS) lens to formulate propositions. We contribute by introducing a model illustrating how foreign entrants and can capitalize on diaspora resources and networks either inherently or by internalization encounter face less problems of foreignness and possess more assets than mono-cultural foreign entrants, and suggest further empirical research.

How Does Societal Level Ethnic Diversity Affect Subsidiary Ownership and Employee Productivity?

J. Oetzel¹, C. H. Oh²

¹American University, USA; ²Simon Fraser University, Canada; coh@sfu.ca

This study explores two competing perspectives on the relationship between societal level ethnic diversity, subsidiary ownership, and employee productivity. One perspective – the “ethnic diversity as risk” view - suggests that higher levels of ethnic diversity in society are associated with greater host country and thus lower subsidiary ownership and employee productivity. Another view, the “competing for power perspective,” suggests that the relationship between societal ethnic diversity, subsidiary ownership, and employee productivity is more nuanced and curvilinear in nature. That is, risk to subsidiaries is low at high and low levels of ethnic diversity but higher at moderate levels. Therefore subsidiary ownership and employee productivity follow a U-shaped relationship with societal ethnic diversity. These competing perspectives are tested using a multi-source and multi-year (2004-2010) sample from 30,007 subsidiaries operating in 63 host countries. Our findings support the latter perspective suggesting that high levels of diversity are not a de facto form of risk as some have argued. Rather, managers – at least in our study - increase subsidiary ownership at low and high levels of ethnic diversity and reduce ownership at moderate levels. The relationship between societal ethnic diversity and employee productivity follows a similar pattern.

Disentangling the Place of MNEs through International Social Capital: the Role of Communities of Practice

B. Urzelai¹, F. Puig²

¹University of Mondragon, Spain; ²University of Valencia, Spain; francisco.puig@uv.es

There is extended business literature about how to enter a new market or where to establish in foreign countries but there not much has been written on how to localize. This last element includes a detailed analysis of the place and its social capital. Its knowledge is especially relevant because social capital is a key strategic resource to reduce the liabilities. Although well-established in sociology and political science, social capital is still relatively new to the field of international business. In this paper, we explore the international social capital construction through the community of practices and clustering.

The paper adopts a qualitative methodological approach through an inductive case study to look for patterns and process, and it describes the relationships among the expatriates of a unique dataset of 13 Spanish subsidiaries co-located in Mondragon Kunshan Industrial Park in China.

Our work contributes to the agglomeration and network theories on international business by analysing the formation and dissemination of social capital at the host country level. From a practical point of view this research help companies take decisions regarding a localization mode that allow them reduce risks, gain legitimacy, share knowledge and thus be more efficient on their internationalization process.

C: Session 1.3.9: New Insights in IB from a Bibliometric Perspective

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.03

Session Chair: Lars Håkanson

Is the Field of International Business a Mature Research Domain? Mapping the Intellectual Structure of Research on IB Using Bibliometric Methods: A Study of JIBS, 2000-2015.

B. Marco-Lajara, E. Claver-Cortés, F. García-Lillo, M. Úbeda-García

University of Alicante, Spain; f.garcia@ua.es

The purpose of this study consists in analyzing the existing literature on international business from all the research papers published in the Journal of International Business Studies (JIBS) during the period of time comprised between 2000 and 2015. The authors utilize or apply bibliometric methods to that end –in particular, document citation and co-citation analyses (DCAs)– so that they can try and identify the main research lines within the aforementioned scientific field or domain; in other words, or expressed differently, the ‘intellectual structure’ of the discipline examined. Social networks analysis was also used to carry out the representation or visualization of such structure or knowledge base. As for results, the analysis developed has allowed us to

define the different research lines or fronts which shape the intellectual structure of the research performed in the field of international business and conclude that this discipline has already reached an important degree of maturity.

Building Different Levels of Legitimacy in Internationalisation: Subsidiary – Civil Society Nexus in Institutional Void

M. B. Rana, O. J. Sorensen

Aalborg University, Denmark; mbr@business.aau.dk

Drawing on empirical examination of six European MNE-subsidiaries, using a multiple-case method and process analysis, this paper investigates the nexus between subsidiaries & civil society actors in institutional void affecting legitimacy development. Study finds four different levels (i.e. degree) of legitimacy- acceptance, image, endorsement, and synergy (acceptance + efficiency) subsidiaries earn, develop, or co-develop in collaboration with CS actors in internationalization. Our study brings a new insight on legitimacy theory in international management that isomorphism perspective of legitimacy cannot explain the complexity of subsidiary legitimization in institutional void. Because, subsidiaries not only earn acceptance in institutional context, they also create and co-create image, endorsement, and synergy. We thus combine institutional isomorphism and institutional innovation perspective in legitimization and conclude that subsidiaries strategic endeavours generate various levels of legitimacy, as an output; not just acceptance level only. It is hard to separate legitimacy and efficiency as strategic outcomes, because subsidiaries fill up institutional voids by institutional innovation and create operational efficiency as well as legitimacy in market and society. We conceptualize the development of different levels of legitimacy by 'spiral metaphor' and combine isomorphism perspective with institutional innovation, and business model-fit to illustrate how they influence legitimacy and efficiency development.

I: Session 1.3.1: Perspectives on International Collaboration and International Finance

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.02

Session Chair: Stefan Schmid

Does Employee Representation on the Board Provide a Comparative Advantage? Evidence from Germany and the United States

D. Feils, R. Liu, F. Sabac

University of Alberta, Canada; dfeils@ualberta.ca

Applying a unifying theoretical framework based on the Coasian theory of the firm, we study how different governance practices across national boundaries—specifically employee representation on the board—impact firm performance. Using a sample of German and U.S. firms, we compare different levels of employee representation within Germany, and between Germany and the U.S. We find that the benefits of employee representation on the board increase with a firm's requirement for firm-specific investments by its employees, as captured by a measure of firm-specific skill intensity. We thus show that employee representation on the board can be a source of comparative institutional advantage.

Inter-Organizational Diversity and the Formation of Multipartner Syndicates

S. Dorobantu², T. Lindner¹, J. Müllner¹

¹WU Vienna, Austria; ²New York University, Stern School of Business; jakob.muellner@wu.ac.at

We examine how interorganizational diversity affects the formation of multipartner syndicates that come together to finance some of the world's largest infrastructure projects. On the one hand, interorganizational diversity increases the pool and diversity of resources available to the syndicate to manage the risks associated with the project. On the other hand, interorganizational diversity increases cooperation costs among the partners, moral hazard, adverse selection and the probability of conflict among them. Using a methodology based on the comparison of realized and unrealized multipartner syndicates, we show that interorganizational diversity decreases the likelihood of syndicate formation. More importantly, we show that the negative effect of interorganizational diversity is moderated by the local host-country context of the project. This extends partnership formation literature, highlighting the benefits of non-redundant resources to mitigate the local risk of a given project. Accordingly, firms may accept the higher cost of cooperation if local risk of the project justifies higher interorganizational diversity.

Do International Mergers and Acquisitions Create Value?

L. CHALENCON

IAE Lyon, Université Jean Moulin Lyon, France; ludivine.chalencon@univ-lyon3.fr

This paper aims to identify the determinants of value creation in mergers and acquisitions. Companies initiate mergers and acquisitions to accelerate their development, and market globalization has motivated them to pay more attention to the location of their activities. We focus specifically on the characteristics of acquirers. Our empirical study is based on a sample of 369 transactions that were executed between 2010 and 2012 by acquirers who are constituents of the SBF 120 index.

Asymmetries in the Persistence and Pricing of Accruals

G. Papanastasopoulos

University of Piraeus, Greece; papanast@unipi.gr

We show a strong negative relation of percent accruals with future profitability and stock returns in the U.K. We find that the accrual effect on stock returns is more pronounced for micro stocks relative to small stocks, while it doesn't occur across big

stocks. Furthermore, we show that the accrual effect on future earnings and stock price performance is stronger across loss firms relative to profit firms. Overall, we conclude that earnings fixation is a key factor in explaining the occurrence of the accrual anomaly, while limits to arbitrage are of great significance in explaining the persistence of the anomaly.

Intangible Liabilities and Firm Reputation. Evidence from the Main MNE

J.-J. Durán-Herrera¹, M.-J. García-López²

¹Universidad Autónoma de Madrid (Spain); ²Universidad Rey Juan Carlos (Spain); mariajose.garcia@urjc.es

The financing of intangible assets development can be associated to both equity and debt. The explicit debt can be denominated tangible debt but there will be intangible assets financed by intangible liability. The decrease in value of intangible assets (loss of competitiveness) runs parallel with a decrease in equity value, which may imply future payments and it may be understood also as an intangible liability. In a broader perspective, intangible liabilities are those that reduce the competitiveness of the firm. We assume that the value of the specific intangible assets is associated with the value (perception by stakeholders) of the reputation of the firm, unless there were hidden implicit liabilities: loss of competitiveness implies loss of reputation. The reputation of the MNE is determined by the whole system: MNE and its subsidiaries abroad. Within this context, we carry out the empirical analysis of the top 50 companies included in the index "Fortune, the Most Admired Companies in the world". We took variation in reputation as a synthetic variable to indicate the potential of generating implicit intangible liabilities. We conclude that reputation is related to the quality and style of management, long term investment and financial soundness and not to financial performance

I: Session 1.3.2: Demographic Approaches to the Liabilities of Foreignness

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.04

Session Chair: Marcus Dittfeld

Place, Sense of Place, and Liability of Foreignness

J. J. Kennelly¹, D. Sternad²

¹Skidmore College, United States of America; ²Fachhochschule Kaernten-Carinthia University of Applied Sciences, Villach, Austria; jkennell@skidmore.edu

The idea of 'place' is not new to IB theory, although it has nearly always been narrowly framed as location. This is particularly the case with liability of foreignness theory, in which the dynamic interplay between locational factors and MNE firm-specific advantages is critical. We review liability of foreignness (LOF) theory and argue that the multidimensional constructs of 'place' (of which 'location' is only a constituent part) and 'sense of place' have the potential to advance and sharpen LOF theory (and IB theory more broadly) in productive and necessary ways.

We posit that place incorporates the dimensions of location, locale/landscape, and sense of place - which itself reflects the social construction of dimensions of the relationship between firms and place, including identity, attachment, meaning, and a field of care. Sense of place reflects the strength of the bonds that tie firm and place together. We also offer a tentative typology of MNE-place interactions that includes place-based, place-sensitive, and placeless firms, and offer a model of the effects of an MNE's sense of place on its place capability - its ability to understand, and to connect, engage, and integrate with, a particular place, in order to mitigate liability of foreignness.

Distances, Multinational Organizational Learning, and Firm Performance: A New Perspective

P. Metz

Dresden University of Technology / International Institute Zittau, Germany; philippmetz@t-online.de

Organizational learning in the course of a firm's multinationality is critical to both retaining competitiveness in a globalized, knowledge-based business environment and improving performance. However, the positive implication of organizational learning is taken for granted in the current research. Inconsistencies and oversimplifications in theories and empirical analyses to explain the phenomenon hinder an overall understanding of whether multinational organizational learning actually generates beneficial or adverse implications for firm performance. Drawing on the influence of distances, I review the controversial assumptions in current research of the dominating impact of geographic, cultural, and psychic distances on organizational learning in contrast to newly identified, contemporary strategic, communication, and content distances. I thus address the calls for international business research to both rediscover the liabilities of foreignness and matter of distances and address the importance of various knowledge contents, the connectivity of organizational units, and their strategic role. I introduce and discuss a new perspective to contribute to an understanding of the influence of contemporary distances on multinational organizational learning, assumed to positively shape a firm's performance. The implications for further research and practice are discussed.

Institutional Liability of Multinational Enterprise in Host Country

Y. Zhong, C. J. Zhu, M. M. Zhang

Monash University, Australia; yifan.zhong@monash.edu

Internationalisation of multinational enterprises (MNEs) often involves costs of doing business abroad and encounters various liabilities. However, there lacks attention on components of liabilities that caused by institutional impacts on MNEs. These components affect profitability, growth and survival of MNEs in host countries but have never been conceptualised or examined separately before in the literature. Therefore, this paper tries to conceptualise institutional liability to emphasise institutional impacts on MNEs. It starts by reviewing definitions, sources and effects of various liabilities and then separate costs resulted from three pillars of institutions from other costs. Furthermore, possible ways of overcoming institutional liability are also presented.

The Role of Country Context Distance on Devolution from HQs towards Subsidiaries of Large Agro-Food MNEs

A. T. Sels

KULeuven, Belgium; annabel.sels@kuleuven.be

Over the past decades, the number of subsidiaries of multinational enterprises has gone down following rationalization through M&As and vertical integration. Regional subsidiaries are replacing national ones. In the food and beverage industry in particular, due to more integrated food authenticity, integrity and safety regulations, standardization of practices is needed. On the other hand, internal “embeddedness” remains quite typical of food in many cultures, as is the persistence of stringent national food regulations. It is interesting to investigate whether this changed cultural distance has an impact on subsidiary overall autonomy and on the adaptation of the marketing mix. Based on a pilot food industry dataset, we find that food and beverage MNC decision makers in subsidiaries are still highly engaged in local adaptation, especially with regard to strategic promotion, pricing and distribution policies. Product choices, on the contrary, are more often standardized. Formal institutional distance between HQ’s and subsidiaries is a reason for more strategic marketing mix adaptation at the devolved level. Higher economic distance, on the contrary, results in a higher probability for marketing mix standardization. Furthermore, more strategically autonomous subsidiaries engage in more adaptation.

I: Session 1.3.3: Action and Reaction in the HQ-Subsidiary Relationship

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.12

Session Chair: BERNARD WOLF

Capability Developments as the Subsidiary Evolutionarily Grows

J. Jakobsson¹, K. Hamberg Lagerström², R. Schweizer¹

¹University of Gothenburg, Sweden; ²Uppsala University, Sweden; johan.jakobsson@handels.gu.se

The evolutionary growth of a subsidiary concerns the creation and development of capabilities within a subsidiary. The process of how capabilities are created and developed is not explicitly described in the subsidiary evolution literature (Birkinshaw & Hood, 1998). Nevertheless, the process for how capabilities are formed and how they are managed requires increased research attention (Birkinshaw et al., 2005). This paper attempts to conceptually address capability developments including both managerial and substantive (operational) capabilities in the early stages of a subsidiary’s evolutionary growth. The early stages of a subsidiary’s evolution accounts for the difficulties of managing resources in order to be able to provide HQs with a performance record as a part of the subsidiary’s established charter (cf. Birkinshaw and Hood, 1998, Sirmon et al., 2007). This conceptual paper also attempts to clarify the role of managerial capabilities in relation to both abilities and capacity that are part of subsidiaries’ resource base. The clarification sheds light on how dynamic capabilities (Birkinshaw & Hood, 1998) might develop within a subsidiary as it evolutionarily grows. Hence, this paper brings forward propositions concerning specifically managerial capability developments and their effects in the early phases of a subsidiary’s evolutionary growth.

Subsidiary and Headquarter Power Relationship: The Effect of Subsidiary’s Self-Sufficiency and Integration in Innovation-Related Investment Decisions

O. Kang¹, J. Lindbergh²

¹Department of Business Studies, Uppsala University, Sweden; ²Stockholm Business School, Stockholm University, Sweden; olivia.kang@fek.uu.se

Subsidiary self-sufficiency and integration are important factors in determining the subsidiary’s strategic role within the multinational company in terms of its ability to influence innovation-related investments. We investigate the complexity of subsidiary-headquarter relationships by examining headquarter ambivalence towards subsidiary initiatives through self-sufficiency and integration. Using a sample of 87 innovations developed by 65 multinational subsidiaries, we find evidence that both self-sufficiency and internal knowledge sourcing have a positive effect on the subsidiary’s ability to influence innovation-related investments. However, when a subsidiary excels in both self-sufficiency and internal knowledge sourcing, it has less influence on its own innovation-related investment decisions. Headquarters appear to be more suspicious of powerful subsidiaries and, therefore, tend to seek to control their innovation-related investment decisions.

Exploring the Effects of Headquarters Decision Making on Subsidiaries

A. Nilsson, H. Dellestrand

Uppsala University, Sweden; amalia.nilsson@fek.uu.se

The headquarters’ value adding role entails making strategic and deliberate decisions in order to extract value from and for the multinational corporation (MNC). However, there is limited consideration for how these decisions can impact individual subsidiaries. In this paper we explore the effects of headquarters decision making on subsidiaries. We focus on the subsidiary’s perspective in order to highlight the implications that headquarters decision making can have on the receiving end, allowing us to elaborate on situations where decisions can add value to the MNC simultaneously as they subtract value from individual subsidiaries. Furthermore, we question the assumption that knowledge leads to value added and show that the type of knowledge can impact the outcome of the decision experienced by subsidiaries.

Headquarters Value Added: How Benevolent Intentions Influence Value Added to Subsidiaries

A. Nilsson, H. Dellestrand

Uppsala University, Sweden; amalia.nilsson@fek.uu.se

Multinational corporations (MNCs) are geographically dispersed groups of units, operating with goals that are not always aligned. Despite such complexity, headquarters face the task of justifying their existence by adding value. Headquarters can add value to subsidiaries by getting involved in a way that complements the opportunities and skills existing at the subsidiary.

However, the extent to which the subsidiary experiences value added from such involvement depends not only on to what extent the involvement aligns with and complements the opportunities and skills on the subsidiary level, but it also depends on the headquarters' intentions with the involvement. With multiple stakeholders to answer to it may be that the headquarters' often presumed benevolent intentions are instead sometimes overwhelmed by more selfish interests, with less regard for subsidiaries' best interests. In this paper we develop a conceptual framework highlighting that subsidiaries can engage in issue selling as a way to guide headquarters involvement towards value adding outcomes, that headquarters knowledge can be used to align the involvement with identified opportunities on the subsidiary, and that benevolent intentions can contribute to the involvement complementing subsidiary activities in a value adding way.

Balancing Integration and Responsiveness Pressures in the Sales Function within Fast-Moving-Consumer-Goods (FMCG) MNEs: A Study of foreign Subsidiaries in Germany

H. Reichstein-Scholz, M. Yamin, A. Giroud

Alliance Manchester Business School; Mo.yamin@manchester.ac.uk

Significant structural changes in the retail sector, due to retailer consolidation within and across countries as well as retailer internationalisation, lead to significant changes of the sales function within the FMCG industry. Whilst formally sales functions acted traditionally predominantly locally, manufacturers are recently pressured to act more integrated, i.e. centrally, regarding its sales function. From an IB perspective this paper strives to investigate into the result of the competing forces for integration and responsiveness at the manufacturers side in the special context of Germany, being a pivotal market for this industry. Using the I/R framework as a starting point, network theory and the concept of subsidiary importance are utilized to understand the interrelationships a subsidiary is embedded in and its potential importance to the wider MNE. The empirical research showed that there is still a strong force for responsiveness, deciding strategic sales activities predominantly locally. A very weak effect of subsidiary importance, suggests the subsidiary role to be mainly driven by a strong relationship in the German market, which is further strengthened by the positive influence of external business relationships within Germany.

I: Session 1.3.4: Consumer Perceptions and Preferences in International Marketing

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.16

Session Chair: Salman Saleem

Cultural Distance, Reputation Transferability and Cross Border Acquisitions: A Consumer Perspective

M. MATARAZZO¹, F. DE VANNA², G. LANZILLI², R. RESCINITI²

¹Università degli Studi Guglielmo Marconi, Roma, Italy; ²Università degli Studi del Sannio, Benevento, Italy;

m.matarazzo@unimarconi.it

The aim of this research is to investigate the effect of cultural distance on the reputation transferability from a made in Italy target firm to a foreign acquirer by analyzing local country consumers. The work compares two foreign acquiring companies: a Chinese firm (large cultural distance to Italy) and a Spanish firm (small cultural distance to Italy). The findings show that Italian consumers have more negative attitudes toward the acquired firm and lower intentions to repurchase its products if the acquirer has large cultural distance rather than it has small cultural distance. Furthermore, the study aims at verifying that the case of small cultural distance fosters the reputation transferability more than the opposite case of large cultural distance. The research could be of value and interest because little has been written dealing with the acquisition process in relation to market-based performance, particularly analyzing the consumer behavior toward a post-acquisition target.

The Role of National Cultural Value Approaches for CR Perceptions

B. Swoboda, C. Huber, N. Batton

Trier University, Germany; n.batton@uni-trier.de

This study addresses the important but often neglected differences in national cultural value approaches in research on consumer behavior by comparing the roles of the four major approaches for corporate reputation (CR) across nations: Hofstede, Schwartz, the GLOBE study, and Inglehart. A consumer survey focusing on a multinational corporation (MNC) was conducted in 29 countries to compare the roles of the cultural value approaches as antecedents of consumers' CR perceptions using multilevel structural equation modeling (SEM). Different individual CR perceptions across nations are strongly attributed to national culture. However, the cultural value approaches explain the variance in CR perceptions differently (36.4%-77.3%). Particular cultural value dimensions within each approach show varying explanatory power and differ from those that are most important in the context of moderation models. Novel insights into the roles of cultural value approaches are provided for marketing research. For MNCs aiming to use their CR to attract consumers in foreign countries, this study indicates that culture strongly affects consumers' CR perceptions across nations and identifies the most important cultural value approach and particular dimensions. This study contributes to cultural research in marketing by deepening our understanding of the various cultural approaches and their importance for MNCs.

Chinese Consumers' Preferences for Marine Oil Products: A Conjoint Study.

R. Xu Bryn, S. Pang, Ø. Strand, E. Nettet

NTNU Ålesund, Norway; ovind.strand@ntnu.no

During the summer of 2015 Norwegian media reported that Chinese tourists almost emptied the shop shelves in cruise harbors along the coast for marine oil products. Why is that?

This paper reports on a conjoint study of the influence of product attributes on Chinese consumers' preferences for marine oil products. In order to underpin the choice of attributes in the conjoint study, a thorough review of research in functional food was performed. The attributes were the following: Country-of-Origin, price, taste, format of product and documented health effect. A total number of 245 respondents from three main cities in China completed the online survey. A choice based conjoint (CBC)

analysis was used together with a conventional survey. Among the attributes, Country-of-Origin (COO) is found to be the most important (34.1%), followed by documented health effects (21.4%) and price (20.9%). The respondents were further divided into three segments using latent class analysis. "Price seekers" (15.5%), "Documented effect seekers" (57.1%) and "Country-of-Origin lovers" (27.4%) were identified. The preferred COO for marine oil products was Norway, compared to USA, Australia and China.

The Influence of Corporate Social Responsibility Actions on Consumers' Perceptions towards Global Brands

N. Inacio, C. F. Crespo

Superior School of Technology and Management, Polytechnic Institute of Leiria, Portugal; catia.crespo@ipleiria.pt

Corporate Social Responsibility (CSR) has been occupying a vast space in the academic and managerial domains. The widespread media are bringing to the surface issues regarding multinational corporations that can damage their image by making customers avoid their brands. Therefore, in the last decade, many global brands have decided to humanize their image by putting in practice Corporate Social Responsibility initiatives from diverse nature.

This investigation aims to analyze how consumers perceive CSR actions and how these actions may actually bring benefits to the brands. Therefore, we analyze the influence of CSR associations and Corporate Ability associations on Brand Loyalty, Consumer-Company Identification and Social Responsible Purchase Intention, comparing how these different associations may provide different results or complement themselves.

The hypotheses were tested using Structural Equation Modelling (SEM) in the software PLS (Partial Least Squares). A survey with 344 respondents provided evidence that there is a positive link between Social Responsible Purchase Intention, Consumer-Company Identification and Corporate Ability associations with CSR associations from Global Brands. Based on the results we propose further research in the area and we give recommendations for multinational companies to invest in their CSR strategies.

Region of Origin as an Irrelevant Attribute: Influencing Quality Perceptions and Purchase Intentions of Foreign Products

M. Pasquine, R. Glavee-Geo

Norwegian University of Science and Technology, Norway; rigl@ntnu.no

Consumers often prefer domestic products to foreign, which can complicate foreign market entry for internationally expanding brands. This study suggests that a strategy to overcome initial negative reactions to a foreign product may be to simply add the region within the country the product comes from to the product information provided to the consumer (e.g. adding the region name to the label); even though the consumer may not be familiar with the region. This study employs two experiments using conjoint analysis to test the influence of an irrelevant region, i.e. an unfamiliar region, on perceptions of quality and purchase intentions. Findings suggest that perceptions of quality did not differ between an unfamiliar regionally labelled foreign product and a country labelled foreign product, although purchase intentions were higher for the regionally labelled product among more ethnocentric and involved consumers. Hence, purchase intentions were influenced even though quality perceptions were not altered.

I: Session 1.3.5: International Marketing Strategies and Positioning

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.14

Session Chair: Beatriz Kury

The Role of Social Media in the International Business-To-Business Sales Process: Conceptual Propositions

S. Fraccastoro, M. Gabrielsson

University of Eastern Finland, Finland; sara.fraccastoro@uef.fi

Recent technological and societal changes call for an adoption of the Internet and social media tools in firms' internationalisation efforts. Earlier research has argued that the sales function is among those that can benefit the most by such embracement. However, in order to succeed in international business-to-business markets, a combination of both social media tools and traditional sales channels is needed. The current conceptual paper explores how international new ventures (INVs) can leverage different sales channels during the three phases of their international business-to-business selling processes: the identification of new business opportunities, persuasion, and relationship management. In particular, major attention is dedicated to entrepreneurial decision-making logic. We suggest that effectual approaches tend to prevail during the first phases of the selling process in relation to social media adoption; on the other hand, we argue that causative decision-making logic is helpful when the sales process moves towards its end and in the case of repeated sales. Planning and the use of traditional interaction channels become beneficial when trying to engage customers in long-lasting relationships. We believe the study to be especially useful to INVs which are in the early phases of their internationalisation and suffer from various liabilities.

The Role of Knowledge on the Level of Market Commitment in Rapid Internationalisation: An Examination of Early Internationalisation Development

M. Taylor, R. Jack

Macquarie University, Australia; murray.taylor@mq.edu.au

Internationalisation process research emphasises the role of knowledge and how it influences a firm's international growth path. Our understanding, however, of how knowledge shapes rapidly internationalising firms, and their level of market commitment, is

limited. This study explores seven rapidly internationalising firms, from diverse industries, in the early stages of their development. Our findings reveal that firms leverage the operational knowledge of founders for initial internationalisation before seeking to develop market and international knowledge through their choice of market commitment. By first seeking and capturing knowledge, firm's international strategies evolve and lead to incremental shifts in foreign market commitment.

Early Mover and Diligent Follower Advantages: Insights from Basque International Niche Market Leaders

B. Kamp

Orkestra-Basque Institute of Competitiveness, Spain; bart.kamp@orkestra.deusto.es

The present paper analyzes advantages related to the timing of market entry on behalf of companies that hold a leadership position in international niche markets.

I.e.: whether they gained this position by moving early into these niche markets or by acting as a diligent follower, and the kind of advantages intervened to attain market leadership.

Empirical material stems from a sample of industrial companies located in the Basque Country (Spain).

Findings are put into context amidst conceptual literature on first mover/second mover advantages, on the one hand, and hidden champions, on the other.

Results show that the examined sample followed predominantly an early mover entry strategy.

We finish by putting into context how market leadership is attained by International Niche Market Leaders and the advantages that lever their competitiveness.

Internationalization, Absorptive Capacity and Innovation Performance of SMEs – A Complementary Triangle

P. Antonio, M. G. Perin

PUCRS, Brazil; paloma478@hotmail.com

The purpose of this article is to establish the grounds for the exploration of the mediation role of the absorptive capacity in the internationalization and innovation performance relationship of small and medium enterprises (SMEs). Small firm's innovation has been largely related to its international involvement, sometimes presented as an antecedent of export performance and other times presented as the outcome of the company's international activities, usually explored as alternatives. Using the outside-in logic, this article sustains that in order to gather the most of internationalization's benefits, the SME needs to be able to recognize, assimilate and efficiently apply external knowledge into commercial ends that, in turn, will contribute to innovation performance of the SME. The first section highlights the internationalization of SMEs as a different process than the one traditionally explained by the international business theory. The second section explores how innovation has been linked to SMEs internationalization as well as its complementarity as growth strategies and, at last, the third section outlines the mediating role of absorptive capacity. A model and two propositions are presented for further exploration.

I: Session 1.3.6: Dynamic in Foreign Direct Investment

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.18

Session Chair: Melanie Hassett

Changes in Foreign Operation Modes: A Structured Literature Review

M. Putzhammer

WU Vienna, Austria; moritz.putzhammer@wu.ac.at

This paper addresses the growing but fragmented research area of changes in foreign operation modes. The focus of my work lies on consolidating and conceptualizing existing research and setting the frame for future research needed. This is done through a structured literature review as well as the development of a holistic conceptual model portraying the complexity of a firm's foreign operation mode changes as well as their antecedents and consequences. Studies on changes in foreign operation modes examine different forms of changes. First, so-called between mode changes like changes between exporting and FDI or between multiple stages in the establishment chain are examined. Further, also changes within a certain operation mode like changes in exporting form, changes in licensing form or joint venture partners, ownership levels in FDI modes or changes between different forms of FDI are examined. Lastly, also so-called mode combinations, where modes are added to or deleted from already existing parallel operations in a foreign country, are subject to analysis in this area of research.

FDI and Human Capital: Gender Effects and Education Spillovers in European Union

K. Louloudi, C. Kottaridi

University of Piraeus, Greece; tinalouloudi@hotmail.com

Human capital is regarded an important determinant for location strategies of MNEs. While many researchers have examined the impact of human capital on FDI by using each of them different random varying measures of human capital, the empirical literature continues to be gender-blind with few exceptions. The present paper is a systematic analysis of the impact of various traditional and newly advanced measures of human capital, skills and competencies disaggregated by gender, in explaining FDI inflows in European Union (EU) 28 countries, decomposed also into the EU-15 and EU-13 to detect potential differentiations. Since the impact of gender inequality in education on FDI is theoretically ambiguous, the results of empirical investigation demand special attention. We examine 25 various human capital measures in total. In the EU-28 we observe that there is not much difference in the contribution of each gender type on FDI but females' tertiary education seems to be more important. EU-15 is a more developed region which requires more advanced skills especially for males while the picture is totally different in the remaining countries where multinational enterprises are not interested in higher skills.

Influence of Learning, Networks and Readiness on Value Chain Target Selection: Cases of Chinese Agrifood OFDI to Advanced Economies

C. S. { Chan

The University of Sydney, Australia; ccha8751@uni.sydney.edu.au

This study addresses the rationale behind firms' selection of value chain targets by examining the influences of learning and networks in shaping internationalisation process. Extant literature tends to focus on determinants of the most efficient entry modes and level of investment commitment. Public discourse commonly associates Chinese state-owned investors with resource-seeking driven land-based acquisitions. This article seeks to redirect and fine-tune the central theme towards why companies choose upstream or downstream investment targets. Case studies are generated from interviews with senior management of eight Chinese companies (two SOEs and six POEs) that have invested in advanced economies during 2008 – 2016 and counterchecked with documents and industry experts. First, this article elucidates nascent trend of emerging market MNEs with strong industry experience, learning about host countries and supportive networks favour pursuit of midstream to downstream targets and rapid integration with global value chain. Second, firms' global aspirations and readiness influence their propensity to capitalise on value chain investment opportunities. Understanding how and why firms justify value chain decisions help to extend and enrich the Uppsala model and support the process approach.

Human Capital, Skills and Competencies: A Systematic Approach of the Effects on Inward FDI in the EU

S. Karkalakos³, C. Kottaridi¹, K. Louludi²

¹University of Piraeus, Greece; ²University of Piraeus; ³University of Piraeus; kottarid@unipi.gr

While it is widely acknowledged that at least some level of human capital is crucial for foreign investors, there is no systematic study on the relative importance of different skills and qualifications; the evidence is rather random depending on particular human capital measures. What is more, based on newly advanced measures capturing skills and competencies, even differing schooling systems, this is the first study to assimilate their potential effects, compared to what the existing literature includes so far. The analysis is carried out in the EU and the results indicate the importance of high specialized skills for the EU-15 contrary to more basic knowledge and secondary vocational education towards particular qualifications that may be applied to real life for the newer member states.

P: Session 1.3.17: Global Value Chains, 3D Printing and Additive Manufacturing: Is the Industry 4.0 Scenario Opening New Perspectives to IB?

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.15 Panel

Global Value Chains, 3D Printing and Additive Manufacturing: Is the Industry 4.0 Scenario Opening New Perspectives to IB?

A. zucchella¹, B. Petersen², R. Strange³, L. Fratocchi⁴, S. Denicolai⁵, B. Hagen⁵

¹university of Pavia, Italy; ²Copenhagen Business school; ³University of Sussex; ⁴University of l'Aquila; ⁵University of Pavia; antzuc04@unipv.it

P: Session 1.3.18: One For All And (Or) All For One: Leveraging Cultural Diversity With Global Team Leadership

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.27 Panel

One For All And (Or) All For One: Leveraging Cultural Diversity With Global Team Leadership

L. Zander¹, A. Mockaitis², J. Hoch³, J. Luring⁴, Y.-t. Lee⁵, L. Romani⁶, P. Zetting⁷

¹Uppsala University, Sweden; ²Monash University, Australia; ³California State University, USA; ⁴Aarhus University, Denmark; ⁵IESE Business School University of Navarra, Spain; ⁶Centre for Advanced Studies in Leadership Stockholm School of Economics, Sweden; ⁷Turku School of Economics University of Turku, Finland; lena.zander@fek.uu.se

P: Session 1.3.19: Challenges for Research, Collaboration and Innovation in Emerging Markets: Forecast for CEE

Time: Saturday, 03/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.27 Panel

Challenges for Research, Collaboration and Innovation in Emerging Markets: Forecast for CEE

L. Puslecki¹, M. Gorynia¹, A. Jaklic³, M. Raskovic³, P. Trapczynski¹, M. Staszko¹, A. Panibratov⁵, N. Daszkiewicz⁴, K. Wach²

C: Session 1.4.10: Cultural Aspects in HR Management and Performance Appraisal

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.13

Session Chair: Ursula Pregelning

What Gets HR Noticed? Employee Perceptions of HR Professionals in Performance Appraisal

S. John

Hanken School of Economics, Finland; sofia.john@hanken.fi

This study looks at factors that affect the attention that HR actors receive from important organizational stakeholders, managers and professionals, in the context of the performance appraisal. Based on qualitative interview data with 92 respondents in 14 subsidiaries of seven Nordic multinationals, I find that HR actors generally receive very little attention. Those HR actors that received the most attention were strongly supported by the most senior general manager of the unit, were active across different HR roles, and exercised agency in making conscious efforts to improve employees' experience of the performance appraisal. HR structure, organizational change, and cultural and institutional factors also arose as relevant issues and are discussed.

Cultural Integration through Value Socialisation Following Cross-Border M&As

R. Harikkala-Laihininen, M. Hassett, J. Raitis, N. Nummela

Turku School of Economics, University of Turku, Finland; riikka.m.harikkala@utu.fi

Although values are a popular topic in organisational literature, often organisational value statements remain hollow words. Therefore the main purpose of this paper is to explore the appearance of values in practice. This study analyses How can value socialisation facilitate post-acquisition integration? We define value socialisation as the attempts of an organisation to implant the organisational values into the employees. Such attempts are well illustrated in our case company in which the main element of post-acquisition integration is the creation of a new joint culture through shared values. The case company has progressed in value socialisation fairly well, succeeding to find wide acceptance and familiarisation of the values among the employees both at the acquiring and acquired company. However, we find that employee perceptions of value enactment and cultural differences between the acquirer and acquired company can hinder the process. Nevertheless, we suggest that value socialisation can facilitate integration through offering a way of introducing new, shared values to employees. Based on our findings, we conclude that value socialisation following cross-border M&As includes three steps: establishment and announcement of the values, dissemination of the new values through organisational learning initiatives, and following up on progress and making adjustments if necessary.

C: Session 1.4.11: Geography in International Marketing

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.04

Session Chair: Dirk Morschett

Is Multi-Ethnic Advertising a Viable Strategy for Global Luxury Brands? A Mixed-Method Study in Four Countries

A. Strebinger¹, F. Klauser², P. Grant-Hay³, X. Guo⁴

¹York University, Canada; ²Vienna University of Economics and Business, Executive Academy, Austria; ³BMW Austria;

⁴University of International Business and Economics, Beijing, China; strebing@yorku.ca

While Multi-Ethnic Advertising (MEA) is increasingly used by non-luxury brands, global luxury brands still use almost exclusively Caucasian models in their brand communication around the world. We suggest that this is due to inconsistent meaning and valence of MEA across and within countries. In mixed-method interviews with 145 young consumers in Japan, China, Austria, and Canada (including recent Japanese and Chinese immigrants to Canada and Canadian-born Caucasian Canadians) we find that MEA stands for "brand globalness" in ethnically homogeneous markets, but for "brand inclusiveness" in the ethnically diverse market of Canada. In line with our predictions based on Optimal-Distinctiveness Theory, ethnic-majority consumers in Japan and China prefer All-Caucasian Advertising (ACA) over MEA for a luxury car brand with a Western origin, while recent Japanese and Chinese immigrants to Canada show equal appreciation for MEA and ACA. Even within our sub-samples, though, MEA proves to be a highly polarizing stimulus, being loved by some and hated by other consumers. While our findings explain why global luxury brands individually opt for using ACA rather than MEA in their global advertising, we call for a collective effort of the luxury-brand industry to ensure ethnic diversity in their advertising.

Patterns of Marketing Mix Strategy in Export Countries

M. Kontkanen¹, J. Larimo¹, A. Zucchella², B. Hagen²

¹University of Vaasa, Finland; ²University of Pavia, Italy; mish@uva.fi

Standardization vs. adaptation of the marketing mix strategy in foreign markets has been one of the key research areas in international marketing since late 1960s. Based on these studies we already know that the adaptation / standardization levels of the elements can vary from high level of standardization to high level of adaptation, many external and internal factors may have an effect on the variation of the standardization level and that standardization level in may have effect on performance. However, we argue that the focus on individual marketing mix elements, or the utilization of traditional holistic approaches either by integrating the various marketing mix elements into one score or keeping the elements separate, could partly explain the contradictory and fragmented findings in the field. We suggest that by adopting a configurational approach to marketing mix strategies, in which the potential different combinations of marketing mix elements are taken into account, would offer richer description of the strategic options available. Based on two-country sample of SMEs we identified five distinct patterns of marketing mix strategies which also had implications for the competitiveness of the firms and their performance.

An Investigation of the Determinants of Cross-Border Online Shopping from Consumers' Perspective

G. Wagner¹, H. Schramm-Klein¹, M. Schu²

¹University of Siegen, Germany; ²University of Fribourg, Switzerland; wagner@marketing.uni-siegen.de

The share of online purchases that consumers conduct in foreign countries is increasing. However, little is known about which factors determine consumers' intention for cross-border online shopping and what factors moderate this relationship. We develop and empirically test a cross-border online shopping model that is suitable to investigate cross-border online shopping behavior. To advance understanding of the "cross-border online shopper" we collect and analyze data of 220 online shoppers. Findings indicate that consumers' cross-border online shopping intentions are influenced by specific benefits and risks of foreign online shopping. Moreover, this relationship is partly moderated by foreign traveling and consumer cosmopolitanism.

C: Session 1.4.12: Strategy and Improvisation in International Marketing

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.15

Session Chair: Martin Falk

Opportunity Novelty, Improvisation and Network Adaptation in Firm Internationalization

M. Hilmersson¹, M. Johanson², H. Lundberg¹, S. Papaioannou¹

¹Mid Sweden University, Sweden; ²Linneaus University, Sweden; martin.johanson@miun.se

This study combines effectuation theory with a network view on internationalization in order to fill several gaps in the literature. So far, opportunities have been studied from either exchange and arbitrage or product and innovation perspectives and most studies completely focus on identification and recognition of opportunities, but we advance

that the degree of novelty of the opportunity has important implications for the foreign market entry. We further argue that both the behaviour preceding identification and the strategy following exploitation of an opportunity are important in order to understand the path-dependent character of the process. With the help of three concepts — improvisation, opportunity novelty and network adaptation — we develop three hypotheses, which are combined in a structural model and tested with the help of LISREL. The data consists of 237 international opportunities reported by 160 firms. The paper ends up with a discussion of the results, where we also identify interesting areas for future research.

Knowledge, Uncertainty and Networks: What Drives SMEs' International Market Selection?

C. Braga da Cunha¹, S. C. e Silva²

¹University of Minho, Portugal; ²Catolica Porto Business School – Universidade Católica Portuguesa; claudiafbcunha@gmail.com

What are the key variables that can explain SMEs' international market selection? International business literature has shown that firms' costs of expanding business activities to host markets along with the lack of roots in foreign countries apparently result in competitive disadvantages for the alien enterprises. However, depending on the relationships established with other members of the network, companies may be able to more easily overcome the risks of selecting a certain market. In turn, the fear of facing unknown situations as well as the absence of knowledge about a specific country may hinder firms from going abroad, which may lead to the loss of opportunities. Based on a literature review regarding the topic and after developing some propositions, the authors developed a conceptual model which shows the existence of five variables that explain SMEs' market selection – knowledge, market commitment, international networks, SMEs' ties within networks, and SMEs' status among members of the network. These variables seem to influence firms' uncertainty, perception of psychic distance, as well as the liabilities of foreignness and outsidership. Consequently, relationships established with other players inside the network tend to enhance firms' knowledge about foreign markets, allowing them to better assess opportunities and avoid risks.

Exploration or Exploitation of Opportunities? Looking at International Entrepreneurial Marketing as a Process

E. Cubero Dudinskaya

University of Pavia, Italy; emilia.cuberodudinska01@universitadipavia.it

The present work focuses on the exploration and exploitation of opportunities and aims answering the following research questions using three case studies: does international entrepreneurial marketing as a process is based mainly on the exploitation or the exploration of opportunities, or both? Does the successful exploitation of opportunities through international entrepreneurial marketing is achieved using only entrepreneurial marketing or does it also needs the support of traditional marketing techniques? And, in case both approaches are required, then the question is: are entrepreneurial marketing and traditional marketing two ends of a continuum or orthogonal to each other in the process of exploitation of opportunities? Results show an important interaction between exploration and exploitation of opportunities in the international marketing

development of entrepreneurial firms. Likewise, the relationship between traditional marketing and entrepreneurial marketing makes it possible to enact both at the same time, generating an orthogonal relationship between them.

C: Session 1.4.13: Early Stage Internationalization

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.17

Session Chair: Krzysztof Obloj

Value Chain Internationalization: The Effects of Performance Feedback

C. A. Rodriguez¹, L. Ciravegna^{2,1}

¹INCAE Business School, Nicaragua; ²King's College International Development Institute; carlos.rodriquez@incae.edu

This study analyzes experiential learning effects in offshoring. Using Performance Feedback Theory we propose that feedback mechanisms shape the patterns of geographical diversification and within country expansion of firms' offshoring activities. We argue that firms respond to different notions of performance feedback when describing value chain reconfiguration, where financial performance aspirations explain geographical diversification and operational performance aspirations explain patterns of within country expansion. We examine these relationships in a dataset of offshoring projects undertaken by 230 firms in the period between 1995 and 2012, finding support for our arguments

The Role of Networks in Early Internationalizing Firms: A Systematic Review and Future Research Agenda

M. Bembom, C. Schwens

Heinrich-Heine University Duesseldorf, Germany; michael.bembom@hhu.de

Despite considerable research, the international entrepreneurship literature is lacking systematic knowledge how networks enable early internationalizing firms to overcome challenges arising from liabilities of newness (LoN) in their internationalization. The present paper conducts a systematic review including 51 qualitative and quantitative journal articles on the role of networks (that is, network content (i.e. type of exchanged resources), network governance (i.e. underlying mechanism for resource exchange) and network structure (i.e. network patterns determining amount and diversity of exchanged resources) in the cross border expansion of early internationalizing companies. We contribute to existing research by developing a review systematic which is specifically tailored to early internationalizers' key inherent challenges emerging from LoN. Additionally, based on this systematic, we take stock of the current state of knowledge regarding the role of networks in early internationalizing firms and develop a roadmap for future research in this important domain.

How Do Born Global Firms Grow Up? A Longitudinal Study

T. Almor¹, S. Oyna², S. Tarba³

¹The College of Management, Israel; ²University of Agder; ³University of Birmingham; talmor@colman.ac.il

Very few studies have examined the question how, if at all, born globals survive over time. Born globals, which are young, one-product firms at the outset, face multiple challenges when striving for long-term independence. This study focuses on the ability of born globals to survive independently by using mergers and acquisitions (M&A) in order to access additional resources and capabilities.

The research is based on a longitudinal analysis of 50 Israeli, high-tech companies that were defined as born globals in 1999 and were followed on an annual basis until 2009. The results showed that acquisitions of other start-ups by the born globals increased the probability of independent survival as well as of financial growth. Acquisitions made in order to access additional products or technologies were most effective in this matter. Data further showed that survivability as well as financial success increased with the number of M&As. Independently surviving born globals increased their investments in R&D in conjunction with M&As that allowed them to expand their technology / product line, thereby enabling the exploitation of new entrepreneurial opportunities. This study thus contributes to our understanding of how born globals behave once they mature beyond their initial life stages.

C: Session 1.4.14: Innovation and Entrepreneurship during the Internationalization Process

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.14

Session Chair: Nuno Fernandes Crespo

Organisational Identity Paradox in the Internationalisation Process: How Firms Maintain Internationalisation via Storytelling

P. Jasovska¹, P. W. Liesch²

¹University of Technology Sydney; ²University of Queensland; pavlina.jasovska@student.uts.edu.au

In this paper, we seek to expand our understanding of uniqueness-similarity paradox of organisational identity in the international business context. Uniqueness refers to innovation, non-conformity, variation and difference, whereas similarity invokes reliability, compliance, endurance and sameness. This dichotomy should be balanced for organisations to successfully win the attention of the investors and market opportunities. We propose that to resolve this paradox, organisations engage in storytelling to construct organisational identity and attract potential resource providers. More specifically, we suggest in line with previous research that storytelling is a critical device for attracting, cohering and mobilising resources which can lead to international opportunities. In the international context, organisations operate in multiple national markets thus the mechanism becomes more complex. To enter foreign markets, the firm has to negotiate its identity with potential network partners, as

agents and distributors. Therefore, we argue that the organisational identity is not stable, but is adaptable through a set of activities purposefully crafted by entrepreneurs and brought into life by storytelling. Overall, based on our processual framework, we offer that entrepreneurs need to tell stories to engage in attracting, cohering and mobilising resources from potential international network partners.

The Process of Internationalization Revisited: A Cognitive Approach from the Perspective of Small Ventures

B. Vlacic, M. Gonzalez-Loureiro

University of Vigo, Spain; bvlacic@alumnos.uvigo.es

The topics of internationalization and cognitive styles have been investigated extensively in an unrelated manner over decades. From the latter psycho-sociological approach, the decision maker cognitive characteristics have an impact on the organization's strategic decisions. In this paper we examine the process of internationalization from two perspectives: strategic management process and the psychological viewpoint of decision-making. The purpose of this paper is to provide literature-based evidence on the importance of the manager cognitive style on the internationalization process. Following the dual-process theory of decision-making, we claim that System-X (unconscious, emotional in nature) and System-C (deliberative, conscious) interact when making an international business decision. The heterogeneity of patterns is the result of the different cognitive styles of managers in small ventures. Future research avenues are: 1) Is there a cognitive style that always outperforms the others when it comes to the internationalization pattern the SME follows, or whether the optimal style is dependent on the task and the context (i.e. the pattern of the internationalization the small venture chooses)? And 2) why should we take into consideration the manager's cognitive style when choosing the manager that should lead the internationalization process of the small venture?

Mapping the Intellectual Structure of Research on 'Born Global' Firms and INVs: A Citation/Co-Citation Analysis

B. Marco-Lajara, F. García-Lillo, M. Úbeda-García, E. Manresa-Marhuenda

University of Alicante, Spain; f.garcia@ua.es

The present research paper shows the results of an analysis of the existing literature on one of the topics that has sparked the most interest among scholars and researchers in the fields of international management and entrepreneurship: born global firms or international new ventures (INVs). Concretely, with the aim of identifying and visualising the intellectual structure of research on this phenomenon, a total of 124 research papers whose titles contain the above terms are analysed. The methodology is mainly based on the bibliometric techniques of author citation and co-citation analyses and the analysis of social networks (SNA).

C: Session 1.4.15: Diversification and Internationalization in the Context of Liabilities of Foreignness

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.01

Session Chair: William Newburry

The Value of Internationalization: Disentangling the Interrelationship between Regionalization Strategies, Firm-Specific Assets Related to Marketing and Performance

A. Ral-Trebacz¹, S. Eckert², M. Dittfeld³

¹Dresden University of Technology, Germany; ²Dresden University of Technology, Germany; ³Dresden University of Technology, Germany; a.ral-trebacz@tu-dresden.de

Recent empirical work suggests that the business operations of multinational companies are rather regional than global. We analyze the performance impact of intra-regional and inter-regional strategy among large companies European countries. Using panel data analysis techniques, we find that an increase in a firm's degree of regionalization leads to value enhancement. On the other side, the results reveal that an inter-regional strategy is associated with value discount. Moreover, while examining the moderating impact of inter-regional strategy on the relationship between marketing-related FSAs and performance, the empirical findings the higher the degree of inter-regional expansion the more pronounced is the effect of firm-specific assets related to marketing on performance. Hence, the negative valuation impact of an inter-regional strategy may be attenuated or even overcome through the interplay of inter-regional internationalization and firm-specific assets related to marketing.

Diversification, Internationalization and Performance: The Role of Brand Adaptation

A. Barroso¹, M. Giarratana², M. Pasquini³

¹Universidad Carlos III, Madrid Spain; ²IE University / IE Business School, Madrid Spain; ³IE University / IE Business School, Madrid Spain; martina.pasquini@ie.edu

This study tests how the relationship between product diversification, internationalization, and performance could change when companies adapted (or did not) their brand to foreign markets. The setting is the automobile industry in Spain at the end of 1990s, when the country integrated into the EU and tariffs and non-tariffs taxes decreased. Observing the simultaneous penetration of non-European entrants into Spain, already present in other European countries, we show that brand adaptation increases performance when firms suffer high levels of liability of foreignness due to their product diversification, and of newness because of the type of competition in the foreign market.

Quo Vadis? Cities and the Location of Cross-Border Activities

D. Castellani¹, G. Santangelo²

¹Henley Business School, United Kingdom; ²University of Catania; d.castellani@henley.ac.uk

We investigate the ability of global cities to attract cross-border investments originating from more geographically distant locations, and different types of cross-border value chain activities. Based on research on global cities and FDI, we suggest that the attractiveness of global cities for cross-border investments increases with the distance from the source location because distinctive characteristics of these cities reduce the liability of foreignness (LOF) and offset the LOF-increasing costs of geographical distance. We also submit that coordination and support activities are more likely to be attracted within metropolitan areas of global cities, which are sufficiently proximate to enjoy the benefits and minimizing the costs of global cities. Instead, supply-driven activities would be more sensitive to the different types of costs associated to global cities. Depending on the sensitiveness to specific factor costs, these activities will be located in “moderately global” or peripheral cities. We test our argument on a sample of over 110,000 cross-border investments in more than 10,000 cities across the world over the period 2003-2015.

C: Session 1.4.16: Innovation in the Firm and Multinational Dynamics

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.03

Session Chair: Filip De Beule

The Effect of National Diversity and Group Dynamics on Team Innovation Performance in Engineering Projects

A. Hareide, H. Solli-Sæther

Norwegian University of Science and Technology, Norway; haso@ntnu.no

This paper explores how team processes in a multinational corporation affect team level innovation performance. Data was collected from 146 engineers from one project-based multinational engineering firm in the maritime industry. The group dynamics of conflict resolution, knowledge sharing and psychological safety were found to have a strong positive effect on team innovation performance. Whereas two specific dimensions of national culture – power distance and uncertainty avoidance – were found to have little effect on group dynamics. The original value of the paper is the use of group dynamics theory to extend the scientific research on team innovation performance in engineering projects.

Boosting Radical Innovation through Global Excellence Skunkworks Projects in Multinational Companies: Key Human Resource Practices and Dynamics

C. Donada¹, V. Oltra², J. Alegre²

¹ESSEC Business School, France; ²University of Valencia, Spain; victor.oltra@uv.es

Skunkworks projects usually derive from need of fulfilling rapid innovation cycles, as an alternative from relying on the ‘normal’ R&D organization and ‘traditional’ innovation processes. In order to secure appropriate progress and maximize success chances, skunkworks projects have very different organizational requirements from those of ‘regular’ organizations – e.g., cross-functional and diverse teams, no bureaucracy, generous funding, low hierarchy, and location away from the rest of the company. Although these requirements carry human resource (HR) implications, research on the connection between skunkworks projects and HR issues is almost non-existent. Hence, we tackle a timely research gap, posing the following question: what are the key HR practices and dynamics that best support (global excellence) skunkworks projects aimed at boosting radical innovation? We develop an exploratory case study of a recent, global excellence skunkworks project (‘Hybrid Air’ engine radical innovation) at PSA Peugeot Citroën, a leading multinational company in the automobile industry. Our main contribution is our proposal of a number of (global excellence) skunkworks-boosting HR practices and dynamics: extreme empowerment and autonomy in job design and task development, extensive team-based training, creativity-based performance appraisal, participative decision making systems, ultra-open job descriptions, ‘undercover’ (extremely discreet) recruitment and selection processes, and turbulence-oriented employee flexibility.

Export Activities and Cooperation in Innovation: a Co-Evolutionary Analysis

A. M. Moreno-Menéndez, J. C. Casillas

Universidad de Sevilla, Spain; casillas@us.es

The relation between innovation and export activity has been widely studied, and arguments for mutual influence identified. In the last years, both concepts tend to adopt a more open perspective for development, where cooperation between the firm’s internal and external agents plays a central role in the success of the process. We propose that engaging in open innovation activities will promote the export behaviour of firms and viceversa. We present eight hypotheses that link two dimensions of export behaviour to four dimensions relating to cooperative innovation. We analyse a panel of 9,193 Spanish firms over a period of six years (2007-2012). Our results show the mutual influence of both types of activities over time through a co-evolutionary process. However, we find that export activity has a greater effect on innovation cooperation than viceversa.

C: Session 1.4.8: Knowledge in the MNE

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.03

Session Chair: Josep Rialp

Pattern Matching in Qualitative Analysis

N. Sinkovics

The University of Manchester, Alliance Manchester Business School, United Kingdom; noemi.sinkovics@manchester.ac.uk

The ongoing rigour and relevance debate has triggered calls to re-evaluate the ways research projects are designed and implemented (e.g. Pettigrew 2001; Hodgkinson and Starkey 2011). Although this debate is equally relevant for quantitative and qualitative research, the latter is more prone to criticism due to its inherent messiness and complexity (cf. Sinkovics and Alfoldi 2012). The existing epistemological disputes about the extent to which it is possible for different individuals to interpret a given set of data in the same way and arrive at similar conclusions makes the design of evaluation criteria for qualitative studies rather challenging (cf. Johnson, Buehring, Cassell, and Symon 2007; Hammersley 2007). This paper argues that the logic of pattern matching offers a useful frame of reference for the design and implementation of qualitative studies as it aims at the externalization of implicit mental models and assumptions. This helps readers retrace the thought processes of investigator(s) and better understand how and why the presented conclusions have been arrived at. Additionally, as pattern matching requires meticulous contextualisation, clear-cut theoretical formulation, and detailed and precise operationalisation, studies that consciously apply the principles of pattern matching are expected to better satisfy the double hurdle of rigour and relevance.

Striking the Right Balance: Sources of Knowledge in International Expansion

S. Denicolai¹, L. Håkanson², A. Majocchi¹, A. Zucchella¹

¹University of Pavia, Italy; ²CBS - Copenhagen Business School; stefano.denicolai@unipv.it

The present paper builds on the generally accepted assumption in IB theory that the key resources possessed by multinational firms are knowledge-related. But in contrast from mainstream theory, which has long tended to emphasize internally generated, unarticulated and tacit knowledge, the analysis focuses on the role of codified knowledge for the internationalization of firms and explicitly recognizes the significance of externally sourced knowledge. Based on a panel of 1,165 observations from 292 European firms over four years (2008-2011), it empirically examines both the relationship between a firm's overall codified knowledge base and its international scope and relative roles of internal and external knowledge. The results confirm the common assumption that knowledge and international scope are mutually dependent but they do not indicate any simple line of causality. They also demonstrate that internally generated knowledge has a different impact on internationalization than externally sourced knowledge. Internal knowledge helps firms to absorb and leverage knowledge from external sources, but that beyond a certain point the benefits of doing so diminish and eventually become negative.

C: Session 1.4.9: Ownership, TMT Compensation, and Firm Performance

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.13

Session Chair: Jana Oehmichen

Paying Cash? The Effect of Top Management Team's International Experience and National Diversity on Payment Mode in Cross-Border Acquisitions

S. Ray¹, D. Piaskowska², R. Tharyan¹, G. Trojanowski¹

¹University of Exeter, U.K.; ²University College Dublin, Ireland; dorota.piaskowska@ucd.ie

Top management have long been regarded as key decision makers in strategic decisions such as those concerning international acquisitions. Yet relatively little is known about how directors' prior experiences and national backgrounds influence such decisions. This paper focuses on one specific decision associated with international acquisitions, namely the choice of payment mode through cash, equity, or otherwise. Building on the information asymmetry and upper echelons theories, we argue that prior international experience and national diversity of top management teams (TMTs) have a non-linear impact on the likelihood of cash and mixed payments over equity-only payments. We also explore the strength of these effects across high- and low-uncertainty target countries. Results from ordered logit analyses of 1,708 international acquisitions completed by 429 UK firms between 1999 and 2008 shed a new light on the circumstances under which TMT international experience and diversity may or may not alleviate information asymmetry in payment mode decisions, hitherto not studied.

The Role of Ownership in the Internationalization-Performance Relationship of Indian Business Groups

S. Purkayastha¹, V. Kumar², J. Lu³

¹IIM Calcutta, India; ²University of Sydney; ³University of Melbourne; saptarshi@iimcal.ac.in

Business groups, the dominant organizational form in many Asian markets, have expanded their operations into international markets. We combine the resource-based view with the institutional perspective to highlight the costs and benefits of business groups' internationalization, rather than business groups' affiliated firms' internationalization, and consider how ownership heterogeneity among business groups influences the internationalization-performance relationship. Three ownership types—family, domestic financial institution, and foreign corporate—serve as distinguishing characteristics of business groups and potential moderators of this relationship. In a sample of 185 Indian business groups examined over more than a decade (2000–2010), we find that these three ownership types have a differential impact on the internationalization-performance relationship, depending on the level of internationalization of the business group. Specifically, we find that at lower levels of internationalization, family and foreign corporate ownership has a positive moderating effect whereas domestic financial institutional ownership has a negative moderating effect. Conversely, at higher levels of internationalization, family and foreign corporate ownership has a negative moderating effect, while domestic financial institutional ownership positively moderates the internationalization-performance relationship.

Does exposure to the US influence CEO compensation? Empirical evidence from Europe.

S. Schmid¹, F. Altfeld¹, T. Dauth²

¹ESCP Europe Business School Berlin, Germany; ²HHL Leipzig Graduate School of Management, Germany; sschmid@escpeurope.eu

This study examines the influence of exposure to the US on CEO compensation in European firms. Based on neo-institutional theory, we employ a multilevel conceptualization of exposure to the US which captures exposure at the individual-, firm- and

industry-levels. We postulate a positive effect of exposure to the US on CEO compensation. Our empirical results support most of our hypotheses. At the individual level, we find that CEOs' exposure to the US is related to higher compensation; furthermore, this relationship is stronger for more powerful CEOs. At the firm level, exposure to US capital markets is associated with higher CEO compensation; however, no significant relationship is found for operational exposure to the US. Finally, at the industry level, exposure to US competitors is related to higher CEO compensation. The study provides several contributions. First, by drawing on neo-institutional theory we move beyond the agency-based theoretical focus usually employed in CEO compensation studies. Second, by employing a multilevel conceptualization of exposure to the US we present a comprehensive picture of the link between exposure to the US and CEO compensation. Third, by using a sample of European firms we add to prior CEO compensation literature which mostly focuses on US companies.

I: Session 1.4.1: Regional Decisions of Firms and the Impact of Institutional Factors

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm · Location: TC 5.02

Session Chair: Marcus Møller Larsen

Relationship between Debt and Firm's Performance: The Impact of Institutional Factors

M. Tavares¹, R. Forte²

¹University of Porto - Faculty of Economics, Portugal; ²University of Porto - Faculty of Economics, Portugal; rforte@fep.up.pt

The effects of debt on firms' performance have drawn much attention from researchers in that it is a crucial issue for managers. It is essential to understand debt and its relationship with firm's performance so managers can assess financial needs, borrowing capacity and the ability to have profits and maximize performance. The relationship between debt and performance has been studied from different perspectives. However, empirical studies have shown ambiguous results. In this way, the aim of this work is to contribute to the extant literature, by focusing on the influence of the institutional framework on the relationship between debt and performance. It is a poorly studied factor since most studies focus only on the relationship between debt and firms' performance in one country. Therefore, this study has the purpose of filling a research gap bringing new empirical evidence to this matter. Based on a sample of 48,840 manufacturing firms from nine European countries for the 2008-2013 period, and using a random effects model, results show that the institutional framework is indeed affecting the relationship between debt and firm's performance with a clear positive impact of the indicator of credit market regulation in this relationship.

Stepping Out of the Comfort Zone?: An Examination of Regional Orientation in Emerging-Economy MNEs' Cross-border M&As

Y. Wei¹, Y. J. Ha²

¹University of Leeds, United Kingdom; ²University of York, United Kingdom; yoojung.ha@york.ac.uk

This study analyses the determinants of an emerging-economy MNE (EE-MNE)'s location decision for conducting cross-border M&As (CBMA) in developed economies (DE) outside its home region by taking a regional perspective. Using data gathered from the SDC Platinum Database, we show that an EE-MNE is likely to go beyond its home region when it can identify foreign assets that allow access to a region where overall institutional level is higher than its home region. While empirical evidence does not confirm the significance of a platform country's institutional environment on an EE-MNE's decision, our finding shows that inter-firm mimetic force within a platform country complements institutional effects. Our contribution is to introduce regional MNE theory into an examination of EE-MNE CBMA and to describe EE-MNEs' locational decisions as nested decisions involving both regional- and country-specific considerations.

Does Institutional Distance Deter or Attract? Incorporating Subsidiaries-Host Distance, Host Context & Knowledge

R. Donnelly

Bentley University, United States of America; rdonnelly@bentley.edu

There is a debate in the literature as to whether institutional distance deters or attracts MNEs. Expanding work by Zhou and Guillén (2015) on the importance of subsidiaries in locational decisions, this paper questions whether the "number and variety" (Kostova & Zaheer, 1999) in MNEs' portfolios of locations has been adequately captured in past research. While Zhou and Guillén (2015) contribute to the literature by calculating the institutional distance between the "home base" (all locations of the MNE) and a potential location, we take this conceptualization further, by examining whether there is a contrast between home-host distance and subsidiaries-host distance in locational decisions. We theorize and test whether host market context (emerging versus developed economies) and innovation context (degree of MNE knowledge intensity) affect these relationships. A new approach to addressing endogeneity in locational decisions modelling is proposed. We find that institutional distance matters in locational decisions, both between the MNE home country and the potential host country, and between the existing subsidiary locations and the potential host country. Importantly, the home-host country distance is found to matter in opposing ways to the subsidiaries-host country distance, in some cases. Knowledge intensity and host market context further explain this relationship.

Location Decisions of Emerging-Market MNEs: The Influence of Cultural Distance and Political Risk

D. Quer, E. Claver, L. Rienda

University of Alicante, Spain; diego.quer@ua.es

Outward foreign direct investment (OFDI) from emerging economies, in particular from China and India, is on the rise. As a result, the international expansion of emerging-market multinational enterprises (MNEs) is attracting growing attention among scholars. However, existing research comparing the international behavior of Chinese and Indian MNEs is still scant. Previous papers dealing with location decisions of China's and India's OFDI did not specifically address the influence of two traditional host country institutional factors that affect location decisions: cultural distance and political risk. This paper aims to fill this

research gap by analyzing the impact of the above-mentioned host country institutional factors on the location choice of Chinese and Indian MNEs.

Barriers to Direct Investment Abroad and Efficiency of Internationalization

J. Clegg¹, M. Torres¹, F. Figueira de Lemos²

¹University of Leeds, United Kingdom; ²Uppsala University; busmto@leeds.ac.uk

During a process of internationalisation firms often encounter some barriers that difficult them to undertake foreign direct investment. This paper presents a framework to better understand the perceptions of firms to the difficulties during an internationalisation process. Literature on international business and strategic management often highlights the role of "differences between home and host countries", "managerial perceptions" and "decisions of firms". But, this literature stills lacking a clear understanding about how do multinational enterprises develop their advantages, in particular how do "in-house endowments", "market power", and "home-host countries distance", affect the perception of difficulties during the process of internationalisation of firms.

This is very important because many support incentives towards internationalisation are granted aiming to improve resources and capabilities related to these aspects. This paper aims to contribute with a first step to fill this gap, presenting a new framework that will be available to be tested empirically on a sample of firms from a real economy.

I: Session 1.4.3: Employee Perspectives in HR Management

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.12

Session Chair: Louisa Selivanovskikh

What's in It for Me? Employee Perceptions of Talent Status and its Communication

J. Sumelius¹, S. Yamao², A. Smale¹

¹Vaasa University, Finland; ²University of Melbourne, Australia; syamao@unimelb.edu.au

Previous research on talent management (TM) in multinational corporations (MNCs) has identified several positive effects of talent status on employee attitudes and behaviours (Björkman et al., 2013; Collings & Mellahi, 2009). Despite of this, corporate communication about TM to employees (both those identified as talent and those not) often remains surprisingly vague and/or secretive (Dries et al., 2014; Gelens et al., 2013). In this paper we empirically examine employee perceptions about talent status communication, focusing more specifically on how employees find out about their talent status and how that influences their attributions of TM and talent status. The data for this study is qualitative and consists of 22 in-depth interviews with current and former employees located in a European subsidiary of a large US multinational corporation. Our findings suggest that it may be preferable to communicate openly about TM and who is considered talent. Ambiguous communication risks undermining the TM system both in the eyes of the talent themselves if they are not clear about what is required from them in order to remain in the program, and for those not labelled as talent, who tend to find out about their 'non-status' anyway, through informal channels of communication.

Coping with Manuscript Rejection: A Comparative Study of the Strategies of English Language Users

S. Horn¹, R. Piekkari², T. Susanne³

¹Ludwig-Maximilian-Universität München, Germany; ²Aalto University School of Business; ³Keele University; horn@bwl.lmu.de

This comparative study investigates how 625 academics as language users of English experienced and coped with manuscript rejections in the fields of International Business and East Asian Studies. We assume that differences in their coping modes can be explained by differences in their English proficiency in terms of nativeness and social psychological processes tied to performing a very challenging task. The peer review context provides a useful setting for an understanding of how scholars cope in an English-only, high-stake and identity-threatening environment. The paper extends appraisal theory to academia by placing manuscript rejection in the domain of stress and coping. Our findings show that some academics passively accepted the demands of the English hegemony and resorted to emotion-focused coping modes. Others actively ward off the consequences of Anglophone-dominated modes of text production and tackled the stress caused by manuscript rejection through a problem-focused coping mode. We explain differences in individual coping modes with the new concept of 'Anglophone control'. It refers to how academics appraise manuscript rejection in terms perceptions of being in control of the situation and having agency to act.

Monotony, Physical Demands, and Turnover Intention among Blue Collar Workers – The Mediating Effect of Psychological Outcomes

M. Schmitz

University of Goettingen, Germany; mschmit5@uni-goettingen.de

A stressful working environment can cause negative psychological outcomes among low-skilled blue collar workers. However, this relationship still seems to be an understudied process of the voluntary turnover phenomenon in China. Based on conservation of resources (COR) theory, we developed and tested a theoretical model that depicts how monotony, physical demands, and perceived discrimination cause frustration and exhaustion, which subsequently affects turnover intention. This structural equation model will be enriched by comparing the migrant to the local blue collar worker cohort. We carried out a quantitative survey of 1408 blue collar workers in 20 German manufacturing companies located in the coastal provinces in China. Based on our findings, we will derive practical and theoretical implications for retention management.

Imperialist Challenges in Global Work? Going beyond the Limitations of Existing Cross-Cultural Training Practices for Global Employees

L. Romani¹, B. szkudlarek²

¹stockholm school of Economics, Sweden; ²University of Sydney Business School; laurence.romani@hhs.se

Global intercultural skills are a prerequisite to successful global work and consequently, cross-cultural training (CCT) has become a standard part of HRM offering in organizations operating internationally. Design and content of the training have evolved; however, if we compare today's research on content and pedagogy advocated for training with current CCT practice, despite some similarities, a rather clear gap seems to exist. On the basis of an ethnographical study of the community of cross-cultural trainers, we investigate what trainers report to be using in their training, and the limitations they claim to face. The study of their claims shows in particular a narrative construction of HR managers as being a major obstacle to delivering training that would be closer to what is advocated in CCT research, that is, a focus on experiential learning. Our analysis shows current issues in the delivery of CCT and how some of these issues, in particular post-colonial tendencies in relating to cultural others, are detrimental to global work. These tendencies have long been identified in IB literature but have so far received limited attention in HRM.

Creating Shared Cognitive Ground in Cross-Domain Interactions

T. Hakkarainen

Aalto University, Finland; tuuli.hakkarainen@aalto.fi

This study contributes to the international management research by investigating how shared cognitive ground is created in interpersonal interactions. Shared cognitive ground - referring to the shared codes, language and worldview between the interaction partners - matters for collaboration in the multinational corporation (MNC) context as it increases the effectiveness of interactions. By building on the theory of social capital, this paper extends understanding of the least studied, the cognitive, dimension of social capital by investigating how individuals actually go about and create shared cognitive ground. More particularly, this study identifies the various strategies individuals adopt to create this mutual understanding in cross-domain interactions. Due to the nature of their work, individuals in expert positions serve as an ideal empirical context for the study and lead to the main research question of "What kinds of strategies do experts use to create shared cognitive ground in cross-domain interactions?". The study answers this question by taking an actor-centered approach of interviewing 80 experts in four MNCs. Key insights are discussed and practical implications provided.

I: Session 1.4.4: Internationalization Processes in European Countries

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.14

Session Chair: Peter ZETTINIG

Selected Firm-Level Internationalization Theories and the Implications on Central and Eastern European SMEs

S. Ferencikova

School of Management, Slovak Republic; sferencikova@vsm.sk

The article summarizes major firm-level internationalization theories. Typically, the classical theories are based on the internationalization patterns of firms from developed economies, the US or Western Europe. In the search for potential differences, each major internationalization theory is followed by its potential implications for CEE firms. A few selected internationalization studies with a CEE focus are mentioned as well. These implications and studies try to describe the internationalization processes of CEE firms with the help of major internationalization theories. In some cases, their authors must develop completely new research perspectives to explain the very specific local environments. The research objective of this paper is to study the main internationalization theories (the first part or the current research in this paper) in order to test the applicability on internationalization patterns of the Slovak SME firms, as there could be differences (the second part or the future research) given the nature of the origin of the companies coming small, former transitional economy with low resources which made-in effect that is more negative than positive.

Antecedents of Accelerated Internationalization of the Polish and Czech Small and Medium Enterprises

L. Danik¹, I. Kowalik¹, P. Kral², H. Řezanková²

¹Warsaw School of Economics, Poland; ²University of Economics in Prague; ldanik@sqh.waw.pl

The study goal was the investigation of relationships between accelerated internationalization descriptors and antecedent firm- and entrepreneur-related factors in the Polish and Czech SMEs. In order to compare the Polish and Czech companies, data collected in two independent studies were used. The data about 233 Polish companies were gathered during a CATI study in 2014; the 108 Czech companies were surveyed in 2013/2014 with use of CAWI method. In both samples half of surveyed SME-exporters were conforming to the born global criteria.

In both samples the "global vision" elements and company internationalization scale and speed were interrelated. There was a lack of strong positive relationships between innovativeness and internationalization speed and scale. The analysis also showed that company characteristics do not determine to a significant extent the chances of accelerated internationalization of neither Polish nor the Czech SMEs. These findings are congruent with some earlier studies from emerging markets.

Offshoring or Back-Shoring in SMEs? Evidence from Italian Industrial Districts

M. Bettiol¹, C. Burlina¹, M. Chiarvesio², E. Di Maria¹

¹University of Padova, Italy; ²University of Udine, Italy; eleonora.dimaria@unipd.it

The smile of value creation approach emphasizes the low value related to manufacturing activities and the advantages of their location in low-cost countries. However, recent studies have highlighted the opportunities of back-shoring, putting under question this perspective. The paper investigates how firms located in manufacturing local systems of SMEs are facing this issue. While industrial district firms have internationalized their production activities – both through offshoring and global sourcing, at the same time the district system has been traditionally recognized as an important socio-economic context where to carry out manufacturing processes closely related to innovation. Based on a quantitative analysis of 259 firms located in 8 industrial districts in Italy specializing in furniture, fashion, and mechanics, our results show limited recourse to back-shoring practices and a more complex relationship between productive internationalization and firm's strategies. Our results suggest that the situation seems to be constant over time. The Northeast districts are not facing in-flowing processes. On the contrary the location of manufacturing activities at the district level is still important to guarantee product quality and it is combined with internationalized productive strategies to cope with the international demand and efficiency

Antecedents to Internationalization of Cleantech SMEs: Evidence from Finland

A. Asemokha, L. Torkkeli, S. Saarenketo

Lappeenranta University of Technology, Finland; lasse.torkkeli@lut.fi

Research on internationalization of small- and medium-sized enterprises (SMEs) is a central theme in international entrepreneurship. However, extant research has mostly neglected two major phenomena within: First, the emergence of new sustainability-related industries such as the cleantech sector has raised questions as to how generalizable theories and empirical results on SME internationalization are to these new types of enterprises. Second, the application of institutional theory to study SME internationalization has been rare, even as issues such as global, regional and national regulation could have an impact on cleantech enterprises in particular.

This study aims to respond to these omissions, by illustrating antecedents of internationalization in cleantech SMEs. We conduct a qualitative case study encompassing five Finnish cleantech SMEs in various phases in their internationalization process, apply the institutional theory, and focus on the antecedents of their internationalization in particular. The results suggest that, while internationalization in the cleantech context poses some similar challenges as internationalizing SMEs face in general, the specifics of regulatory environment in the cleantech sector present these SMEs with added challenges and opportunities. We discuss the results and suggest that internationalization of cleantech SMEs could do with added research focus.

I: Session 1.4.5: Questioning and Modelling the Internationalization Process

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.16

Session Chair: Alfredo D'Angelo

International SMEs and the Liability of Foreignness: What Distinguishes the Top Performing Firms?

G. Knight¹, O. Moen², T. K. Madsen³

¹Willamette University, United States of America; ²Norwegian University of Science and Technology; ³University of Southern Denmark; gknight@willamette.edu

Internationally-active small- and medium-sized enterprises (SMEs) are critical players in national economies and global commerce. However, such businesses often are disadvantaged owing to smaller size, limited resources, and/or limited international experience. Such disadvantages tend to hinder SME internationalization. Many such firms attempt to target multiple foreign markets. In this study, we investigate the factors most associated with superior international performance in such firms. Specifically, we review the relevant literature and examine case studies, and then propose a collection of hypotheses on the role of distinctive organizational orientations and strategies that appear especially prominent in superior international performance of SMEs. Drawing on a large sample of firms from Norway, we assess the hypotheses and use cluster analysis to develop a taxonomy of internationalizing SMEs. Findings reveal a sizeable cluster of firms that exhibit superior international performance and also perform well in terms of international learning orientation, international growth orientation, and international strategic orientation, as well as the strategies of differentiation and innovativeness. Findings also reveal two additional clusters that are less effective in terms of these orientations, strategies, and international performance. We discuss these findings in terms of their scholarly and practical implications.

International Business Models Developed Through Brokerage Knowledge and Value Creation

N. H. Petersen, E. S. Rasmussen

University of Southern Denmark, Denmark; nicpet@sam.sdu.dk

This paper highlights theoretically and empirically international business model decisions in networks with knowledge sharing and value creation. The paper expands the conceptual international business model framework for technology-oriented companies to include the focal firm's network role and strategic fit in a global embeddedness. The brokerage role in the internationalization of a network is discussed from both a theoretical and empirical point of view. From a business model and social network analysis perspective, this paper will show how firms and network grow internationally through two longitudinal case studies of firms embedded in a Danish public funded cluster.

Is Internationalization A Remedy to Economic Crisis?

M. Dzikowska, M. Gorynia, B. Jankowska, K. Mroczek-Dąbrowska, P. Trąpczyński

Poznan University of Economics and Business, Poland; barbara.jankowska@ue.poznan.pl

The global economic crisis has significantly altered the landscape of the contemporary business markets worldwide. This article aims to verify how severely did the economic crisis affect the Polish industries and changed the competitive position of Polish

companies. We put forward a research proposition that the companies that were open to foreign cooperation (both exports and imports) were more probable to suffer from economic disturbances than the companies that were domestically focused. The results of our study are twofold. First, we rank 24 manufacturing industries to check which of them suffered the most and least as the outcome of the economic crisis. Secondly, using the CATI method we survey 701 companies operating in the above-mentioned industries. The analysis touches upon their competitive position assessment and their internationalization degree. The results obtained are afterwards confronted with the literature review previously conducted. The study presented combines two perspectives, mezzo- and microeconomic, that enrich the reader with a more holistic approach to the issue presented.

Could Liability of Foreignness Explain Reverse Acquisitions?

C. Öberg

Örebro University, Sweden; christina.oberg@oru.se

This paper looks into acquisitions between already internationalised firms and the integration of such firms on local markets. Given that these firms consist of several subsidiaries or are represented as a number of firms, such integration may entail additional acquisitions among them. In a specific case under study, Toyota Industry Corporation's acquisition of BT Industries, and the subsequent integration on the European market, such additional acquisitions were, for the most part, reverse, meaning that it was the representation of the acquired party that acquired representations of the acquirer. This paper asks: Could liability of foreignness explain reverse acquisitions? Findings point out how the reverse acquisitions are the result of previous investments, market assets, and proximity between the subsidiaries and the parent company. The paper contributes to previous research through its illustration of sequences of acquisitions on country and regional levels following an initial international acquisition. It further contributes to the acquisition literature through its focus on reverse acquisitions, and to studies on internationalisation through linking these as means of local integration to liability of foreignness.

I: Session 1.4.6: Risk and the Home and Host Countries of the Firm

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.18

Session Chair: Quyen Nguyen

What are the Determinants and Consequences of Shared Service Centers? A Meta-Synthesis of Empirical Literature

P. C. Richter, R. Brühl

ESCP Europe, Germany; prichter@escpeurope.eu

Shared service centers (SSC) are important and complex organizational models that occupy a central place in multinational companies' attention. Recognizing that previous studies produced rich albeit fragmented insights, we aim to synthesize these findings and develop a two-dimensional SSC framework. In essence, this meta-synthesis extracts, analyzes and synthesizes qualitative case-study findings to elucidate causes that influence SSC outcomes and decisions (effects). In line with economic, strategic, and socio-organizational theories, we capture findings as pairs of independent and dependent variables. Results show that a large number of independent variables, aggregated in 13 categories, affect 41 dependent variables of SSCs. Our findings contribute to understanding SSCs' cause-effect relationships that supports the building of theories about SSC phenomena in future research.

Facets of Cultural Risk Management: A Strategic Perspective.

N. Firsova, I.-P. Vaghely

Université du Québec à Trois-Rivières, Canada; nadege.firsova@uqtr.ca

Culture, as a risk-driver, has not been fully explored. In actual international business studies, researchers tend to ignore either the external or the internal aspect of a firm's cultural risk, emphasizing only one side: cultural diversity issues or foreign market approach strategies. With the help of strategic management theory, we suggest that cultural risk should consider both internal and external sides of the firm to capture the essence of the firm's cultural dynamics. We refer to the cultural diversity as being the internal cultural risk to the firm. External cultural risks include foreign market product-market positioning issues. Accordingly, under an integrated risk management process, the cultural risk management should consider both "out there" and "in here" views of the firm.

The Country-of-Origin as a Resource: a Proposal for Measuring the Importance of the Country into Firm Strategy

M. B. Sutter^{1,2}, F. M. Borini^{1,2}, D. d. Silva^{3,4}

¹University of Sao Paulo, Brazil; ²ESPM, Brazil; ³Uninove, Brazil; ⁴Unicamp, Brazil; mariana.suter@york.ac.uk

The strategy stream, through resource based theory (RBT), develops studies seeking to understand the features, assets, capabilities and processes that lead some companies in the same industry to be better regarding performance among the others competitors. RBT has reached the theoretical maturity requiring new directions for its revitalization. Simultaneously, international marketing scholars claim that the theory about the country of origin (COO) needs to be invigorated and recommend it to be studied in the light of the strategy. Via this perspective that our research presents its contribution by developing and validating a scale of importance of COO as a resource in the strategy of firms in the internationalization process. We developed the construct bases grounded on one specific capability of the firm: branding building and management. We considered the processes to incorporate the COO into the brand strategy to be the dimensions of the scale. Through various psychometric procedures, case studies and a survey we found that the importance of the COO as a resource into strategy is operationalized through the dimensions: employees, textual and visual elements, senses, cultural resources and natural resources.

Building Local R&D Capability in Subsidiaries – Conceptualization of a Process Perspective

K. Lagerström¹, R. Schweizer², J. Jakobsson²

¹Uppsala University, Sweden; ²University of Gothenburg, Sweden; katarina.lagerstrom@fek.uu.se

With the aim to contribute to the literature discussing the internationalization of R&D of multinational companies, we propose a process description of the development of local subsidiary R&D capabilities. A process in four phases is distinguished: (1) the actual identification of an opportunity in the host country that triggers the establishment of local R&D capabilities; (2) the gathering of support – local support and MNC internal and not at least HQ' support – and resources; (3) the bundling of the resources to build capabilities; and finally (4) the leveraging of those capabilities. We build our conceptualization predominately on the prevailing literature on subsidiary evolution and resource management theory.

Strategic Change of Firms: Relationship between Dynamism Environment, Decision Making Logic, Decision Implementation and Performance of Firms from an Emerging Market

L. H. Nguyen

University of Vaasa, Finland; nghi@uva.fi

This paper investigates strategic change of firms through the role of effectual logic and dynamic capabilities of emerging country located MNCs (EMNCs) under dynamism environments. Our data was based on in-depth interviews with MNCs from Southern Vietnam. The focus of this paper is to analyze how strategic change of EMNCs enables them to survive and grow. The results revealed that in dynamism environments the base for strategic change is effectual logic as foundation for their decision making and act opportunistically and adopt strategic dynamics for their strategy, structures, and business, and network. As a result, EMNCs constantly look for new business models to fit with dynamism environments and to archive new growth. This paper is believed to extend both effectuation and dynamic capabilities literatures. Furthermore, as current literatures related to effectuation and dynamic capabilities based mostly on Western MNCs, this paper contributes to international business and International Entrepreneur literatures by providing some insights from EMNCs from Vietnam.

I: Session 1.4.7: Social Perspectives and Values in MNEs

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.12

Session Chair: Anne Jacqueminet

The Global Push for Deregulation and Local Catastrophes: The Interplay between Neo-Liberal and Sustainable Development Logics

L. Bensalah, A. Bitektine

HEC Montreal, Canada; alex.bitektine@hec.ca

With a case study of a major railway accident in Lac-Mégantic (Quebec, Canada) we explore the interplay between the logic of deregulation, grounded in neo-liberal ideology, and the logic of sustainable development (SD). The study shows that although the discourse of sustainable development is as prominent in modern society as the discourse of deregulation, there are contexts where one clearly trumps the other without any legitimate reason. The case of accident of Lac Megantic presents an interesting situation where the issue of sustainable development is strikingly absent from the discourse of key actors, leaving the stage for deregulation and market logics. We explore the consequences of displacement of SD logic by the market logic not only in firms, but also in the government. The regulatory outcomes of the crisis that we describe suggest that in extreme cases of deregulation, the government delegates not only standard-setting and oversight functions, moral dilemmas and difficult ethical decisions are also delegated to corporations. We conclude with a discussion of socially acceptable limits of deregulation.

Why bother? Disentangling the Involvement of Multinational Corporations in Social Innovation: The Issue of Knowledge, Power and Embeddedness

C. Holmström Lind¹, O. Kang², A. Ljung³, M. Forsgren⁴

¹Uppsala University, Sweden; ²Uppsala University, Sweden; ³Uppsala University, Sweden; ⁴Uppsala University, Sweden; christine.holmstrom_lind@fek.uu.se

There is surprisingly limited research in international business that has integrated our extensive knowledge of business innovations in MNCs with concerns about MNCs role and involvement in social innovations. In fact, international business scholars have been comparatively uninterested in analyzing this role of MNCs. In addition to this, the role of MNCs in the development of social innovations has been more or less neglected in the vast majority of the social innovation literature. This paper addresses this gap in research by presenting a number of propositions which focus on the difference between business innovations and social innovations in an MNC context. The propositions are based on three different but related perspectives on the MNC; the MNC as a distributed knowledge system, the business network view on MNCs and the MNC as a political actor.

MNCs' Collaborative Activities in Emerging Markets during Periods of Turbulent Change

P. Kao

Uppsala University, Sweden; pao.kao@fek.uu.se

This paper explores MNCs' collaborative activities in the context of emerging markets during periods of turbulent change. While the common view suggests MNCs practice uncertainty avoidance and literature overlooks the non-business strategies of these firms, there is growing evidence of increasing MNC collaboration with host governments and local actors. Drawing on archival and interview data, this study presents a single case of DeLaval in China, and its collaboration with Chinese government and local businesses and non-business actors after the dairy industry was hit by the melamine milk scandal in 2008. This study aims to understand the prerequisite for MNCs to collaborate, MNCs' motivation to engage, and the role of turbulent change in these collaborations. The findings show that experience, legitimacy, trust, and commitment are necessary for MNCs to engage

in collaborative activities, while increased local embeddedness and fulfilment of responsibilities as societal stakeholders are possible motivations for collaboration. Lastly, turbulent change may provide opportunities for collaboration to occur by creating urgency, inducing future institutional change, and prompting MNCs to take a proactive approach to the host market.

Base-of-Pyramid Business Strategies to Tackle Poverty in Emerging Countries: Strategic Management in Economic Development

T. Hayashi¹, C. Iguchi², M. Arai³

¹Kokushikan University, Japan; ²Keio University, Japan; ³Asia University, Japan; thayashi@kokushikan.ac.jp

Although reducing poverty is one of the biggest social issues facing emerging countries, the strategies of multinational enterprises (MNEs) are not effective in this regard in their interactions with BOP (base-of-pyramid) consumers. Conventional competitive strategies have not attended to BOP social issues in such countries.

This paper argues that the provision of micro-finance by local NGOs can create a foundation for employment in local communities, discouraging rural inhabitants from migrating to the informal sector in urban areas, and helping to create a foundation for local autonomous and sustainable business ecosystems. This paper also looks at Grameen Euglena, a Bangladesh and Japanese joint social-business company mediating between the social issues of local NGOs and the knowledge owned by foreign companies.

P: Session 1.4.17: The Past and the Future of EIBA: Personal Recollections, Visions, and the Value of Diversity

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.15 Panel

The Past and the Future of EIBA: Personal Recollections, Visions, and the Value of Diversity

V. Corado Simões¹, C. H. Oh², J. Carneiro³, R. Luostarinen⁴, L. Piscitello⁵

¹ISEG, Portugal; ²Beedie School of Business, Canada; ³Pontifical Catholic University of Rio de Janeiro; ⁴Aalto University;

⁵Politecnico di Milano; vcs@doc.iseg.utl.pt

P: Session 1.4.18: Online Teaching Trends and Innovation for International Business Education

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.27 Panel

Online Teaching Trends and Innovation for International Business Education

D. A. Wernick¹, R. Parente¹, M. Weinstein¹, J. Lipe², V. Narapareddy³

¹Florida International University, United States of America; ²University of Minnesota, United States of America; ³University of Denver, United States of America; wernick@gmail.com

P: Session 1.4.19: Rethinking Investment Incentives: Trends and Policy Options

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.27 Panel

Rethinking Investment Incentives: Trends and Policy Options

A. T. Tavares-Lehmann¹, C. Bellak², F. Ruane³, J. Zhan⁴, J. Karl⁴, P. Buckley⁵

¹CEF.UP, FEP, U.Porto, Portugal; ²Vienna University of Economics and Business; ³Economic and Social Research Institute, Ireland; ⁴UNCTAD, Division on Investment, Technology and Enterprise Development; ⁵Leeds University Business School; atavares@fep.up.pt

C: Session 2.1.10: Foreign Divestment

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.13

Session Chair: Jorma Larimo

Explaining the Effect of Rapid Internationalization on Horizontal Foreign Divestment in the Retail Sector. An Extended Penrosean Perspective

A. Mohr¹, G. Batsakis², Z. Stone³

¹WU, Austria; ²Brunel University London, UK; ³Kent Business School, University of Kent, UK; alexander.mohr@wu.ac.at

Building on and extending Penrosean logic we argue that rapid international expansion by firms might lead to a breach of Penrosean constraints on efficient expansion and to subsequent divestment of international operations to bring firm scope back into Penrosean constraints. We further predict that intra-regional concentration and international experience moderate the above effect because they influence firms' ability to avoid a breach of Penrosean constraints and/or weaken the consequences of such a breach. Using data on the international expansion and divestment of large retail MNEs over the period 2003-2012 we find empirical support for the proposed extended Penrose effect in explaining international divestment as well as for the moderating effects of intra-regional concentration and international experience. Our study contributes to the development of Penrosean logic and to our understanding of the factors that drive firms to divest overseas operations.

Post-Divestment Performance of Foreign Divested Subsidiaries

P. Konara¹, P. Ganotakis²

¹University of Huddersfield, United Kingdom; ²University of Leeds, United Kingdom; palitha.konara@hud.ac.uk

This study examines the post-divestment performance of subsidiaries divested by foreign owners compared to continuing foreign owned subsidiaries. This comparison allows us to single out the effect of foreign divestment on the divested units. We employ the propensity score matching method and difference-in-differences approach in order to control for the selection problem inherent in foreign firms' divestment decisions. We find strong evidence suggesting that when foreign firms divest their subsidiaries to domestic owners (foreign to domestic divestment), subsequent performance of the divested subsidiaries is weaker in relation to comparable continuing foreign owned subsidiaries. When foreign firms divest their subsidiaries to another foreign owner (foreign to foreign divestment), subsequent performance of the divested subsidiaries is not significantly different from the performance of continuing foreign subsidiaries. We also find that the market orientation of the divested subsidiaries moderates the divestment-performance relationship. The negative effect of foreign to domestic divestment is weaker when the divested subsidiary has a domestic market orientation. In contrast, when foreign firms acquire divested units with domestic market orientation, the performance of those acquired units suffers, whereas the performance of acquired subsidiaries with foreign market orientation is not significantly different from comparable non-divested foreign owned ones.

C: Session 2.1.11: Challenges and Dynamics in a Firm's Global Value Chain

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 4.04

Session Chair: Christoph Lattemann

Are Multinationals from Emerging Economies Configuring Global Value Chains in New Ways?

B. Petersen¹, C. G. Alvstam², I. Ivarsson²

¹Copenhagen Business School, Denmark; ²School of Business, Economics and Law, University of Gothenburg; bp.smg@cbs.dk

The hallmark of today's global value chains, still dominated by multinationals from advanced economies is a sophisticated international division of labor based on scale economies and prevailing factor endowment differences between countries. However, global value chains led by multinationals from emerging economies may be configured on the basis of considerations that supplement factor cost efficiencies, namely those of societal objectives as formulated by political actors in the home country. Emerging economy multinationals are disposed to collaborate with these actors – central as well as local governments - in a symbiotic way. In this paper we study the global value chain configuration orchestrated by the leading Chinese car manufacturer, Zhejiang Geely Holding Group (ZGH). Mastering a delicate balance of political and operational attention, ZGH has within a few years globalized its value chain including that of Volvo Car Corporation acquired from the Ford Motor Company in 2010. On the basis of a longitudinal study we assert that ZGH ushers in a new, partly politically configured global value chain which challenges existing ones.

Speed of Use of Social Media as an Antecedent of Speed of Business Internationalization

M.-d.-C. Alarcón-del-Amo, A. Rialp, J. Rialp

Universitat Autònoma de Barcelona, Spain; mcarmenalarcon@gmail.com

Despite various advances in international business and entrepreneurship literatures and increasing interest in speed of internationalization mainly among international entrepreneurship scholars, the relationship between the use of social media and the internationalization speed of the firm remains poorly investigated. In this research, we present the reflective construct "speed of use of social media" and we prove its positive effect on the third order formative construct "speed of internationalization", as developed by Chetty, Johanson and Martin (2014), through PLS-SEM. Furthermore, using multi-group analysis, we prove that this effect is moderated by the industry where the company performs (B2C vs. B2B) and its export intensity, but not by the size of the firm. The results obtained open an interesting area for further research in the role of Web 2.0 and social networking in future knowledge management systems of exporting companies.

C: Session 2.1.12: Perspectives on Firm Configuration and Strategy Development

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 4.15

Session Chair: Birgitte Grogaard

Re-Distribution of Value Chain Activities Following Acquisition in the Brewery Sector

J. Gammelgaard, B. Hobdari

Copenhagen Business School, Denmark; jg.int@cbs.dk

In this paper, we investigate post-acquisition integration of acquired firms and subsequent developments in new subsidiary strategic responsibilities in value-chain activities. Using comparative case study methodology, we illustrate the forms, degrees and evolution of strategic responsibilities using in-depth analysis of six acquisitions from the Danish brewery, Carlsberg. The analysis reveals that the initial mandates at the time of acquisition were designed based on new subsidiaries' core competencies and resources, and Carlsberg's acquisition motives. Yet, the mandates did not remain static. Over time, some subsidiaries gained new value chain mandates or they substantially increased their scale in terms of production capacities or the markets in which they operated. From the practical point of view, this implies managers of the acquiring firm must pay close attention to the form and extent of integration if the acquisition is fulfill its potential.

The Antidote to Envy? – The Role of Socialization in Alleviating the Negative Influence of Envy in Headquarters-Subunit Alignment

N. Zobel¹, P. C. Nell², B. Ambos¹, S. Kunisch¹, A. Schulte Steinberg³

¹University of St. Gallen, Switzerland; ²Vienna University of Economics and Business, Austria; ³The Boston Consulting Group GmbH, Germany; nina.zobel@unisg.ch

Social comparisons form a central part of our everyday lives, helping us to evaluate where we stand compared to our peers and whether we are fairly treated. Extant research has informed us about the positive and negative consequences of social comparisons between individuals in an organizational context. Scholars have, however, so far refrained from applying social comparison theory to study unit-level organizational phenomena. We close this research gap and show that peer unit envy, as a negative consequence of social comparisons between subunits in an organization, negatively influences subunit's willingness to implement headquarters' directives. Thereby, we reveal peer unit envy as a risk to headquarters-subunit alignment and argue that it is not sufficient for headquarters to solely focus on managing their direct relationship with subunits. Rather, headquarters should also take into account horizontal ties between their subunits and negative influences of peer unit envy caused by differential subunit treatment. In accentuating the problem of peer unit envy, we simultaneously explore socialization as its antidote, revealing, however, counterintuitive results.

Strategic Initiatives: Entrepreneurship and Strategy Development Working Together

P. Sharkey Scott¹, M. Reilly², U. Andersson³

¹National University of Ireland Maynooth; ²Dublin City University, Ireland; ³Mälardalen University, Sweden; marty.reilly@dcu.ie

This paper examines the relationship between entrepreneurship, strategy development and the generation of strategic initiatives at the subsidiary level. Propositions are tested using data generated from surveying the total population of Irish subsidiaries of foreign MNCs, supported by interviews with subsidiary senior managers and other key informants. We show that while entrepreneurial subsidiaries generate initiatives even when headquarters imposes strategic constraints - that engaging in formal strategy development activities - can further unlock the potential of entrepreneurial subsidiaries to generate initiatives. Overall our findings confirm that subsidiaries actively engage in strategy development and demonstrate that entrepreneurial subsidiaries which develop formal strategies are better at generating initiatives.

C: Session 2.1.14: Reputation, Effectuation, and SME Internationalization

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am · *Location:* TC 4.03

Session Chair: Jenny Hillemann

Why Do Manufacturing SMEs Internationalize Through Gateway Strategies? A Qualitative Approach

N. Dominguez

IAE Lyon - Jean Moulin Lyon 3 University, France; noemiedominguez@gmail.com

This study applies both the internationalization and the regulatory focus theories to understand what motivates SMEs to implement gateway strategies – i.e. to invest in a country to re-export to third countries. While some academics emphasize the importance of free-trade agreements and costs differentials, others highlight the role played by the individual and reticular dimensions. We realized 66 in-depth interviews and five days of non-participant observations with five French manufacturing SMEs and ten promotion agencies. Our analysis revealed the existence firm-, network- and country-related motivations – gateway strategies being mainly firm-driven - as well as common, partially shared and specific motivations.

Why Commit? Bringing Stakeholders into Focus in the Emergent Theory of Effectuation

J. V. Mumford, P. Zettinig

University of Turku, Turku School of Economics, Finland; jonathan.v.mumford@utu.fi

Effectuation is coming of age as a proposed theory of entrepreneurial opportunity creation; praised by an increasing number of vocal proponents and simultaneously attracting a growing number of critics. In this article, we draw upon the debates identifying the weaknesses of effectuation as a theory to contribute to its ongoing conceptual development. Namely, we focus our attentions on a vital, but severely underdeveloped component of effectuation as a process: the intersubjective involvement of the co-creators loosely referred to as "effectual stakeholders". Reconciling effectuation literature with broader literature in the field of entrepreneurship, we conceptualize a theoretically derived taxonomy of such individuals. We argue against the assumption that all those who make non-arms-length commitments to such a process do so based upon an effectual rational similar to that of the entrepreneur, but that commitment rationales may be either instrumentally rational or value rational, and will also differ in nature depending on each stakeholder's subjective perceptions of uncertainty. We find that the different logics by which stakeholders contribute the requisite means and goals to an effectual process determine how such commitments are secured by entrepreneurs in the first place.

C: Session 2.1.15: Structural Orientation in Organizations

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am · Location: TC 4.01
Session Chair: Hans Solli-Sæther

R&D Alliance Structure and Alliance Collaboration Performance: The Role of Organizational Diversity

J. Choi¹, F. Contractor²

¹St. John Fisher College, United States of America; ²Rutgers University, USA; jchoi@sjfc.edu

This paper extends the study of alliance governance structure design by examining what alliance structure, coordinating mechanisms and partner type best promote the likelihood of Research and Development (R&D) success or performance. We specially focus on the coordination and communication mechanism of alliances through which we classify new alliance governance structures that capture more complex alliance contract types used in today's R&D. And using data from a sample of biopharmaceuticals between the year of 2000 and 2004, we found that, ceteris paribus, moderately involved and moderately complex (non-equity based contractual) alliance agreements rather than those too simple or too much organizationally embedded or integrative structure (e.g., equity joint ventures) possibly increasing the risk of misalignment and miscommunication between allies contribute more to a better collaboration performance (likelihood of R&D project success). But also due to the reduced opportunism, alliances with diverse organizational partners such as non-profit research institutes and universities lead more to the better collaboration performance. Our findings provide insightful strategic implications to practitioners in designing an appropriate alliance governance structure and choosing a right partner type for a successful collaboration performance.

Co-Location of Offshored Production and R&D Activities. The Role of Intra-Firm Linkages

D. Castellani¹, K. Lavoratori²

¹Henley Business School, University of Reading, UK; ²University of Perugia, Italy; k.lavoratori@gmail.com

This paper examines the location determinants of offshored R&D activities, focusing on the role of intra-firm linkages along the value chain, between production and R&D.

Using data from fDi Markets database, we investigate the location decisions of 7,742 offshored R&D investments made by 3,051 MNEs in 1,625 cities over the period 2003-2015. Results from a mixed logit econometric model reveal that previous R&D activities have a positive effect on the location of the offshored R&D of the firm. Instead, on average previous investments in production activity do not have any significant effect on the location of offshored R&D. However, we find evidence of substantial heterogeneity among firms related to the types of offshored R&D activity and related to specific and structural differences across industries.

Market and Technology Orientation in External Knowledge Search, Absorptive Capacity and Export Performance in Spanish Exporting SMEs

J. L. Ferreras-Méndez¹, A. Fernández-Mesa², J. Alegre³, R. Strange⁴

¹University of Leon, Spain; ²University of Valencia, Spain; ³University of Valencia, Spain; ⁴University of Sussex, United Kingdom; anabel.fernandez@uv.es

External knowledge search strategies are considering key for increasing export performance, something of vital importance for Small and Medium Enterprises (SMEs) in a globalized and turbulent environment. SMEs are known for their limited amount of resources what makes them to choose export as the better alternative of entry mode in foreign markets. The present study analyses the link between market and technology orientation knowledge search strategies and export performance taking into account Absorptive Capacity (AC) as a mediator variable. Results on an analysis of a sample of 248 Spanish exporting SMEs reveal that market orientation external knowledge search strategy contributes to firms' AC and export performance. Moreover, a mediating role is found for AC between market external knowledge search strategy and export performance.

C: Session 2.1.16: Diversification and Diversity

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 4.14

Session Chair: Ziyi Wei

Internationalization of Business Group Affiliated Firms: A Social Capital Perspective

A. Purkayastha¹, V. Kumar²

¹Indian Institute of Management Ahmedabad, India; ²The University of Sydney Business School; anishp@iima.ac.in

We explain internationalization of business groups (BGs) with the help of social capital theory and liability of outsidership. We argue that inward internationalization of technological resources forms external social capital and creates greater opportunities for affiliated firms in highly diversified BG to connect to a larger set of foreign firms. Collective presence at group level in multiple international markets complements affiliated firms in BG's domestic competitive advantages and such group level preferential access to international markets forms internal social capital. Data from 3203 Indian BG firms over a nine years period is used to test hypothesized relationships. Results show that diversity within a BG is mostly detrimental for internationalization whereas both external and internal social capital facilitates internationalization process of BG affiliated firms.

Portfolio Restructuring in the Face of Diversity: The Role of Performance Feedback

G. Hendriks, P. Heugens, A. Slangen

RSM Erasmus University, the Netherlands; hendriks@rsm.nl

We add to portfolio restructuring studies by considering the way in which firms make assessments about the organizational constraints they face in managing their portfolio and how they learn at what stage such constraints have already been reached. Arguing that extant country portfolio diversity acts as an important source of constraints, we hypothesize that higher such levels

will lead a firm to pursue lower net growth of its portfolio. Furthermore, we argue that performance relative to aspirations will provide cues about the desired level of diversity. Specifically, we hypothesize that performance above social or historical aspirations weakens a firm's tendency to engage in lower net portfolio growth in the face of diversity, as such feedback will render firms more inert. Below-aspirational performance is argued to render firms less risk-averse, so that we expect it to strengthen the negative relationship between portfolio diversity and portfolio growth. We test our hypotheses using panel data that capture country entry and exit decisions of 186 retailers from 24 home countries between 2001 – 2007. Our findings support our framework and show that firms' portfolio growth decisions critically depend on the interplay between extant portfolio diversity and cues on how well that diversity is managed.

C: Session 2.1.7: Cultural Differences and Challenges for Expatriates

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 4.17

Session Chair: Marina Latukha

What Drives Foreign Direct Investments (FDI): the Role of Language Similarity, Geographical Distance, Information Flow and Technological Similarity

A. Ly, J. P. Esperança, N. S. Davcik

ISCTE-IUL, Portugal; m1735@iscte.pt

This paper sheds new light on the determinants of foreign direct investment among countries by extending the gravity model and the impact of language similarity, variables that have been more used in the context of bilateral trade. Moreover, we add technological commonality, as measured by the aggregate production of intellectual property, at country level. The observation of 71.309 pairs of FDI relations from 2000 to 2012 shows that language is positively associated with high level of FDI. Technological difference does impede FDI flow between countries. And information flow is crucial for high level FDI flow. In addition, it diminishes the negative impact of distance.

Justice for All? The Influence of Expatriates' Justice Perceptions on Job Satisfaction and Turnover Intentions, and the Moderating Effects of Cultural Perceptions and Backgrounds

S. E. Davies, F. Froese, A. Varma

University of Goettingen, Germany; samuel.davies@wiwi.uni-goettingen.de

In this study, we draw upon Kwok Leung's research on cross-cultural justice (Kim & Leung, 2007; Leung & Bond, 1982; Morris & Leung, 2000) to examine the relationship between expatriate justice perceptions, job satisfaction and turnover intentions. Moreover, we examined the moderating role of expatriate cultural perceptions and expatriate background. Results from a longitudinal survey of 397 expatriate academics in Japan, South Korea, and Singapore, show that expatriate justice perceptions had a significant impact on their job satisfaction. Results further show that justice perceptions, mediated by job satisfaction, had a significant impact on expatriates' turnover intentions. As predicted, expatriate perceptions - expatriate adjustment, and cultural novelty moderated the relationship between justice perceptions and job satisfaction. However, contrary to predictions, expatriate background – host country, and expatriate nationality, did not have any moderating effect on the relationship between justice and job satisfaction. We discuss the theoretical and practical implications of our findings, and offer suggestions for future research.

The Applicants' Perceived Hostility by MNCs' Home Country toward the Host Country, Animosity toward MNCs' Home Country, People Affect, and MNCs' Attraction

J.-S. Chen, J. Totten

McNeese State University, United States of America; jschen@mcneese.edu

We investigated the association between three factors related to MNCs' home country and MNCs' attraction in the host country. Also, we studied the moderating effect of gender on such relation. The results suggest that MNCs' attraction is affected by a MNCs' home country's government being hostile toward the host country and applicants' attitude toward MNCs' home country people. As predicted, the attractiveness of MNCs is negatively related to the perceived MNCs home country hostility to the U.S. The attractiveness of MNCs is positively related to applicants' view of MNCs home country people. However, there is no significant relationship between animosity toward MNCs' home country and the MNCs attraction. Gender also plays a role in the impact of perceived hostility by MNCs home country on the attractiveness of MNCs. The difference between men and women are so distinct. Men are affected by such relationship and women are not.

C: Session 2.1.8: MNE Employees and Expatriates

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 4.13

Session Chair: Riikka Harikkala-Laihin

An Empirical Analysis of Expatriates' Personality Traits and the Effects of Mentoring during International Assignments

T. Schuster¹, J. Ambrosius¹, B. Bader²

¹FAU Erlangen-Nürnberg, Germany; ²Leuphana Universität Lüneburg, Germany; Judith.Ambrosius@fau.de

This study analyzes the impact of home and host country mentorship on expatriates' psychological well-being and identifies for whom which type of mentoring is most beneficial. We argue that expatriates with certain personality traits (Extroversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness) derive more advantages from mentoring than others

do. Based on socioanalytic theory, we develop hypotheses and test them against data of 334 expatriates. The study reveals that home country mentorship has a significant positive impact on psychological well-being, whereas host country mentorship shows no significant positive effects. Moreover, the study indicates that home and host country mentorship partially moderates the relationship between personality traits and psychological well-being.

Psychological Contract Fulfillment and Employee Behaviors among Self-Initiated Expatriates

A. Koveshnikov¹, H. Wechtler²

¹Aalto University School of Business, Finland; ²MacQuarie University, Sydney, Australia; alexei.koveshnikov@aalto.fi

Based on a sample of 227 self-initiated expatriates (SIE), in this paper we examine how perceived employer's psychological contract (PC) fulfillment (in terms of transactional, relational, and training obligations) affects exit, voice, loyalty, and neglect behaviors of SIEs. We also investigate whether perceived SIE's PC fulfillment and CCA moderate these relationships. The analysis reveals the complex nature of SIEs' employment relationships. In general, the fulfillment of employer's relational and training PC obligations appears to be more important for SIEs' behaviors than the fulfillment of transactional PC obligations. The analysis also indicates a negative moderating effect of perceived SIE's PC fulfillment on the examined relationships. No moderation effects are found for SIEs' cross-cultural adjustment. All in all, the present analysis is one of the first attempts at investigating employment relationships of SIEs.

Is this the Job I wanted? Global Work and Turnover Intentions among MNE Employees

I. Björkman¹, M. Ehrnrooth², O.-P. Kauppila¹, K. Mäkelä¹, A. Smale³

¹Aalto University School of Business, Finland; ²Hanken School of Economics, Finland; ³Vaasa University, Finland; kristiina.makela@aalto.fi

In this study, we suggest that global aspects of work involve significant job demands that predispose employees to leave their jobs. Drawing on the job demands-resources model, we suggest that although global work increases employees' turnover intentions, organizations can address this when supportive resources are put in place. Building on data from 930 MNE employees nested within 106 subsidiaries across 11 MNEs, we show that global work increases turnover intentions in a curvilinear way, the slope being steeper at low to moderate levels of global work and tapering at higher levels when global workers adjust to the demands of the role. Moreover, we show how organizational (performance appraisal system) and individual level (identification with the MNE) resources can help to counteract these effects – but only in combination. These findings contribute to the literature by isolating the global nature of work from other work characteristics in explaining turnover intentions, and identifying means through which organizations can mitigate the problem.

C: Session 2.1.9: Perception and Country Choice in International Business

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.03

Session Chair: Jakob Müllner

Location Choices in Global Sourcing: The Competing Logics of Institutional Distance and Industry Standards

M. M. Larsen¹, S. Manning²

¹Copenhagen Business School, BI Norwegian Business School; ²University of Boston, Massachusetts; mml.smg@cbs.dk

Embedded in the context of global sourcing of services, this article adds nuance to our understanding of institutional antecedents of foreign location choice. While prior research has stressed the restrictive behavioral consequences associated with home-host country differences in national-level institutions, we argue that voluntary transnational industry institutions have become critical in driving sourcing location decisions. Using rich data on global sourcing projects from the Offshoring Research Network, we compare the effect of country-level institutional distance and local adoption of Capability Maturity Model Integration (CMMI) on location choice. Our results suggest that while institutional distance between home and host country negatively impacts location choice, this effect is moderated by the degree of CMMI standard adoption. Our findings promote a more contextual, multi-level understanding of institutional antecedents of foreign firm location choices with important policy implications in particular for emerging economies.

Distance and Institutions: A “Regional” Analysis of International R&D Alliance Contracts

H. Delerue¹, p. Picard², M. Boyer², T. Cronje³

¹Université du Québec à Montréal, Canada; ²IAE Réunion Island, France; ³Curtin University, Australia; vidot-delerue.helene@uqam.ca

Research is lacking on alliance international contracts. Surprisingly, previous research has concluded that contract structure is independent of the partners' nationalities. Yet empirical studies have demonstrated that contracts are heterogeneous. A deeper investigation of contract structure would allow us to understand how international R&D collaborations are managed. In this study, we code a sample of 220 biotechnology R&D alliance contracts in order to conduct an empirical comparison of the contract terms according to the partners' locations. Our results show that the regionalization perspective sheds new light on the how contract functions vary according to the partners' geographic locations and suggest that the relationships among the distances—both geographic and institutional—between alliance partners are complex, as are their impacts on contract structure.

I: Session 2.1.1: Teaching in International Business

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.02

Session Chair: Elizabeth Rose

Bureau de Eventos: Internationalization of an Emerging Country Service Company

V. Steinhauser, A. Da Rocha

PUC-Rio, Brazil; peuker.steinhauser@mst.iag.puc-rio.br

This teaching case presents the trajectory of a Brazilian services company specialized in the organization of corporate events, Bureau de Eventos. The case describes the company's history since its inception in 1993 in the city of Rio de Janeiro and its first steps in the international market. The case explores the potential for the company's international expansion, and the vision and engagement of the entrepreneurs, despite several barriers the company needs to overcome: liabilities of emergingness, liabilities of smallness, inconsistent public policies, and a heavy tax burden. The case can be used in Entrepreneurship and International Marketing courses, both at graduate and undergraduate levels. It can also be used in training seminars for executives of tourism and events planning companies, and for employees of export promotion agencies.

Going from Standardization to Adaptation - How to Add Value to a Traditional Foreign Style Food

S. C. e Silva¹, C. B. d. Cunha²

¹Catolica Porto Business School – Universidade Católica Portuguesa; ²Univerisdade do Minho, Portugal; ssilva@porto.ucp.pt

In an increasingly competitive global market, firms try to conquer a special place in customers' minds and – when possible – hearts, in order to succeed. Through a competitive strategy based on differentiation, companies tend to focus their efforts in creating a value proposition not only for consumers but also for all the parties that constitute the value chain, establishing upstream and / or downstream partnerships based in win-win relationships.

Hence, when expanding their brands to new foreign markets, firms may choose to follow a relational approach, concerning international market selection, which can be combined with an opportunistic approach that may offer distinct opportunities to the firm.

This case study (which has a teaching note that can be provided upon request) was focused on Nata Pura, a rather young Portuguese firm that has built its project based on exporting a traditional product using innovative solutions to produce and promote an organic pastry made with high quality ingredients: pastel de nata.

SMEs Needs from Graduates in their First International Job: the Validation of the Components of International Relation Competence

L. v. Weerden

Saxion University of Applied Sciences, Netherlands, The; l.b.vanweerden@saxion.nl

Often there is a disconnection between graduate skills and employer needs given the increasing call of companies to integrate individual and social competences into the international business study programs. Not only do students not learn the crucial competences to become a globally competent manager, they also lack the opportunity to develop these competences with the international business practice during their study.

The goal of this empirical study is to discuss international relation competence with its attitude and skills being the key competence of a starting export professional. Limited studies have examined international relation competence from the perspective of internationalizing SMEs aligned with international business education. A questionnaire-based survey was used among 111 representatives of exporting SMEs. The results identified that respondents agreed on the importance of the attitudes open-mindedness, pro activeness and cultural empathy and communication skills including language skills. In addition, they call on business educators to integrate the learning and developing of these attitudes and skills in the curriculum of international business studies. The paper contributes to the research on employability of graduates international business as it gives an understanding of the validation of international relation competence.

An International Business Simulation as a Teaching Tool

O. H. Uusitalo

Holmark, Finland; olavi.uusitalo@holmark.fi

Most executives regard the management of business partnerships and alliances in the international context as a crucial skill. They devote most of their time to managing partnerships with distributors and suppliers with a view to improving coordination with them, to mobilizing their best resources, their capabilities and influencing their strategic priorities. Chief financial officers have gained power in multinational companies which indicate the importance of financial results. Business simulation are supposed to enhance managerial skills, interpersonal group behavior, problem solving and teaching. The purpose of this paper is to illustrate a business simulation course in the international context and in which the interaction both within and across teams is very intense. Moreover, the importance of financial forecast has been taken into account. It is a case study of the further development (FINTOPIA) of International Operations Simulations (INTOPIA) to illustrate the practice of management based on over 20-year experiences. Special attention is given to evaluation of the course applying FINTOPIA simulation within a framework of eight elements. Four elements, realism, simplicity of the use, decision support system and debriefing are discussed in more detail.

Using a Simulation in Integrative Learning in IB

J. M. Lofgren¹, A. Ramirez^{1,2}

¹Aalto University School of Business, Finland; ²Bryant University, USA; Joan.Lofgren@aalto.fi

This paper presents insights from the use of business strategy simulations in two undergraduate courses, one in Europe and the other in North America. We evaluated in particular student use of a simulation in terms of learning outcomes, teamwork and integrating functional perspectives in decision-making in a company. The discussion is based on a small-scale survey among students in both courses as well as the authors' experiences planning and delivering the courses with a business simulation as a key element. Contrary to expectations, students whose teams did not do very well in the simulation still reported an enjoyable learning experience. In addition, differences in male and female students were noted that bear further exploration. Overall, the research has confirmed the utility of simulations for integrative learning, but the student experience of the simulation seems to vary based on the country of study and gender and this also calls for further exploration.

I: Session 2.1.2: Destination Choice for MNE Investment

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.04

Session Chair: Anna Karhu

The Impact of Country Reputation Differentials on Investor Reactions toward Cross-border Acquisitions

C. Li¹, W. Newbury², L. A. Dau³, R. Kabst¹

¹Paderborn University, Germany; ²Florida International University, USA; ³Northeastern University, USA; chengguang.li@upb.de

We apply the concept of country reputation (CR) and propose that CR serves as a signal for investors to help evaluate cross-border acquisitions (CBAs). Building on signaling theory, we argue that a country's reputation imprints on its firms such that firms from nations with better CRs are viewed as having superior management skills and organizational capabilities. We expect investors to react more positively toward CBAs the greater the CR of the target nation is than that of the acquirer nation because the acquirer is more readily able to identify and exploit undervalued targets and take advantage of synergies. Furthermore, we argue that this relation is weaker for larger firms and for acquirers with more takeover experience as investors are less reliant on CR as a signal to evaluate these firms. Using data for 2,740 CBAs in 39 countries from 2009-2013, we find support for our hypotheses.

Foreign Market Entry Mode by Chinese Hotel Firms

R. Andreu, E. Claver, D. Quer

University of Alicante, Spain; rosario.andreu@ua.es

Decisions regarding firm internationalisation, especially when it comes to choosing which market entry mode to use, have been one of the most frequently discussed topics in academic literature in the last few decades. Many studies have been conducted from different perspectives, either focusing on one or several sectors or analysing companies from a specific country. Their findings have been very heterogeneous. The aim of this study is to analyse entry modes used by Chinese hotel firms, an industry whose internationalisation rate is still low in comparison with other sectors of the Chinese economy. Using a sample of 185 entry decisions, this study explores the relationship between several environmental variables and firm-specific factors and the entry mode choice. The results show that cultural distance, market attractiveness, previous international experience, size of the firms and intangibility of the assets are variables related with the entry mode decision.

Attracting FDI to Special Economic Zones in Poland

T. Dorożyński, J. Świerkocki, W. Urbaniak

University of Lodz, Poland; tdorozynski@uni.lodz.pl

One of the ways of convincing investors, in particular foreign ones, to take part in the implementation of host country economic policies is the development of Special Economic Zones (SEZ) designed to ensure more favourable business environment than those available in other locations. Poland has created and develops the SEZ. They play positive role in attracting foreign direct investment (FDI) or creating new jobs but also may have negative consequences, such as deepening regional disproportions in the country.

This paper aims at examining why certain SEZ in Poland attracted more FDI than other. In our opinion that may result from the location in a particular region (understood as a unit of administrative division of the country at the level of a voivodeship) and from endogenous conditions characteristic of the zone, such as the land it owns, infrastructure and its accessibility and finally high quality performance of the company that manages the zone.

Our calculations have shown statistically significant positive relationships between FDI inflow to SEZ and overall coefficient that describe investment attractiveness of voivodeships. Correlation and regression results also suggest, that efforts of managing companies with regard to wooing investors are important in increasing the inflow of foreign investment.

I: Session 2.1.3: Country-Specific Approaches in Leadership and HR Management

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.12

Session Chair: Sofia John

Performance and Decision-Making Process in China: Historical and Contemporary Cultural and Institutional Drivers

G. WEGMANN¹, I. RUVIDITCH²

¹University of Burgundy France; ²Shanghai Normal University China; gregory.wegmann@u-bourgogne.fr

The purpose of this paper is to study the concept of performance in China as a decision process, considering that organizations are influenced by cultural and institutional determinants. The findings are based on an historical study of the concept of performance in China and current observations. Twelve in-depth interviews of managers explore the concept a performance through three keys processes of decision and one influential concept. The research gives rise to a nuanced statement of the perception of the concept of performance in China and its determinants. The paper shows the disappearance of Confucian values behind a combination of Western practices and long-standing cultural traits. The emic components of the cultural background of China (clan vision of the firm, interpersonal relations and guanxi) are much less offset today by Confucian values, while it is a commonplace to use "Confucianism" to qualify the cultural framework of business and management in China. The author's findings are relevant for managers from Western cultures to have an understanding of the Chinese context when doing business in China.

Leveraging Commitment through Supportive Leadership: Differential Pathways in China and Great Britain

H. Möltner¹, P. Nevries¹, M. Morner²

¹University of Kassel, Germany; ²German University of Administrative Sciences Speyer, Germany; moeltner@uni-kassel.de

Supportive leaders provide help and constructive feedback, appreciate performance and give reasons for decision. In exchange employees perceive to be extrinsically and intrinsically rewarded and respond with commitment. This study aims at exploring cultural differences in the importance of extrinsic and intrinsic rewards in China and Great Britain. Results from structural equation modeling (n = 4,842) provide support for the overall model. Differences between China and Great Britain contradict previous studies that found both perceptions of extrinsic and intrinsic rewards being more strongly related to commitment in individualistic and low power-distant cultures like Great Britain. In contrast, our results indicate that perceptions of extrinsic rewards are more strongly predictive of subordinates' commitment in China compared to Great Britain. These puzzling results are discussed regarding their theoretical and managerial implications.

What We Talk about When We Talk about Long-Term Orientation

R. Fowler

Rikkyo University, Japan; rfowler@rikkyo.ac.jp

For over 20 years most of the IB world has assumed that the greater long-term orientation of East Asian firms is a settled question; thousands of articles published in major journals take this as a given. The inadequacy of the extant research on which this assumption is based is demonstrated in a literature review, where flaws both in methodology and in claims for applicability to the business sphere are shown. A new, more precise conceptual framework is proposed as a foundation upon which to build a more specific, consensually agreed upon, and actionable research agenda for analyzing LTO in business.

Beyond the Traditional Clichés on French Communication Patterns: A Corporate Perspective

Y. Jaidi¹, S. Zagelmeyer², F. Bournois³, E. Suleiman⁴

¹Panthéon-Assas University/ CIFFOP, France; ²University of Manchester, United Kingdom; ³ESCP, France; ⁴Princeton University, USA; stefan.zagelmeyer@manchester.ac.uk

This paper is inscribed in a broader project aiming at deciphering the management culture of French Multi-National Corporations (MNC's) at the beginning of the 21st century. In this article we examine a specific dimension of the corporate culture, namely the communication patterns of French executives working in French MNC's. Using a quantitative approach we looked at the communication patterns of the French executives of 19 French MNC's while asking 2,485 of their non-French colleagues to assess the level of implicitness of their communication, the way they express their emotions at work and to tell us if the use of French to reach top level positions in the organization was a must or not. Our results show that the previous results on the French management culture still hold true but can be nuanced. Some French MNC's, belonging to specific industries, significantly differed from the sample on the three dimensions studied in this paper. Taking into account these results, implications for research and practitioners are discussed.

I: Session 2.1.4: Intellectual Property and Customer Value

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.16

Session Chair: Angels Dasi

An Examination of MNE Strategies for Managing IPRs as a Response to Industry-Country Variations in Informal IP Institutions in China and India

L. L. Mason, M. Kafouros

University of Leeds, United Kingdom; e.l.mason@leeds.ac.uk

This research examines the differences in effect of a nation's intellectual property (IP) environment on the strategies of MNEs to protect and enforce their intellectual property rights (IPRs). The IP environment of a nation is an integral sub-component of a nation's institutional framework. A nation's IP environment contains both formal and informal characteristics. Despite numerous IP-related treaties the quality of IP protection and enforcement varies significantly across countries and it is deficiencies in the informal characteristics which can particularly weaken a nation's IP systems. Only limited scholarly attention has been given to examine how the different characteristics of a nation's IP environment affects firm strategy and few studies focus on its varying effects on different industries within a country context. This study examines the effect of the informal characteristics of a nation's IP environment on IP management strategies of firms. Firm-level interview data reveal that a nation's IP environment has different moderating effects on the IP management strategies of firms according to the industry context, which can vary within and between countries.

The Interplay of Firms' Absorptive Capacity, Export and Innovation Strategies: Evidence from Russia

L. Ermolaeva, A. Panibratov, J. Freixanet Solervicens

SpBU, Russian Federation; l.a.ermolaeva@gsom.pu.ru

The question of exporters' advantages has been discussing in literature since many decades. Scholars report positive influence of export on firms' productivity, efficiency, innovativeness etc. However different contexts suggest different outcomes of the exporting activity.

The aim of this study is to analyze the interplay between firms' absorptive capacity, export strategy and innovation strategy of Russian exporters. We argue that for Russian firms developed absorptive capacity is an essential antecedent of exporting capacity. Moreover absorptive capacity not only affects firms' export strategies but is affected by export and innovation strategy of the firm.

We test our hypothesis using Confirmatory Factor Analysis (CFA). The data was collected by survey of Russian exporters. Total sample accounts 107 observations.

Dynamic Subsidiary Roles as Determinants of Subsidiary Technology Source: Empirical Evidence from China

S. Zhang¹, R. Pearce², M. Papanastassiou³, S. Zhao³, I. Bournakis³

¹University of the Chinese Academy of Science, China; ²Reading University, United Kingdom; ³Middlesex University, United Kingdom; s.zhao@mdx.ac.uk

Recent development of emerging economies as new destinations for knowledge sourcing has led to Multinational Enterprises (MNEs) reconfiguration of their global innovation strategy and structure. While emerging economy subsidiaries were conventionally viewed having market or efficiency seeking roles, they have started to transform towards new knowledge generation. We argue that the conventional wisdom shall be retested in light of this recent shift. We empirically tested 129 foreign subsidiaries in China between subsidiary roles (market, efficiency, and knowledge seeking) against their sources of technology (new and existing internal and external knowledge) to conclude that subsidiary roles can be argue to explain the technology sources (new and existing internal knowledge) in the broad landscape of institutional transition. This has important research and managerial implications.

Customer Value through a Service Offer in International Companies: A Conceptual Framework for Organisational and Individual Factors

T. T. Leposky

University of Vaasa, Finland; tiina.leposky@uva.fi

Offering services is a vital process for B2B companies especially in traditional industries such as manufacturing, because by creating new services or modifying existing ones provider companies can offer their customers value. There is an added challenge to service provision in international companies, because customers are located in host country contexts and decision makers in the home country must implement services through their subsidiary units. While subsidiaries reflect their home country organisation, they still operate in unique contexts and are comprised of individuals, making each unit subtly different in ways that affect the ensuing experience the customer has in dealing with the company. This paper provides a conceptual framework and propositions for how the home country service offer is converted to customer value through organisational service quality and individuals' motivation and capability to engage in value co-creation with customers.

Epistemic Communities Driving Global Innovation: The Case of the Bauhaus

E. Plakoyiannaki¹, E. Kesidou¹, J. Tardios², P. Dimitratos³

¹Leeds University Business School, University of Leeds, United Kingdom; ²King's College London, University of London, United Kingdom; ³Adam Smith Business School, University of Glasgow, United Kingdom; e.plakoyiannaki@leeds.ac.uk

This article looks at how the interaction between epistemic communities and the local micro cluster gives rise to radical global innovations, and in turn, how and why epistemic communities evolve across spatio-temporal contexts. We draw on the theoretical pillars of the cluster and networks of epistemic communities literatures and use a retrospective case study of the Bauhaus movement that captures its trajectory from Weimar, Dessau, Berlin to New York to shed light on these processes of knowledge creation in micro clusters. This research contributes to the growing literature on knowledge creation in micro clusters by stressing the key role played by individual actors in shaping innovation that defies geographical boundaries and in affecting the evolution of local micro clusters.

I: Session 2.1.5: Social and Political Aspects in MNEs

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.18

Session Chair: Stelios Zyglidopoulos

Does Corporate Social Responsibility Help Emerging Multinationals Profit from International Diversification? Evidence from Korean MNEs

S.-B. Park

Korea University, Korea, Republic of (South Korea); sb80.park@gmail.com

Focusing on multinational firms in an emerging economy, we suggest and test the moderating effect of corporate social responsibility on the relationship between international diversification and firm performance. CSR activities are identified into two dimensions according to global and local codes, and their different impacts on stakeholder perceptions and firm profitability in international business are argued. Fixed effect regressions provide empirical evidence to support our main hypothesis that

proposes the interaction effect of global CSR codes and international diversification on firm performance, which is measured as market-to-book ratio and return on assets. Implications are discussed in the conclusion.

Top Management Team, Role Stress, and Innovation

L. H. Nguyen

University of Vaasa, Finland; nghi@uva.fi

This study investigates determinants of role stress of top management team (TMT) of international joint ventures (IJVs). In addition, the study examines relationship between role stress of TMT and innovation. The study shows that environmental factors, TMT composition attributes, and IJV attributes all influence differently to role stress of TMT of IJVs. Furthermore, role stress although encourages TMT to learn, it has strongly negative impact on innovation activities of IJVs. The study concludes by providing implications for both theorists and managers.

New Business Models for Creating Societal Value: The Case of Mobile Money Systems

A. A. Lashitew

Rotterdam School of Management; Lashitew@rsm.nl

Businesses are increasingly drawn to purpose-driven strategies that place societal value as at the core of their business models. As a result, the focus of value creation is expanding beyond shareholder value to include diverse stakeholders in society. However, there is little understanding of how societal value can be conceptualized, and how organizational processes create societal value. We argue that the holistic and integrative nature of the business model construct makes it a useful tool for unpacking the processes entailed in creating and sharing value for broader society. Drawing on existing frameworks in the literature, we introduce a business model framework that adheres to the traditional conception of business models as the mechanism of creating, delivering and capturing value. We use this framework to unpack the concept of societal value, which constitutes three elements: consumer value; producer value and; shareholder and community value. We illustrate the usefulness of our framework for explaining the process of creating societal value using an in-depth study of M-Pesa, a mobile money system in Kenya that has extended financial inclusion among tens of millions. Our results highlight the potential of new technology-driven business models for creating societal value that is broadly shared by diverse stakeholders.

The Building Blocks of Political Risk Research: Towards a Theoretical Framework

T. Bjorvatn¹, A. Jiménez², I. Alon¹

¹University of Agder, Kristiansand, Norway; ²KEDGE Business School, Bordeaux, France; torbjorn.bjorvatn@uia.no

Despite accelerating globalisation and the growing exposure of firms to military, social and political upheavals in many parts of the world, political risk remains a marginal area of international business studies. Applying bibliometric analysis as a starting point, this systematic review identifies the current core body of literature on political risk and uncovers the theoretical building blocks of the research field. A synthesis of the key literature reveals three broad analytical foci: (i) the sources of political risk, (ii) the effects of political risk and (iii) actors' vulnerabilities, capabilities and responses to political risk. The paper represents the first dedicated literature review on political risk in over thirty years. By offering an integrated framework for future research, it paves the way for new insights into an increasingly topical field.

I: Session 2.1.6: Decisions and Strategies in the Internationalization Process

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.14

Session Chair: Francisco García-Lillo

Managerial Decision Making and the Pattern and Process of Internationalization

M. Fuchs

University of Graz, Austria; manfred.fuchs@uni-graz.at

This study is a tentative (not yet fully finished) analyses of case studies that allow us to focus more closely on factors that explain the managerial decision making process in internationalizing firms. The cases have been selected primarily against the background that researchers will be granted full access to company information. The study tries to integrate evolutionary and path dependency approaches and analyses decision making not only as a pure rational decision but as well as emerging, somewhat erratic, and unintended. The major finding is that successful internationalization is based on strongly structured entrepreneurial judgments and firm capabilities that allow to adapt to formerly unknown external environments.

Internationalization of Production in Entrepreneurship-Driven Firms: an Exploitative Process Triggering Firms' Organizational Renewal

I. Kalinic¹, C. Forza²

¹Leeds University Business School, Belgium; ²University of Padova, Italy; i.kalinic@leeds.ac.uk

In this study, we examine entrepreneurship-driven internationalization as a non-linear process that occurs over time, specifically focusing on the organizational changes it triggers. From our analysis of five case SMEs, we find that during the internationalization of production, firms react to the changing external environment not only by adapting their strategies but also by implementing a number of incremental changes long after their initial entry into the foreign market. The pace (continuous) and the scope (radical) of the change imply that entrepreneurship-driven SMEs tend to focus on exploitation of resources and knowledge through a series of adaptations that lead to a radical organizational renewal without the sudden introduction of completely new capabilities. This challenges the dominant opinion about the need to combine both explorative and exploitative capabilities to successfully manage the internationalization process.

The Internationalization of Cluster Companies: The Interaction between Cluster Context and Offshoring Strategies

L. L. Halse

Molde University College, Specialized University in Logistics, Norway; lise.l.halse@himolde.no

This paper explores the impact of cluster context on cluster companies' internationalization process. Based on 40 in-depth interviews with companies in the Maritime cluster in North West Norway, document studies, previous surveys and published research on the cluster, we develop propositions about the interaction between the cluster context, represented by interorganizational cluster relationships and knowledge exchange, and cluster companies' offshoring strategies. In the propositions, we suggest that there is a co-evolutionary development between cluster context and the governance of linkages to foreign companies. The study contributes to the internationalization literature by adding knowledge about how companies' internationalization unfolds in a cluster context.

Inducing the Internationalisation of Family-Owned Manufacturing Firms

M. A. Marinov², S. Marinova¹

¹Aalborg University, Denmark; ²Aalborg University, Denmark; marinov@id.aau.dk

This paper investigates the inducement of the internationalisation of family-owned and managed manufacturing firms with domestic capital. The study examines the role of owners-managers in relation to firm internationalisation propensity, its speed, direction and scope in the context of Bulgaria. This study applies qualitative case study approach whereby ten firms from across Bulgaria are selected using replication logic. Data were collected through semi-structured interviews from informants with controlling decision-making power and analysed via a combination of inductive and deductive coding. Results point that the studied firms are early internationalisers induced by their owners-managers' determination to internationalise from business initiation. In the process owners-managers have been critically supported by their social spaces. Regardless of firm resource limitations, internationalisation is directed to various countries across the globe. The limitations include the sample size and its industry embeddedness, which limit generalisability. The implications are that for inducing internationalisation owners-managers' determination should be supported through linkages of social spaces. The paper identifies unique differences in the inducement, propensity, direction and scope of the internationalisation of family-owned manufacturing firms in Bulgaria, suggesting that context specificity matters.

Entrepreneurial Marketing and Marketing Strategy Comprehensiveness in International New Ventures: The Role of Decision-Making Logic and Performance Implications

M. Yang¹, P. Gabrielsson¹, M. Gabrielsson²

¹University of Vaasa, Finland; ²University of Eastern Finland; man.yang@uva.fi

The understanding of marketing in early and rapid internationalizing firms is currently rather poor. This study aims to investigate the impact of decision-making logic (effectuation vs. causation) and its context in facilitating two competing marketing approaches (entrepreneurial marketing and marketing strategy comprehensiveness) in international new venture, as well as the implications for performance. We develop a conceptual framework and propose the relationship between decision-making logic, entrepreneurial marketing, marketing strategy comprehensiveness, and marketing performance. We also suggest the moderating effect of entrepreneurial expertise and marketing planning expertise of marketers, and environmental uncertainty in dynamic global markets. The study contributes to international marketing and international entrepreneurship research. We offer decision making implications for practitioners on employing entrepreneurial marketing and increasing marketing strategy comprehensiveness, thus enhancing firms' marketing performance in international markets.

International New Ventures at the X-Ray: the Relevance of Competitive Strategies in Explaining Performance

N. F. Crespo¹, V. Corado Simões¹, M. Fontes²

¹ISEG - School of Economics and Management, Portugal; ²UMOSE - Laboratório Nacional de Engenharia e Geologia; ncrespo@iseg.ulisboa.pt

This research follows the resources-strategy-performance approach, and examines the relevance of competitive strategies as mediators between international new ventures' (INVs) characteristics and international performance. Although strategy was a fundamental issue in the early research in the international entrepreneurship (IE) field, it was somehow overlooked more recently, becoming an under-studied subject. The objective of this paper is to bring back to discussion the relevance of strategy as a key element for INVs to achieve higher international performance.

A framework aimed at identifying the role of strategy in INVs' international performance is developed. It includes four competitive strategies (innovation differentiation, marketing differentiation, quality and service differentiation and cost leadership) as mediators between entrepreneurial orientation and internationalization preparation, on the one hand, and international performance, on the other. The hypotheses were tested using a sample of 416 INVs.

This research makes three main contributions to the IE field. First, competitive strategies are relevant as mediators of the resources-performance relationship. Second, two specific types of differentiation strategy (marketing-oriented and quality&service-oriented), and cost leadership strategy, are associated with higher performance. Third, contrary to expectations, innovation differentiation strategy was not found to foster higher performance.

P: Session 2.1.17: MNEs' Corporate Social Responsibility as Complementary to National Development

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.15 Panel

MNEs corporate social responsibility as complementary to national development

P. Ghauri¹, F. Wang², J. Vääänen³, G. Essegbey⁴, A. Mehta⁵, S. Gupta⁶, H. Mäkinen⁷, K. Liuhto⁷, R. Teplov³, B. Woeran⁸, G. Frempong⁴

¹University of Birmingham, United Kingdom; ²King's College London, United Kingdom; ³Lappeenranta University of Technology, Finland; ⁴Science and Technology Policy Research Institute (STEPRI), Ghana; ⁵Public Health Foundation of India, India; ⁶University of Kent, United Kingdom; ⁷University of Turku, Finland; ⁸Merinova; pervezghauri@outlook.com

P: Session 2.1.18: Distance and Diversity: What Progress Have We Made, What Mistakes Do We Still Make, and Where Should We Go Next?

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.27 Panel

Distance and Diversity: What Progress Have We Made, What Mistakes Do We Still Make, and Where Should We Go Next?

D. Dow¹, T. Lindner², R. Maseland³, L. Hakanson⁴, E. Yildiz⁵

¹The University of Melbourne, Australia; ²WU Vienna; ³University of Groningen; ⁴Copenhagen Business School; ⁵Uppsala University; d.dow@mbs.edu

P: Session 2.1.19: What Determines a Firm's Speed, Scope, and Intensity of Internationalization?

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 4.27 Panel

What Determines a Firm's Speed, Scope, and Intensity of Internationalization?

J.-F. Hennart¹, B. Hagen², A. Majocchi², A. Zucchella², C. Schwens³, M. Schu⁴, D. Morschett⁴, N. Nummela⁵

¹Tilburg University, Netherlands, The; ²University of Pavia, Italy; ³Henrich Heine University, Germany; ⁴University of Fribourg, Switzerland; ⁵University of Turku, Finland; j.f.hennart@uvt.nl

P: Session 2.1.20: Cross-Border Takeovers in Strategic Industries – Public Policy Implications

Time: Sunday, 04/Dec/2016: 8:30am - 10:00am

Location: TC 5.01 Special

Cross-Border Takeovers in Strategic Industries – Public Policy Implications

P. Gugler¹, S. Hirsch⁴, S. Lundan³, L. Oxelheim²

¹University of Fribourg, Switzerland; ²University of Agder, Norway; ³University of Bremen, Germany; ⁴Tel Aviv University, Israel; philippe.gugler@unifr.ch

C: Session 2.3.10: Distance and Firm Performance

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.17

Session Chair: Helene Delerue

Managerial Misperception of Differences between Home and Host Countries – An Empirical Study on its Antecedents and Performance Effect

C. E. Weber, D. Chahabadi, I. Maurer

Georg-August-University Goettingen, Germany; clarissa-elisabeth.weber@wiwi.uni-goettingen.de

This study introduces the concept of managerial misperception of country differences, which describes the deviation of managers' perceived differences from actual differences between countries. While managerial perceptions of country differences received increasing interest in recent international business literature, prior studies hardly consider to what degree managerial perceptions reflect actual distance specifications. Building on literature of managerial cognition and managerial perceptions of country differences, we theoretically derive and empirically test antecedents and performance effect of managerial misperception. Using 186 cases of managerial assessments on differences between countries from a data set on internationalization projects in the renewable-energy industry, we find that firm size and effective key partnerships in the host country are negatively associated with managerial misperception, while there is a positive impact of firm's international scope and cultural distance and no impact of a manager's international experience on the degree of misperception. Furthermore, we find a negative relationship between managerial misperception and firm's host country performance, underlining the relevance

of the concept for scholars and practitioners. It can be applied to a large variety of research questions and designs in IB research and will be particularly useful when studying decision-making processes and outcomes of decisions in internationalization processes.

Institutional Distance and Subsidiary Performance: Climbing up vs. Climbing down the Institutional Ladder

P. Konara¹, V. Shirodkar²

¹University of Huddersfield, United Kingdom; ²University of Sussex, United Kingdom; palitha.konara@hud.ac.uk

Most prior studies on the relationship between institutional distance and subsidiary-level performance of Multinational Corporations' (MNCs') have focussed on the absolute distance between the MNC's home and host country. We investigate the possibility of institutional distance exerting an asymmetric effect on subsidiary performance depending on the direction of institutional distance. We use the term 'institutional ladder' to differentiate between upward distance, referred to as when the subsidiary is operating in a relatively stronger institutional environment than its parent-firm's home country, and downward distance for vice versa. Based on our dataset that tracks the performance of 2199 firms over the 12-year period 2002 – 2013, we find that upward institutional distance is negatively associated with subsidiary performance, whereas downward institutional distance is positively associated with subsidiary performance. We also examine the moderating effect of subsidiary ownership (full vs. partial) on this link. Our study contributes to existing literature by considering the relative positions of the home and host countries on the relationship between institutional distance and subsidiary performance.

C: Session 2.3.11: MNE Configuration and Information Flow

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.13

Session Chair: Edward Gillmore

Governance and the Roles of Distance, Coordination, and Relationship Atmosphere in the MNC: A View from the Periphery

R. Lunnan¹, S. Tomassen¹, U. Andersson², G. R. G. Benito¹

¹BI Norwegian Business School, Norway; ²Mälardalen University College; sverre.tomassen@bi.no

Previous studies of organizing costs in multinational corporations have taken the view of the parent corporation. In this study, we turn the table around and examine how subsidiaries experience organizing costs as they deal with demands from and interactions with corporate headquarters. Specifically, we examine how distance, coordination mechanisms, and atmosphere influence the level of organizing costs in the headquarter-subsidiary relationship. We focus on two types of organizing costs; bargaining costs and information costs. Using survey data collected among subsidiary managers in two Norwegian companies in the consulting and certification services industry, we show that relationship atmosphere significantly reduces both types of organizing costs, whereas distance increases bargaining costs. Organizing costs are also influenced by the coordination mechanisms used in the headquarter-subsidiary relationship. We find that centralization and formalization reduce information costs, whereas social integration, contrary to our hypothesis, increases bargaining costs.

Attention Engagement Matters: Impact of Headquarters' Attention on Subsidiary Voice

H. u. Haq¹, R. Drogendijk², D. B. Holm¹

¹Uppsala University, Sweden; ²University of Groningen, The Netherlands; hammad.haq@fek.uu.se

This study empirically investigates the relationship between headquarters' attention and subsidiary voice, i.e. the ability of a subsidiary to communicate initiatives or business opportunities in an effective way to the headquarters to not only to attract its attention but also to get a positive decision regarding the specific opportunity. Headquarters' attention exists at two levels: cognitive/strategic (attention perspective) and structural/operational (attention engagement). In contrast to previous studies that assume these forms of attention are aligned, we examine the differences in the impact of both forms of attention on subsidiary voice. The data was collected through a survey of foreign subsidiaries of Swedish multinational companies, resulting in 110 usable responses. The results of our multiple regression analyses show that attention engagement has a positive impact on subsidiary voice in general, while attention perspective only has a positive relationship with preparation and timing of the communication.

Complements or Substitutes? A Meta-analysis of The Role of Integration Mechanisms in Knowledge Transfer in the MNE Network

R. Zeng^{1,2}, B. Groggaard¹, P. Steel¹

¹University of Calgary, Canada; ²Shanghai International Studies University, China; rong.zeng@ucalgary.ca

While research on integration mechanism in multinational enterprises (MNEs) has increased considerably since the 1980s, empirical studies on the integration outcomes remain inconclusive. In this study, we use meta-analytic techniques to quantitatively synthesize and evaluate the relationships between different integration mechanisms (centralization, formalization and socialization) and knowledge transfer. Based on meta-analyses from 87 independent samples and a total of 15,506 subsidiaries, we find that socialization stands out as the most important integration mechanism for knowledge transfer. Socialization even mitigates the impact from other mechanisms, especially the formalization mechanism, which suggests a substitution effect between formalization and socialization. Our study contributes to our understanding of MNE integration by illustrating the importance of socialization as well as the interrelatedness of integration mechanisms.

C: Session 2.3.13: Liability of Foreignness and Entry Strategies

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.03
Session Chair: Elina Pelto

Ownership Level and Subsidiary Survival in Foreign Acquisitions: The Moderating Effects of Experience, Cultural Distance and Host Country Development

Y. Wang, J. Larimo

University of Vaasa, Finland; wyi@uva.fi

In this study we analyze the general effect of acquirers' ownership level on the survival in foreign acquisitions. Furthermore, we attempt to address five potential moderating effects: international, regional, and target country experience, cultural distance, as well as host country development. The developed hypotheses are tested on a sample of 1345 acquisitions made by 174 Finnish firms in 59 countries during the period of 1980-2005. The results indicate that in general ownership level of acquiring firms increases the probability of survival of foreign acquired units. We further found that the impact of ownership level of acquiring firms is contingent upon cultural distance and host country development, but not on international, regional, and target country experience of acquiring firm.

Challenges, Competitive Advantages and Opportunities of M&As from India - Overcoming Liability of Foreignness

Z. Vincze¹, M. Hassett³, N. Nummela², P. Zettinig²

¹University of Umeå, Sweden; ²University of Turku, Turku School of Economics, Finland; ³Sheffield University Management School, UK; melanie.hassett@sheffield.ac.uk

Several researchers propose liability of foreignness and the asymmetry of information and resources to explain mergers and acquisitions (M&As) from emerging economies (EE). This paper analyzes how can companies from emerging economies like India overcome liability of foreignness. This paper builds a theoretical framework combining traditional views on internationalization, namely competitive advantage and the OLI paradigm, and alternative views such as asymmetry-based approach on cross-border M&As by firms from EE. The empirical work of this study is based on a single case study, namely an Indian-Swedish acquisition in the textile industry. The findings give support to the literature suggesting that Indian companies would have special, distinct disadvantages and advantages that drive their cross-border M&A. However, Indian companies might use M&As as an entry mode to overcome liability of foreignness in the market but the findings also suggests that dichotomizing between DMNE and EMNEs is far too simplistic, and that company related characteristics are more important than country of origin.

C: Session 2.3.14: Employee Management in MNEs

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.03

Session Chair: Johanna Raitis

Talent Management Practices, Absorptive Capacity and Firm Performance in an Emerging Market Context: Does It Work in Russia and China?

M. Latukha, A. Veselova, L. Selivanovskih

Graduate school of management, St.Petersburg state university, Russian Federation; marina.latuha@qsom.pu.ru

This paper investigates the relationship between talent management (TM) practices, absorptive capacity, and a firm's performance. We build a theoretical framework and examine how TM practices, specifically talent attraction, development and retention, are related to a firm's absorptive capacity and firm performance. The theoretical framework suggests that talent development increases the overall level of absorptive capacity, particularly the level of knowledge acquisition, assimilation, transformation and exploitation. Further, our research focuses on the analysis of 120 companies headquartered in Russia and China showing the applicability of our theoretical framework and proving the role of TM in absorptive capacity and firm performance in an emerging market context.

From Expatriation to Compatriation: A Strategic View Of Human Resource Management in Networked MNEs

V. Corado Simões¹, J. Peixoto¹, D. Aurélio², R. Pedrosa¹

¹ISEG, Portugal; ²Bosch Portugal; vcs@doc.iseg.utl.pt

The international movement of human resources (HR) is central for multinational enterprises (MNEs). Bonache, Brewster & Suutari's (2001) criticism on the insufficient consideration of company strategy still holds. The over reliance on a headquarters-to-subsidiary perspective, the focus on assignment forms and the individual staff perspective contributed to an insufficient capacity to address the relationships between international staff assignment and MNE's strategy. Envisaging the MNE as an integrated network, the concept of compatriation is introduced as an envelope to better understand international HR flows. It provides a strategic perspective of HR circulation, talent management and staff involvement. The focus is put on a strategic HR perspective. The development of the concept is based on a literature review and draws from an exploratory case study on HR management in a well-established MNE. It concerns a shared services centre, an under researched organizational mode. A set of propositions on the implications of compatriation for research and practice is derived. The paper concludes with a discussion and the suggestion of approaches for further research.

Staffing MNCs' Foreign Subsidiaries: The Joint Effect of Verbal Communication Barriers and International Experience

H. Klier, C. Schwens

Heinrich-Heine-University Duesseldorf, Germany; hendrik.klier@hhu.de

Verbal communication is imperative for exchanging knowledge between headquarters (HQ) and foreign subsidiaries and for coordinating and controlling foreign subsidiaries. The present paper develops a theoretical perspective revolving around verbal communication barriers and their impact on multinational corporations' (MNCs') expatriate staffing. We argue that three kinds of verbal communication barriers (i.e., geographic distance, native language barrier, foreign language barrier) between the MNC and its subsidiary have differential effects on firm's propensity to staff the subsidiary's CEO position with a host country national (opposed to a parent country national or third country national). Moreover, we argue that the relationships are moderated by MNCs' international experience. Testing hypotheses on a sample of 106 staffing decisions made by German firms in 35 countries, we find that geographic distance (negative) and foreign language barrier (positive) have opposing effects on the propensity to staff the CEO position with expatriates in foreign subsidiaries. Furthermore, we find a MNC's international experience to alter these relationships.

C: Session 2.3.15: SMEs and the Institutional (Micro-)Environment

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm · *Location:* TC 4.01

Session Chair: Francisco Manuel Figueira de Lemos

Exploring the Business-Related Causes of the Low Internationalization of Greek Firms

A. Klidas

Deree-The American College of Greece, Greece; a.klidas@acg.edu

This paper attempts to shed light on the business-related causes of the low degree of internationalization of Greek firms. A review of the literature demonstrates that Greek businesses display features, such as small size, family ownership, 'traditional' governance and management arrangements which do not support internationalization. Inadequate ordinary and dynamic capabilities further undermine the international competitiveness of Greek firms. Furthermore, the paper demonstrates that Greek firms are susceptible to liabilities of expansion due to the small size of the domestic market. Finally, the paper recommends critical research avenues in order to study empirically the internationalization performance of Greek firms.

Exports, R&D Activities, and Labour Productivity of SMEs

M. Falk

Austrian Institute of Economic Research, Austria; martin.falk@wifo.ac.at

This paper investigates the link between the export behaviour and R&D activities of Austrian SMEs for the period 1995-2011 using 18,000 firm observations. Its analysis focuses in particular on micro firms, young SMEs and those in services, and highly productive SMEs. The results of two-part models controlling for firm effect show that the export participation and export share of SMEs depends significantly and positively on their labour productivity level (relative to that of large firms in a given industry) and R&D-sales ratio. However, the marginal effect of the R&D-sales ratio is relatively small for micro enterprises, young SMEs, and service SMEs, while it is relatively large for SMEs in manufacturing. Furthermore, the interaction terms between the R&D-sales ratio and the relative labour productivity level of SMEs show that R&D activities are only significant when the labour productivity gap between SMEs and large firms in a given industry is not too large.

C: Session 2.3.16: MNE Subsidiaries' Strategy

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.04

Session Chair: Jean-Francois Hennart

Home Country Institutions and Subsidiary Strategy of Chinese Multinationals

Z. Wei¹, Q. Nguyen²

¹University of Sheffield, United Kingdom; ²University of Reading, United Kingdom; z.wei@sheffield.ac.uk

This study extends the literature on emerging market multinational enterprises (EMNEs) by exploring subsidiary strategies of Chinese MNEs. We advance the idea that subsidiary strategy is critical for EMNEs to take advantages of domestic institutional incentives and overcome institutional weaknesses. Analyses of survey data on subsidiary managers suggest that global integration is lower among Chinese MNEs receiving great government support and escaping from domestic institutional weaknesses. Furthermore, the negative relationship between institutional weaknesses and global integration is weakened with greater state ownership. Meanwhile, we find that local responsiveness strategy is used by foreign subsidiaries to overcome domestic institutional weaknesses, and this impact is weakened with greater state ownership. These findings have important implications for subsidiary managers and policy makers of EMNEs.

The Autonomy Activity Status of Multinational Subsidiaries

M. Dzikowska¹, J. Gammelgaard², B. Jindra^{3,2}

¹Poznan University of Economics and Business, Poland; ²Copenhagen Business School, Denmark; ³University of Bremen, Germany; marlena.dzikowska@gmail.com

Research concerning the autonomy of subsidiaries has been concentrated on the possession of decision-making rights. Building on the definitional and empirical argumentation, we claim that so understood autonomy has a prospective character, is not equal to the implementation of actual actions (or lack of thereof) and neglects the issue of the scope of potential actions. This paper aims to fill in the current literature gap by offering a holistic stance in which we assert that subsidiaries can be meaningfully differentiated according to their levels of autonomy and corresponding actions. We base this argumentation on the findings of real option theory and competitive dynamics perspective, develop a typology specific to a subsidiary's autonomy activity status (the position of a subsidiary in terms of its autonomy level confronted with the extent of actions taken in a corresponding area) and evaluate its empirical validity based on a sample of 377 foreign subsidiaries located in CEE countries.

Our results show that the proposed typology has the power to define internally consistent positions which are differentiated along four variables representing widely understood interdependencies within an MNE (sales dependence, sourcing dependence and technological dependence).

C: Session 2.3.8: Development and Disruption of Knowledge in the MNE

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.18

Session Chair: José C. Casillas

Eco-Innovation Outcomes as Drivers of Innovation Performance. Results for Firms from Selected European Union Countries

T. Gołębiowski, M. S. Lewandowska, M. Rószkiewicz

Warsaw School of Economics, Poland; mlewando@sqh.waw.pl

The purpose of this paper is to investigate the perception of eco-innovation objectives (outcomes), and to reveal their positioning within the structure of corporate innovation objectives, as well as to assess the links between eco-innovation objectives and innovation performance. The study is based on firm-level data from the Community Innovation Survey (CIS), for 2006-2008 for 14 EU countries (mostly CEE transition economies). We applied exploratory factor analysis; decision tree as well as intraclass correlation (classes determined by decision tree nodes). We revealed the links between SD-related objectives and "conventional" innovations' objectives leading to cost-based and differentiation-based competitive advantage. We show that the better performing innovators indicate higher importance of SD-related objectives than firms less successful in innovation. Finally, we argue that SD is deeper embedded in corporate strategies of firms that are committed to broader spectrum of innovation objectives. However, the subsample of these firms represents only the significant minority of the investigated firms. Hence, only these firms are able to use the opportunities for increasing their competitive advantage resulting from strategic SD innovation commitment. Finally we show that the high intensity of occurrence of E-I objectives, which shows firms' sustainability commitment is reflected in better than average overall innovation performance.

The Impact of Foreign Ownership on R&D Intensity and Technology Acquisitions in Indian Industries: Analysis of Pre and Post Global Crisis

A. Aggarwal

Copenhagen Business School, Denmark; aa.int@cbs.dk

This study examines how inter-firm heterogeneities in technology modes and intensities are linked to ownership of firms in India, using a panel dataset of 2000 odd Bombay Stock Exchange listed firms for the period from 2003 to 2014 drawn from the PROWESS database of CMIE. For the analysis, foreign ownership is categorised according to the control exercisable by them as defined under the Companies' Act of India. A comparative analysis of domestic and different categories of foreign firms was conducted at two time periods: the global boom period of 2004-2008 and post crisis period of 2008-2014. A horizontal cluster analysis on 3-digit industry level data shows that foreign firms cluster in high technology industries. The propensity score matching (PSM) analysis however reveals that the majority owned foreign companies spend less on R&D and more on technology transfers than their local counterparts. It shows that the threshold equity holding matters. There is little evidence of the crisis affecting relocation of R&D activity to India. A panel data regression analysis on matched sample confirms the findings and validates the PSM findings.

The Alignment of Drivers for Knowledge Sharing in Organizations: A Multilevel Approach

A. Dasi¹, T. Pedersen², P. Gooderham³

¹University of Valencia, Spain; ²Bocconi University, Italy; ³Norwegian School of Economics, Norway; angels.dasi@uv.es

This paper develops a multilevel approach of the abilities, motivation and opportunity framework (AMO) for knowledge sharing that distinguishes between individual and organizational level constructs. From a micro-foundations approach, we scrutinize the cognitive and motivational processes that affect the extent to which individuals' knowledge sharing behavior is dependent on the alignment between the individual-level constructs (abilities and motivation) and the organizational level construct of opportunities. Among the last, we distinguish four opportunity drivers for knowledge sharing (job design, collaborative culture, technology-based communication tools and personal communication tools) and examine the cross level interactions. We develop four hypotheses about how individuals with diverse motivations and abilities perceive and frame the same organizational mechanisms in different ways. Our findings, based on a dataset of more than 11.000 employees in the MNC, Telenor, provide evidence on the different effectiveness of the opportunity drivers depending on the dominant type of individuals' motivation (intrinsic versus extrinsic) and level of skills.

C: Session 2.3.9: Institutional Development and Diversity

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.14

Session Chair: Douglas Dow

Overcoming the Constraints to Export Faced by Firms in Developing Countries: The Role of Innovation

V. HERNANDEZ, M. J. NIETO, A. RODRIGUEZ

Carlos III University, Spain; yhpaz@ing.uc3m.es

We study the impact of home country institutions on the internationalization of developing countries' firms and the role of innovation. Specifically, we analyze the relation between governance imperfections and the export intensity of firms, as well as

considering the moderating role of product innovation in this relation. Theoretically, we propose that greater governance imperfections result in lower export intensity and that product innovation is particularly important for internationalization because it mitigates the constraints of operating with weak home country institutions. Data from a sample of 1,895 firms from 23 eastern European and central Asian countries provide strong support for the negative relation between a weak regulatory environment and exports. In addition, we find that product innovation mitigates the negative effect. These findings allow us to conclude that although firms from developing countries face difficulties to export due to the regulatory constraints of their home countries, a strategy based on product innovation represents a viable way of overcoming these limitations.

Institutional Development and the Importance of Signals in the Alliance Formation Process

O. Rossmannek, O. N. Rank

University of Freiburg, Germany; oliver.rossmannek@vwl.uni-freiburg.de

We investigate how the institutional development of countries influences the formation of strategic alliances. Based on signaling theory and the institution-based view, we assume that quality signals are especially helpful in the partner selection process if the firm is located in a low-developed institutional framework. We test our hypotheses applying stochastic actor-oriented models using a network of 95 airlines over a five-year period. As a result, we find that the membership in an industry association and a high share of government ownership are more beneficial for the degree of alliances if the firm originates from a country with low institutional development. We find no reliable support that the relationship between the geographic partner distance and the likelihood of a tie formation is contingent on the institutional environment

Institutional Overlap, Access and Contestation: How Institutional Diversity Affects International Management

R. Maseland

University of Groningen, Netherlands, The; r.k.j.maseland@rug.nl

This paper discusses the implications of current developments in institutional theory for theories about the consequences of institutional diversity for international management.

It argues that the stress on competition between multiple institutional logics and the renewed emphasis on complexity and agency in institutional theory are at odds with the traditional institutional distance concept, understood as the degree of dissimilarity between homogeneous country institutional profiles. Instead of a single concept of institutional distance affecting all possible IB outcomes, we need tailored concepts capturing how different aspects of institutional diversity affect different decisions and outcomes in IB.

Specifically, I argue that (1) the amount of overlap in institutional logics between societies determines entry decisions, (2) the amount of accessibility of a host country's institutional enforcement mechanisms drives entry mode decisions, and (3) the extent of contestation of employed institutional logics in society drives legitimacy and long-run performance.

Empirical support for these claims comes from an analysis of World Values Survey data, showing that each of these proposed concepts is a better predictor of the associated outcome than institutional distance is. I conclude that the proposed diversity concepts are both theoretically better grounded and empirically more relevant than institutional distance is.

I: Session 2.3.1: Stakeholder and Employee Management in the MNE

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.02

Session Chair: Pavlos Dimitratos

The Complex Systems of Organizational Learning, Multinationality, and Performance: A Review and Extension

P. Metz

Dresden University of Technology / International Institute Zittau, Germany; philippmetz@t-online.de

The relationships between organizational learning, multinationality, and performance are critical in today's knowledge-based and rapidly changing, globalized economic environment. Research in the field predominantly follows a deterministic view of simple cause and effect chains, marked by an oversimplification of these three heterogeneous factors; it thus provides narrow and inconclusive contributions. Referring to the complexity theory, I review in this conceptual paper the complex system models in the existing literature and adapt them to the assumed nonlinear, chaotic, and unpredictable relationships of organizational learning, multinationality, and performance. In addition to the three factors either remaining stable or, at the edge of chaos, evolving to become generative or adaptive complex systems, I propose an attentive complex system model. This intelligent system is fostered by focus, growth, and interaction, and leads to attentive learning, long-term and solid performance, and a balanced degree of multinationality. In addition to existing radical or moderate complex systems, high and low degrees of the three factors are emphasized. The paper's propositions also summarize the findings and provide guidance for further research.

Co-Operative Cheating on an International Stage: An Incentive Theoretical Analysis

U. F. Ott

Kingston University London, United Kingdom; U.Ott@kingston.ac.uk

This paper analyzes the occurrence of co-operation and cheating in MNEs and IJVs. We combine theoretical concepts of the social sciences and economics with an incentive theory approach for co-operative cheating - bridging foreign and local perspectives in MNEs. Based on hierarchy and group behavior, a framework of four types of co-operative cheating - individualist entrepreneurship, isolated subordination, group-centered loyalty and consensus-sensitive equality - is developed and used to offer rewards for co-operation depending on the cultural types of cheating. Instead of punishing cheating,

appropriate incentives are designed to encourage co-operation in international endeavors. It shows the use of incentive theory for International Business problems.

Stakeholder Management in Cross-Border Mergers

M. Soendergaard¹, N. Noorderhaven²

¹Aarhus University, Denmark; ²Tilburg University, Netherlands; msoendergaard@mgmt.au.dk

Cross-border mergers are important strategic changes requiring careful management of multiplex stakeholder relations. In a cross-border merger many stakeholder demands will be salient simultaneously, making dealing with them more difficult. We explore how stakeholder relations were managed in two cross-border mergers, MD Foods – Arla and Air France - KLM. Our analysis shows that these companies in some cases gave precedence to some categories of stakeholder demands over others, while in other cases they were able to mold synergistic solutions

Merger & Acquisition Motives and Outcome Assessment

I. Hassan¹, P. Ghauri², U. Mayrhofer³

¹King's College, London; ²Birmingham Business School, University of Birmingham; ³IAE Lyon, Jean Moulin Lyon 3 University; ulrike.mayrhofer@univ-lyon3.fr

Research on M&A outcome often focuses on financial results and the reaction of stock markets. This research attempts to provide a more accurate measurement of M&A performance by linking M&A motives to outcome assessment. The theoretical framework is based on evaluation theory. The authors analyze four case-studies of M&As conducted by European companies. The findings indicate that M&A outcome can be more accurately measured by aligning it with the motives defined by the acquiring firms. They suggest that M&A outcome assessment should be considered as a process covering both pre-merger and post-merger stages.

I: Session 2.3.2: Foreign Direct Investment and Risk

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.04

Session Chair: Marta Anna Götz

Research on FDI of Polish SOEs – Contrasting Empirical Data with Conceptual Challenges

M. A. Götz¹, B. Jankowska²

¹Vistula University, Warsaw, Poland; ²Poznan University of Economics and Business, Poland; martaگوetz@gmail.com

State-owned enterprises (SOEs) are commonly associated with undue advantages due to preferential treatment enjoyed. Simultaneously, they are often quoted as handicapped given the notorious state interference, management problems, and agency tensions. They used to be regarded as mainly domestic issue, but in the light of progressing globalisation processes and the fact that states enter treaties with new obligations, SOEs' performance ceased to be solely the internal problem. This paper presents the results of the research on Polish SOEs' foreign direct investment (FDI). It offers an overview of overseas activities of nine major Polish firms with the state stake and aims to contribute to the conceptual foundations of the studies on FDI conducted by SOEs.

The Eclectic Paradigm Revisited: Complementarities and Substitutability between Ownership and Location Advantages in Outward FDI

D. Giakoulas², C. Kottaridi¹, D. Manolopoulos³

¹University of Piraeus, Greece; ²Small Enterprises' Institute of the Hellenic Confederation of Professionals, Craftsmen and Merchants; ³Athens University of Economics and Business; kottarid@unipi.gr

The majority of studies within the eclectic paradigm regard macro level analyses and discussion of location advantages only due to data scarcity. This paper evaluates both firm level and host country determinants to assess their relative significance in outward FDI, placing particular emphasis on embeddedness (O), institutional quality (L) and taxation (L), three distinguishable aspects of ownership and locational advantages. The major contribution is that it finds significant evidence of complementarities and substitutability among the above that help us understand better Greek investors' motives. It concludes in favour of reinforcing effects between ownership and locational advantages. Further, the evidence suggests that taxation is a significant location attribute that should not be neglected in specific contexts, but it is rather perceived by foreign investors as part of the overall institutions of a host. These effects fall within a dynamic OLI context capturing the interplay between O and L advantages. A second important contribution is the use of the total population of Greek MNEs from the Bank of Greece that haven't been published before, for an extended time span of ten years, covering all Greek investors' activities in all destinations. The richness of the database allows us for sector-based analyses.

Perceptions towards Inward Chinese Foreign Direct Investment: A Sense-Making Framework Applied to the Wine Industry

M. Lazaris¹, S. Freeman², T. Bouzdine-Chameeva³

¹Monash University, Australia; ²University of South Australia; ³Kedge Business School, Bordeaux; miria.lazaris@monash.edu

The issue of Chinese foreign direct investment (FDI) in the wine industry is dividing community and political opinion and has resulted in mixed perceptions, with growing concerns being expressed within Australia in the press and in other company and industry reports. This paper contributes to the relatively small but relevant literature that applies sense-making to the context of international business. Specifically, we apply the sense-making perspective to identify and explain the perceptions among managers and other industry participants operating in the Australian wine industry. The findings reveal both positive and negative perceptions toward inward FDI from China. On the one hand, managers lack trust and are sceptical about the motives

and capabilities of Chinese wine investors. On the other hand, they perceive Chinese FDI as inevitable for the survival and growth of the industry, especially if partnerships can be created to facilitate trust and control, and support much needed innovation to sustain the industry. We offer theoretical and practical contributions, as well as opportunities for future research.

Regional Expansion of an MNC and its Effect on Subsidiaries

N. Ando

Hosei University, Japan; nando@hosei.ac.jp

This study examines the effect of intra-regional diversification and subsidiary performance. Although recent studies have argued that a number of multinational corporations (MNCs) are regional rather than global, MNCs' regional activities and its consequences have not been well uncovered. In addition, most studies on international diversification as well as regional diversification have associated MNCs' geographical diversification with the performance on the entire MNC level rather than on the subsidiary level. Using the panel dataset consisting of Japanese firms' investment in four regions, this study investigates how intra-regional expansion affects the performance of subsidiaries within the region. This study found that the relationship between regional diversification and subsidiary performance takes an S-shaped function, which is a similar pattern to international diversification. When the degree of regional expansion is low, it negatively affects subsidiary performance. The effect of regional expansion turns positive when the degree of regional diversification is moderate. After exceeding a certain threshold, regional expansion lowers subsidiary performance again.

Political Risk Management and Foreign Direct Investment: A Review and Research Agenda

A. John, T. Lawton

Open University, United Kingdom; anna.john@open.ac.uk

Political risk makes foreign direct investment more susceptible to the liability of foreignness, suggesting negative outcomes for firms. We revisit this problem by discussing the findings of a review of the literature on international political risk management. The purpose is to identify and classify the different theoretical perspectives in the domain of political risk management and suggest a future research agenda. We suggest that international political risk management occurs across three domains: institutions, firms, and firm relations. In the institutions domain, political risk management draws on a reactive approach where firms passively respond to institutional environments. By contrast, the firms' domain considers political risk management as a factor of resources and capabilities. Inherent in this view is a proactive approach to political risk where managers act in anticipation. In the domain of firm relations, political risk is determined and managed through interactions between firms, other organizational actors, and individuals. This research suggests an intermediary, or active, approach to political risk. Here, firms make efforts to reduce risks while being dependent on interactions and exchanges with other actors and individuals. We also argue that the effectiveness of the three approaches may vary across different national contexts.

I: Session 2.3.3: Financial Structure and Performance

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.16

Session Chair: Florin Sabac

The Moderator Effect of Competition on the Relationship between Firm Life Cycle Persistence and the Implied Cost of Capital: Evidences from Brazil

P. V. G. Novaes², R. d. S. Dias¹, L. C. Louzada², R. G. Donini¹

¹Fundação Getúlio Vargas, Brazil; ²Universidade Federal do Espírito Santo; ricardodossantosdias@gmail.com

Competition has an important role in market transactions, especially in the different life cycle stages: in a struggle to survive, external fundraising can be more expensive to new entrants in comparison to stable companies. The literature so far did not analyze this dynamic. The main purpose of this study is to examine the relationship between life cycle persistence and the cost of capital, moderated by the level of competition in a given industry. We modeled several econometric functions using a sample of companies listed on the São Paulo Stock Exchange (BOVESPA), between 2008 and 2014 (576 firm-years observations) from 15 industries. The results provide evidence of a significant association between life cycle persistence and competition levels. We also provide evidence that, on average, as the firm moves towards higher competition level, a sustainable situation in operating, investing, and financing issues leads to a reduction in the inherent risk and, consequently, lowers the implied cost of capital. It highlights a possible recognition of the life cycle stages by the investors and capital suppliers.

Determinants of Firm Performance and Growth during Economic Recession: The Case of Central and Eastern European

A. Burger, J. Damijan, C. Kostevc, M. Rojec

University of Ljubljana; anze.burger@fdv.uni-lj.si

The paper analyses what kind of CEECs firms' characteristics make some of them more resilient to crisis than the others. Using panel VAR system on a large firm-level dataset of more than 1.7 million firms and an unbalanced panel of 6.185 million firm-year observations for the period 2000-2012 we estimate the responses of firms' employment and investment to cyclical demand shocks and financial shocks. Cyclical drop in demand decreases firms' employment in subsequent periods, especially in small old firms, whereas the adjustment is less severe in exporters and in foreign-owned firms. Investment activity of large young firms is the most and of small young firms the least responsive to financial shocks. Exporters adjust their investment activity to financial shocks to a larger extent than non-exporters.

The Effect of Internationalization on Firm Capital Structure: a Meta-Analysis

S. Schmidt, T. Lindner, F. Klein

WU Vienna, Austria; thomas.lindner@wu.ac.at

Despite significant research on the relationship between internationalization and firm capital structure and its significance for firm profitability, findings on this research area remain inconclusive. In this paper, we review the literature on the internationalization-capital structure relationship and investigate its direction, effect, and multiple contingencies through a meta-analysis of 23 past studies with at least two separate samples in each study. Our cumulative evidence indicates lower debt ratios of multinational corporations compared to domestic firms in line with arguments of increased risk and agency costs in international operations. However, our results also reveal several contextual factors that can significantly impact the size and direction of the effect of internationalization on capital structure. We contribute to an integration of international business and finance literature and point to directions for future research on determinants of the internationalization-capital structure relationship and its multiple contingencies.

Drivers of LBO Operating Performance: an Empirical Investigation in Asia

A. Y. CHEVALIER¹, A. SANNAJUST²

¹ESCP Europe, France; ²University of Saint Etienne, France; chevalierescp@gmail.com

We extend our worldwide research on private equity by studying the drivers of LBO operating performance in Asia. We consider a large set of candidate drivers (financial, governance, macroeconomic, cultural, microeconomics and industry variables) and study their effects on performance over the short- and long-terms. To conduct our study, we use Capital IQ as a data base as well as a hand collected dataset covering LBOs in Asia. We contribute to the current literature by doing an investigation of the impact of macroeconomic factors on the performance of LBOs in Asia. We use a sample of 156 LBO transactions which occurred between 2000 and 2010. Our results show that GDP growth, industry growth, and market return are important drivers that significantly contribute to create value in LBOs.

I: Session 2.3.4: Expatriates' Perspective in HR Management

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.12

Session Chair: Samuel Edward Davies

Against the Odds? Expatriate's Professional Learning in Adverse Conditions: a Case Study of Danish Police Officers in Greenland

L. Romani¹, J. Lorenzen¹, L. Holck², S. L. Muhr²

¹Stockholm school of Economics, Sweden; ²Copenhagen Business School, Denmark; laurence.romani@hhs.se

Despite a context of challenging working conditions, ethnocentrism, post-colonial tensions and no valorization of local Greenlandic professional knowledge, the Danish Police Officers sent to Greenland report knowledge development. And not intercultural knowledge or interaction skills, but rather important professional learning, which leads them to become better officers once back in Denmark. This contribution, based on a qualitative case study, intends to elicit this unexpected finding and to contribute to further theory development in expatriate adjustment literature. In the present case, no cross-cultural learning (which is the most common reported learning) is reported, but rather professional expertise development. The specificity of the present case and the extraordinary conditions in which the collaboration takes place provides an opportunity to shed a new light on expatriate learning. It seems that from all previously identified variables, only self-efficacy and autonomy are potentially decisive factors for learning. In addition, when expatriates saw Greenland as a place of poor professionalism and obsolete practices, it is precisely this difference that contributed to expatriate development. This case provides an example of how an environment perceived as foreign and undesirable turns out to be beneficial for individual learning.

Mentoring and its Effects on Expatriate Satisfaction

J. Ambrosius, R. Garg

FAU Erlangen-Nürnberg, Germany; Judith.Ambrosius@fau.de

Previous literature shows that mentoring is a very efficient and important tool in strategic talent management. This study analyzes the relationship between different mentoring related factors and expatriate's job satisfaction. Drawing on the social resources theory, five research hypotheses are developed and tested using a sample of 165 expatriates working in Germany. Linear regression modelling reveals that mentoring intensity as well as having the same functional background are positively related to expatriate's job satisfaction. Furthermore, we find that having a host country mentor partially moderates these relationships. This study derives important implications for mentoring as an instrument for supporting expatriates and contributes to the more general literature on strategic talent management.

The Influence of Expatriates on Employees' ESOP Participation and the Moderating Effect of Distance

C. Ahrens, J. Oehmichen, M. Wolff

Georg-August-University Goettingen, Germany; jana.oehmichen@wiwi.uni-goettingen.de

We investigate the influence of expatriate behavior and presence on foreign subsidiary employee participation in employee stock ownership plans (ESOPs). Additionally, we examine the moderating effect of institutional distance. Based on the knowledge-based view, we expect that expatriates have a positive influence on employees' ESOP participation. We conduct an empirical analysis based on data from a large European multinational enterprise (MNE) and examine the ESOP participation of 185,291 employees in 28 countries. Our empirical results show that expatriate ESOP participation increases whereas the pure presence of expatriates decreases employee's willingness to participate in the ESOP. These effects are intensified by institutional distance. Nevertheless, we see a positive effect of expatriate presence when distance is low. Our findings lead us to the following implications: MNEs should select expatriates carefully when distance is high. High distance demands for the deployment of participating expatriates to foster ESOP participation, because non-participating expatriates diminish employee's willingness to participate. But in the context of low distance, our empirical findings suggest that both types of expatriates shape

employee's evaluation of the ESOP positively. Overall, our results provide evidence that expatriates can function as role models and can be used as a mechanism to bridge distance within MNEs.

Divergence, Crossvergence, or Convergence? A Conceptual Model for International Employer Attractiveness

B. K. Manke, B. Bader

Leuphana University of Lüneburg, Germany; benjamin.bader@leuphana.de

Following the globalization trend of Multinational Enterprises (MNEs), employer branding research has to change its scope to a more international perspective. Strategic decision-makers are still confronted with the dilemma between standardization and adaptation based on assumptions of divergence, convergence, or crossvergence of values within different cultural spheres. So far, only a few comparative empirical studies have been conducted that examine national preferences and differences regarding employer attractiveness. We aim to enhance research in this field and close the research gap for an international employer attractiveness framework. Consequently, we propose a more holistic and actor-centric model, that combines the employer knowledge concept with P-O-fit-theory and integrates individual, organizational, and contextual variables. Our specific contribution is the shift of focus from a domestic to an international scope and integrating the cultural value development debate and P-O-fit theory to employer branding research.

I: Session 2.3.5: Entrepreneurial Strategies in the Context of Internationalization Processes

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.14

Session Chair: Noémiie Dominguez

Religion and Entrepreneurial Activity: The Contingent Effects of Institutional Environments

F. Zhang¹, H. Zhang²

¹Nankai University, China; ²Lancaster University, United Kingdom; h.zhang3@lancaster.ac.uk

This study addresses the role of religion in individual entrepreneurial activity in the specific institutional contexts of emerging markets like China. Drawing upon a composite dataset that covered 6,710 individuals in 69 major cities across 25 provinces in China, we provide strong and robust evidence about the strengthening or weakening interaction effects of religion and institutional contexts. In the markets associated with institutional voids and unethical practices, such as bribery and corruption, the entrepreneurial activity of religious adherents will be weakened. In contrast, with the well-developed market-based system with less unethical practices involvement, i.e. marketization, the religious belief or teachings are positively relevant to entrepreneurial activity. We also examine the interaction effect of religion and another informal institution, i.e., guanxi, on entrepreneurial activity and find it not significant. The finding of the research confirms the substitute role of religion serving as informal institution that shapes business ethics, when formal institutions are under-developed in the emerging markets. This study contributes to entrepreneurship literature by developing the understanding of institutional environments in which religion has impacts on entrepreneurial activity.

Internationalization of Entrepreneurship and Institutional Reinforcement in a New Global Industry

I. Mihailova¹, P. Liesch², E. Rose³

¹Aalto University School of Business; ²University of Queensland Business School; ³University of Otago; irina.mihailova@aalto.fi

In a new industry that does not conform to the standard assumptions of international business - value creation in production and marketing is costly and product adaptation to local markets can be important - Finland-based entrepreneurial firms in the mobile gaming industry have captured global markets at a rapid pace. How and why have these Finnish firms achieved a global market positioning, particularly in the light of Finland's small home market, relative cultural isolation and geographically peripheral location? In the free-to-play games segment, where the traditional norms of international business practice do not hold, firms have created a business model in which industry-specific and informal socio-cultural institutional arrangements are reinforced by formal, government-sponsored ones to create the conditions for global leadership. This phenomenon exemplifies the internationalization of entrepreneurship.

Access to Equity Financing for Entrepreneurial Ventures and SMEs in the GCC Economies

A. Safari, M. Abdellatif

Qatar University, Qatar; asafari@qu.edu.qa

Financing constraints are one of the biggest concerns affecting potential entrepreneurs around the world, especially in developing countries. Given the crucial role of entrepreneurship in developing and diversifying economies, this article discusses the current state of equity financing issues and limitations in the six Gulf Cooperate Council (GCC) economies on a detailed level. The results are based on the survey opinions of SME owners and entrepreneurs in the region, structured personal interviews with subject matter experts of diverse fields and comparing the present equity financing climate of the region with the world's best practices. This study provides practical solutions and recommendations to alleviate the existing equity financing constraints. The final results are validated by representatives of government sectors and financial and non-financial institutions from the GCC countries during a workshop, to ensure these solutions are attainable in each country.

Suppliers Strategy for Capability Development: the Implication for Upgrading and Internationalisation

S. Hoque, N. Sinkovics, R. Sinkovics

Alliance Manchester Business School, United Kingdom; samia.hoque@manchester.ac.uk

This study sets out to examine the strategies small and medium sized suppliers adopt to develop dynamic capabilities in order to progress from one stage of upgrading to another within global value chains (GVC). Furthermore, the paper also explores the

role that upgrading plays in increasing the suppliers' degree of internationalisation. The study investigates two Bangladeshi garment manufacturers who have been involved in a specific form of non-equity buyer-supplier relationship namely; tacit promissory contracting. The study has been conducted adopting a multiple case study analysis that involved interviews of managers/owners of the selected firms. The analysis indicate two key findings. First, both the firms have developed, implemented and updated their capabilities as they embarked on different stages of upgrading. Second, the degree of internationalisation increased as the firms approached to higher level of upgrading phases. The main contribution of this paper lies in the combination and synthesis of concepts from international business (IB), GVC and strategic management. The paper contributes to the international business literature by systematically analysing the relationship among dynamic capability, upgrading and degree of internationalisation and the role of strategy in tying this link.

Network and Rapid Internationalization of New Ventures: A Systematic Literature Review

R. Sedzinauskiene¹, J. Sekliuckiene¹, A. Zucchella²

¹Kaunas University of Technology, Lithuania; ²University of Pavia, Italy; rimante.sedzinauskiene@ktu.lt

Networks and their impact on rapid internationalization of new ventures is a significant area of research. The number of such research increased in the fields of international business and international entrepreneurship during the last decades. The paper's investigative approach is interdisciplinary seeking to integrate researches on network theory, international business, and entrepreneurship. Therefore, this paper reports a systematic literature review to synthesize research that has explored the impact of network on the internationalization of new ventures. A screening process resulted in a final sample of 80 papers published in 16 double-blind reviewed journals with the highest impact in the field from 1994 to 2015. This paper highlights the connection of international entrepreneurship and networking of new ventures as well as points out the acceleration role of network, however little is known about negative aspects of networks; the role of different ties, diversity of ties characteristics and its dynamics impact on the internationalization of international new ventures. Also, there is a lack of explicit discussion on the construct of relationships and networks in IB literature. Hence, there is an open window for further research. Finally, this paper provides several suggestions for future research directions to develop particular research area.

I: Session 2.3.6: Acquisition, Transfer and Capacities of Knowledge in the MNC

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.18

Session Chair: Chie Iguchi

Designing Alliances to Maximize Knowledge Acquisition and Transfer

F. J. Contractor¹, J. Choi²

¹Rutgers Business School, United States of America; ²Saint John Fisher College; farok@andromeda.rutgers.edu

A fundamental question for academics as well as alliance practitioners (regarding a knowledge sourcing strategy through alliances) remains relatively unexplored. When forming an alliance, a spectrum of alternative structures is available with an increasing degree of partner interdependence, interaction, investment, commitment, risk and long-term orientation. Accompanying this progression, contract and task complexity also increase. But which of these alliance structures is optimal when the objective is to seek or develop external knowledge?

The Role of Knowledge as Foundation of Absorptive Capacity for Chinese MNEs in Russia

A. Panibratov, T. Lai

Saint Petersburg University, Russian Federation; panibratov@mail.ru

This paper investigates how companies from emerging markets absorb and explore the knowledge to adjust their strategy in other emerging markets. The paper focuses on the absorptive capacity as a foundation of Chinese multinational enterprises (MNEs) strategy in Russian automotive and high-tech industries. Based on the series of cases study analysis of Chinese automotive high-tech companies, the paper reveals the constraints in their absorptive capacity approaches and suggests integrative strategy model that compensates for these deficiencies. The three pillars – developing absorptive capacity, relying on governmental involvement and following the Uppsala model – keep enhancing competitive advantages for Chinese MNEs in the Russian market.

Utilizing Novel Knowledge for Problem Solving in the MNC: A Network Mobilization Perspective

A. Parker¹, E. Tippmann², R. Kratochvil³

¹Grenoble Ecole de Management, France; ²University College Dublin, Ireland; ³WU Vienna, Austria; renate.kratochvil@wu.ac.at

The fundamental challenge of problem solving is utilizing diverse knowledge for solution development. This paper thus addresses the question of how managers in subsidiaries of multinational corporations (MNCs) utilize novel knowledge and navigate the challenges in their search while ensuring that they can actually obtain and use this diverse knowledge? We use a network mobilization perspective and test our hypotheses on a dataset of 838 ties from 120 managers in subsidiaries leading the problem solving project. We find support for our hypotheses: mobilizing internal, same-function ties across MNC units and external ties, as well as having a dense collaboration network are associated with utilizing novel knowledge. We discuss implications for the problem solving perspective in global strategy and knowledge-based view of the MNC.

I: Session 2.3.7: Firm Governance and Institutional Pressure

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.12

Session Chair: Guus Hendriks

Overcoming Institutional Voids: Firm Configurations Achieving High Return on Equity (ROE) in Emerging Markets

E. R. Brenes¹, L. Ciravegna², C. A. Pichardo¹

¹INCAE Business School; ²King's College, London; INCAE Business School; caleb.pichardo@incae.edu

This study analyzes the antecedents of firm performance in emerging markets. It proposes that variation in institutional voids across emerging markets affects the organizational configurations linked to high performance. The study examines a sample of 200 firms based in 12 economies, focusing on the role of family management, vertical integration, collaboration with other organizations, firm size, and internationalization. This study extends the research agenda on institutions, strategy and performance in emerging markets through a novel, non-linear, methodological approach. It uncovers multiple, non-exclusive strategic configurations that allow firms to succeed in various contexts.

An Exploratory Framework for Analysing Strategic Responses to Institutional Pressures in International Retailing

A. Aklamanu

Ghana Institute of Management and Public Administration (GIMPA), Ghana; aaklamanu@gimpa.edu.gh

Although research on retailing has suggested that retailer practices and structures are affected by pressures from the institutional environment, few studies have explored the pressures international retailers face in a host institutional environment and the strategic action taken in response to these pressures. The purpose of this paper is to develop a conceptual framework that incorporate institutional theory and Oliver's (1991) framework of responses to institutional processes in a single industry, retail. The research literature on the institutional theory and Oliver's (1991) framework is used to predicting retailers' strategic responses to institutional pressures. We identify a set of institutional factors exerting pressures on transnational retailers in a host market and develop a conceptual framework along with ten propositions for further examination. These propositions are related unique institutional dimensions - regulatory, normative, and cognitive institutions in the context of retailing. The main contribution of the paper is the application of institutional theory and Oliver's (1991) framework of strategic responses to institutional processes to highlight the specifics of international retailers' strategic responses to regulatory, normative, and cognitive institutional pressures in international retailing.

Purchasing in Global New Product Development: Evidences from the Cosmetics Industry

M. M. Thomaz, P. T. Nascimento, A. S. Yu, A. S. Camargo Junior, L. C. Schreiner

University of São Paulo, Brazil; mthomaz@usp.br

The present study explores the innovation management practices in multinational corporations through the interactions between Purchasing and other functional areas in the new product development (NPD) process. Several authors contend that this integration generates positive effects. In this context, this research aims to examine how Purchasing can fulfill the dual role of supporting the innovation activities of the firm while also pursuing specific functional goals, such as managing overall costs. As a result of this research question, conceptual frameworks developed in previous studies were applied to the Brazilian subsidiary of a large multinational company with operations in the cosmetics market. The findings of the case study emphasize the positive aspects of Purchasing integration in the global NPD process found in the literature. Moreover, the interviews show that strategic goals defined by the Supply Chain organization are incorporated in the innovation dynamic through the dual role performed by the purchasing function. Therefore, the main contribution of this research is to strengthen the foundations of the existing body of knowledge in PSM literature, visiting a different industrial setting and deepening the analysis. From a managerial perspective, this study offers insights to improve the innovation process.

Internationalisation Incentives and Opportunism

M. Torres, J. Clegg

University of Leeds, United Kingdom; busmto@leeds.ac.uk

We investigate the process by which firms evaluate official programmes of public support designed to promote outward internationalization. This study builds on previous research that has established the distinct factors associated with firms' use of public support measures. These earlier studies have also shown that deficiencies within programmes manifest in low participation rates. However, scholars have not extended this reasoning to focus on the underlying processes involved, and have paid little attention to the steps through which firms elect to use public support, and how support operates upon, and within, the firm. In particular, the link between use of public incentives towards internationalization and the importance attached to these incentives has been overlooked. General failure to understand this link is a potential source of policy inefficiency, reducing the effectiveness of those public programmes that employ incentives. The use of public support appears to be associated with the opportunity cost to the firm of public incentives, and with the increased risk inherent with internationalization.

The Rise of Chinese Innovative Firms and the Changing Governance of Global Value Chains

S. He¹, G. Fallon², Z. Khan³, Z. Wang⁴

¹University of Northampton, United Kingdom; ²Brunel University, United Kingdom; ³University of Sheffield, United Kingdom; ⁴Hunan University, China; shaowei.he@northampton.ac.uk

This paper proposes an interdisciplinary approach to understanding the rise of emerging economies innovative firms and the implications of their governance and control of global innovation value chains. The paper identifies that the rise of Chinese

innovative firms poses a challenge to the traditional geography of innovation and governance of global value chains, where most of the value chain activities were mainly coordinated by developed economies firms. The governance of global value chain in this paper is understood to entail not only the coordination of production, but also the control of innovation. By taking a holistic view of innovation, we show that some Chinese firms have accumulated significant innovation capabilities. We argue, however, that many of the new breed of GVCs exert control of production but not yet innovation. Their governance structure is different from that of existing 'orthodox' GVCs where DMNEs enjoy control of innovation and coordination of GVCs at the same time. As Chinese lead firms continue to strengthen their innovation capabilities, we expect them to exert a stronger control of innovation in many sectors, which will entail a change in power relationships in and the governance structure of GVCs.

P: Session 2.3.17: Internationalization of Firms from Central and Eastern Europe: Opportunities and Challenges

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.15 Panel

Internationalization of Firms from Central and Eastern Europe: Opportunities and Challenges

M. A. Marinov¹, T. Vissak², S. Ferencikova³, P. Trąpczyński⁴, A. Jaklic⁵, S. Marinova⁶

¹Aalborg University, Denmark; ²University of Tartu, Estonia; ³Bratislava University, Slovakia; ⁴Poznan University of Economics and Business, Poland; ⁵University of Ljubljana, Slovenia; ⁶Aalborg University, Denmark; marinov@id.aau.dk

P: Session 2.3.18: Global Management of Creativity: Knowledge and Innovation in an Open and Digital Age

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 5.27 Panel

Global Management of Creativity: Knowledge and Innovation in an Open and Digital Age

M. Wagner², T. Burger-Helmchen¹, J. Valls⁴, P. Cohendet³, C. Mehouchi⁵

¹University of Strasbourg, France; ²University of Augsburg, Germany; ³HEC Montréal, Canada; ⁴University of Barcelona, Spain; ⁵Institut Supérieur de Gestion, Paris; burger@unistra.fr

P: Session 2.3.19: Outcomes, Outlooks and Discussions from Three Years of IB & Finance Workshops at WU Vienna

Time: Sunday, 04/Dec/2016: 1:30pm - 3:00pm

Location: TC 4.27 Panel

Outcomes, Outlooks and Discussions from Three Years of IB & Finance Workshops at WU Vienna

J. Müllner¹, I. Filatotchev^{2,1}, T. Randoy³, R. Strange⁴, L. Oxelheim⁵

¹WU Vienna, Austria; ²Cass Business School; ³University of Agder; ⁴University of Sussex; ⁵Lund University; jakob.muellner@wu.ac.at

C: Session 2.4.10: Managing International Corporate Governance in MNCs

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.13

Session Chair: Indrani Chakraborty

Promoter Ownership and Performance in Publicly Listed Firms in India: Does Group Affiliation Matter?

I. Chakraborty¹, A. Richter²

¹Institute of Development Studies kolkata, India; ²University of Liverpool Management School, UK; indrani.c61@gmail.com

Many of the largest Indian firms are characterized by promoter ownership, a hybrid form of ownership and governance in which the companies' founders or their heirs hold controlling stakes, while inviting external minority shareholders to contribute capital, and outside managers to participate in the day-to-day administration of the companies concerned. We analyze a sample of 360 publicly quoted firms with promoter ownership in India during the 2006-2013 period. We find that in group-affiliated firms, the level of promoter ownership is positively associated with capital market performance, whereas in stand-alone firms there is a U-shaped relationship between promoter ownership and capital market performance. There are only minor performance differences between group-affiliated and stand-alone firms, once other performance determinants are controlled for. Our findings cast doubt on the idea that group affiliation in promoter-owned firms allows promoters to extract value for themselves at the expense of outside shareholders.

Alleviating Boardroom Gender Inequality in Emerging Markets: Can Foreign Institutional Investors Counteract Local Institutional Forces?

M. L. M. Heyden², N. Kavadis³, J. Oehmichen¹

¹Georg-August-University Goettingen, Germany; ²University of Newcastle; ³University Carlos III of Madrid; jana.oehmichen@wiwi.uni-goettingen.de

In this study we examine the role of international institutional investors in alleviating or perpetuating host country gender inequality, as reflected in female representation on corporate boards of directors. We adopt an institutional theory lens to understand the tensions between two drivers of female (under)representation in the boardroom: Local institutional context and foreign institutional investors. We argue that country-of-origin features of institutional investors matter for explaining their inclinations to pursue female representation on corporate boards in emerging markets. We develop and test hypotheses on a large longitudinal sample of firms from six emerging markets in Asia for the 2007-2011 period. Our findings suggest that (1) the greater a host country's gender inequality, the lower the female director representation on corporate boards; (2) institutional investors originating from countries with lower gender inequality, will help alleviate gender inequality in the boardroom of firms located in countries with higher gender inequality; (3) institutional investors from countries with higher gender inequality, will accentuate gender inequality in the boardroom of firms located in countries with high gender inequality. We discuss implications and avenues for future research.

C: Session 2.4.12: The Impact of Corporate Social Responsibility and Political Connections on the Firm

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.15

Session Chair: Vikrant Shirodkar

Embeddedness and Implementation Strategies within an MNE: The Case of Corporate Social Responsibility

A. Jacqueminet

Bocconi University, Italy; anne.jacqueminet@unibocconi.it

In multinational enterprises (MNEs), both local and internal demands can foster the implementation of Corporate Social Responsibility (CSR) in the subsidiaries. However, those two types of demands might not be fully consistent, so that we need to understand what determines subsidiaries' level of local CSR embeddedness and how that in turn affects their CSR implementation strategies. In this paper, we propose that more autonomous subsidiaries and subsidiaries that are more distant from the MNE's home country are more locally embedded as far as CSR is concerned, i.e. pay more attention to local demands compared to the demands of their headquarters. We further expect that local CSR embeddedness will broaden the set of practices that subsidiaries implement as they try to satisfy a larger set of stakeholders. Based on the study of the implementation of CSR in 98 subsidiaries of an MNE, we find that local CSR embeddedness increases with autonomy but decreases with cultural and institutional distances – while economic distance has no effect on embeddedness. The results of the simultaneous equations' approach also support the idea that when subsidiaries pay relatively more attention to the headquarters (respectively local stakeholders), their implementation of practices is more focused (respectively broader).

Corporate Social Performance and the Internationalization of Extractive Industry Firms

P. Symeou¹, S. Zylidopoulos², P. Williamson³

¹Cyprus University of Technology, Cyprus; ²Glasgow University; ³University of Cambridge; pavlos.symeou@cut.ac.cy

In this paper we investigate how extractive industry firms (EIFs) are using investment in Corporate Social Performance (CSP) to support their internationalization. We argue that because of the often disruptive impact of extractive industries on local communities and the natural environment, EIFs face pressing demands from stakeholders to address social and environmental concerns before they can obtain a 'social license to operate' in foreign markets. We propose that EIFs, as they internationalize, will attempt to satisfy these demands by improving two dimensions of their CSP: social performance (SP) and environmental performance (EP). We additionally propose that a 'substitution effect' emerges between investment in SP and EP that varies with EIFs' magnitude of internationalization. We also posit that all these relationships should vary with the level of economic and institutional development of EIFs' country of origin. We find empirical support for all our hypotheses based on a longitudinal sample of 363 EIFs from 27 countries from across the world.

How Do Political Connections Impact Acquisition and International Expansion Strategies? The Contrasting Effects of Board and Top Management Political Relationships

J. Albino Pimentel^{1,2}, R. Anand¹, P. Dussauge¹

¹HEC Paris, France; ²University of South Carolina, USA; joao.albino-pimentel@hec.edu

We examine how firm political connections established through senior decision makers impact the firm's propensity to engage in risky strategic moves. In particular, we study how political relationships of board members and top managers impact a firm's overall and international acquisitions. We argue that political connections through senior managers are not homogenous. Political connections established through board members' relationships with government authorities increase the firm's propensity to engage in acquisitions and foreign acquisitions, whereas political connections established through top managers have the opposite effect. We find support for these predictions by examining acquisitions made by listed French firms during the 2009-2014 period. Overall, this study contributes to a better understanding of the influence of political connections on firm strategy.

C: Session 2.4.13: Business Clusters and Joint Ventures

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.14

Session Chair: Bozidar Vlacic

The Trajectory of a Brazilian Fashion Cluster and the Role of Change Agents: Is it Possible to Promote Cooperation?

A. da Rocha, B. Kury, J. Ferreira da Silva

Pontifical Catholic University of Rio de Janeiro, Brazil; beatrizkury@terra.com.br

This paper studies the long-term development of a beachwear cluster in Brazil. Departing from the extant literature on cluster evolution, the study describes the stages of birth, take-off, growth, and maturity of the cluster, focusing specifically on the attempts to develop exporting activities. The results suggest that the lack of cooperation among local firms is the major reason behind the inability to internationalize, although one cannot dismiss the negative effects of the overvalued Brazilian currency, as well as aspects internal to the firms. Change agents have tried to introduce new practices and attitudes toward cooperation in the cluster, but failed to do so. The key issue, therefore, is why the firms in the cluster failed to cooperate, despite several initiatives and investments to promote collective actions. The paper advances some possible explanations, with implications to other Brazilian clusters.

International Alliances and Joint Ventures: Why the Local Partner?

F. M. Figueira de Lemos¹, M. Torres²

¹Uppsala University, Sweden; ²University of Leeds, England; francisco.lemos@fek.uu.se

This paper proposes a decision model between International Alliances (IA) and International Joint Ventures (IJV) based on the risk management conceptualization of Figueira de Lemos, Johanson and Vahlne (2011). The framework was tested on a probabilistic model with a dataset of 9262 alliances and joint ventures established in 65 different countries. Departing with the cultural distance and the economy size between countries as dependent variables, the model's results show that multinationals prefer to establish Joint Ventures in more culturally distant countries, whereas the likelihood of engage in Alliances is higher as larger the host country's economy. The findings also depict a dual role of local partners; either as sources of local market knowledge or as resources complementors of foreign commitment. At the theoretical level this study contributes to the International Business field offering a pioneer explanation of international cooperation strategies within the Uppsala model's assumptions.

Contrasting Internationalisation Intensity of Business Clusters – a Study from a CEE Country

B. Jankowska¹, M. A. Götz²

¹Poznan University of Economics and Business, Poland; ²Vistula University, Warsaw, Poland; barbara.jankowska@ue.poznan.pl

Existing and dominant perspectives on determinants of firm internationalization have focused on the firm-specific and country-specific factors. The cluster specific factors have been neglected. The question if and how clusters can foster the internationalization of cluster firms is still open. To investigate this issue we conducted the study focused on Polish clusters. The results of our study are twofold. First, we conceptualize on the impact of clusters on the internationalization of cluster firms referring to the resource-based view (RBV), relational view and embed the concept of the propensity of internationalisation and intensity of internationalisation in the context of clusters. Second, we assess the internationalisation intensity of clusters in Poland and check how cluster managers facilitated the internationalization of cluster firms. The results obtained are afterwards confronted with the literature review previously conducted. The study combines two perspectives, mezzo- and microeconomic, that enrich the reader with a more holistic approach to the issue presented.

C: Session 2.4.14: Internationalization of Family Firms

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.03

Session Chair: Antonis Klidas

Family Firm Internationalization: A Review and Guiding Framework

J. Hillemann^{1,2}, N. Ton-Nu¹

¹Vrije Universiteit Brussel, Belgium; ²Henley Business School, University of Reading, England; jenny.hillemann@vub.ac.be

Following recent calls to apply mainstream international business (IB) frameworks to the family firm (FF) context (Chrisman et al., 2003; Moores, 2009), we propose an integrative model of FF internationalization. This model builds upon both new internationalization theory (Verbeke & Kano, 2016) and a variety of complementary insights on FF internationalization. In the first part of the paper, we conduct an in-depth literature review of 125 articles from top-tier academic journals on FF internationalization. In the second part, we build on this extant knowledge on FF internationalization and reinterpret the key findings through a mainstream IB research lens, namely internationalization theory. The outcome is a comprehensive conceptual framework to analyze and explain FF internationalization. The framework should also be useful in supporting senior management engaged in complex international, strategic expansion decisions at the FF-level and beyond.

Family Ownership and SME Internationalization: The Moderating Role of Formal and Informal Network Tie Strength

L. Hollender, C. Schwens

Heinrich Heine University Düsseldorf, Germany; lina.hollender@hhu.de

The internationalization of family owned SMEs has increasingly attracted scholarly attention over the last years. In this paper, we develop and test theory suggesting that family ownership in SMEs involves two particularities that determine internationalization decisions: risk aversion and resource limitations. Drawing on a sample of German SMEs, we show that with increasing degrees of family ownership, the propensity increases that SMEs expand to developed (as opposed to developing) countries. Our analysis also shows that the tie strength of international formal and informal ties moderates this relationship. While international formal ties mitigate risk aversion and resource limitations, informal ties tend to fortify the particularities of family ownership.

Bifurcation Bias: Is International Experience the Answer? Insight from a Sample of European Family Firms

A. Majocchi¹, A. D'Angelo², E. Forlani³, T. Buck⁴

¹Università degli Studi di Pavia, Italy; ²Università Cattolica del Sacro Cuore di Milano, Italy; ³Università degli Studi di Pavia, Italy; ⁴Adam Smith Business School, University of Glasgow, UK; alfredo.dangelo@unicatt.it

A family firms' decision not to open up their ownership structure to external capital and/or their boards with externally recruited managers is often driven for the fear of introducing alien elements into the family-business context. By following the recent heterogeneity view of family firms, we focused on such external presence in family firm's organizational structure, i.e. nonfamily ownership, nonfamily management, and interaction between them, and we have investigated how they may facilitate internationalization. The analysis carried out on a sample of 6,893 family firms of small and medium size dimensions from four different countries in Continental Europe showed two important results. First, that the export intensity of family firms is positively influenced by the presence of outside investors and outside managers, but this positive influence comes from the mutual and synergic interaction between them. Second, the international experience of family managers as opposed to non-family managers increase their contribution to export intensity. Taken together, these results support and extend the bifurcation bias view of family firms and offer interesting practical implications and suggestions for future research.

C: Session 2.4.15: Innovation and Performance

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.04

Session Chair: Joaquin Alegre

Close Together or far apart? The Geography of Host Country Knowledge Sourcing and Subsidiary's Innovation Performance

A. Perri¹, G. D. Santangelo²

¹Università Ca' Foscari Venezia, Italy; ²University of Catania, Italy; grsanta@unict.it

We investigate the influence of the geography of host country knowledge sources developing different types of knowledge on the quality and generality of a foreign subsidiary innovation. We suggest that the quality of subsidiary innovation is greater when more familiar knowledge is sourced in distant host country locations. We also argue that the generality of subsidiary innovation is greater when less familiar knowledge is sourced from not too distant host country locations because the novel combination potential is limited when source and recipient are close together and codification becomes too complex when they are far apart. We test our arguments on a sample of US subsidiaries of the top European and Asian multinationals operating in the global semiconductor industry and find support for our arguments.

Do Different Types of Innovation Affect Export Behavior Differently? The Moderating Role of Firm Size

Y. Kim, S. S Lui

School of Management, Business School, UNSW Australia, Australia; y.kim@unsw.edu.au

This study examines the role of technological and organizational innovation in influencing exports. Specifically, we aim to investigate: (1) how innovation affects whether to export or not (i.e., export probability); (2) how innovation influences export intensity among exporting firms; and (3) the moderating effects of firm size on the innovation–export relationship. Using a large sample of Korean manufacturing firms, we find that both technological innovation and organizational innovation each increase the probability of a firm's decision to export. However, technological innovation and organizational innovation present contradictory effects on the share of exports among exporting firms: while the impact of technological innovation on export intensity is positive, organizational innovation is found to be negatively related to export intensity. We also find that a firm's size significantly moderates the effects of innovation on export intensity, but not on export probability. The findings indicate that innovation clearly positively influences a firm's decision to export, but that its effect on export intensity varies across the types of innovation. Similarly, a firm's size has differential moderating effects on the innovation–export intensity relationship depending on the types of innovation.

Sources of Research and Innovation in Foreign Subsidiaries: A Host Country Perspective

F. De Beule¹, I. Van Beveren²

¹KU Leuven University, Belgium; ²Statistics Netherlands (CBS), Netherlands; filip.debeule@kuleuven.be

This paper analyzes the drivers of multinational affiliates' R&D intensity and innovative performance, using a dataset based on the Community Innovation Survey for Belgium. Specifically, we investigate the role of foreign affiliates' local (host country) embeddedness on foreign affiliates' research efforts and innovation performance. We thereby distinguish between different types of subsidiaries, in order to disentangle differences in the use of knowledge sources between knowledge exploiting, sourcing and creating subsidiaries. Our findings show that foreign affiliates who are able to tap into local knowledge sources demonstrate higher research intensity, compared to firms lacking such access. Combined links to clients and public research institutions, in particular, have a powerful impetus on the research effort by foreign subsidiaries, especially for technology

creating firms. Our results also indicate that knowledge sourcing subsidiaries make more use of collaboration with competitors. Our findings have important policy implications, especially in terms of the high dependency of the Belgian economy on foreign R&D. One way to attain a higher R&D intensity put forward by the EU would be to increase public expenditure on research and development, which would also indirectly increase the research intensity of (foreign) firms.

C: Session 2.4.16: Limits to and Perspectives on the Theory of the Multinational Firm

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.01

Session Chair: Gabriel R.G. Benito

Productivity and Flexibility Advantages of In-House Manufacturing and Local Sourcing – the Limits of Global Value Chains?

S. Kinkel¹, B. Rieder¹, D. Horvath², A. Jaeger²

¹Karlsruhe University of Applied Sciences, Germany; ²Fraunhofer Institute for Systems and Innovation Research ISI; steffen.kinkel@hs-karlsruhe.de

This paper presents an empirical investigation of the advantages and disadvantages of local value chains and in-house manufacturing activities vs. global value chains. A regression analysis of statistical data of the German manufacturing industry displays a strong positive impact of in-house manufacturing on a firm's profit and total factor productivity (TFP). In contrast to common belief and management practices, extensive outsourcing of manufacturing activities seems to have a strong negative effect on these performance measures. Another regression analysis of German firm-level survey data of 1,594 manufacturing companies shows no significant impact of foreign sourcing on TFP. Mere cost-efficiency comparisons seem to be insufficient for appropriate make or buy and global sourcing decisions. Neglected factors like higher efforts for coordination and control in order to ensure product variant and delivery flexibility capabilities in the supply are in many cases overcompensating the supposed cost benefits of foreign outsourcing. Lower price segments and large batches tend to be purchased from far-shore suppliers, but they are usually not flexible enough to provide varying or customer-specific components.

Theories of the Multinational Firm: A Microfoundational Perspective

L. L. Kano¹, A. Verbeke²

¹University of Calgary, Canada; ²University of Calgary, Canada; liena.kano@haskayne.ucalgary.ca

We analyze six mainstream theories of the multinational enterprise (MNE), as reviewed in Mats Forsgren's (2013) classic book, *Theories of the Multinational Firm*, to identify and describe the explicit or implicit microfoundations embedded in these core, global strategy frameworks. We find that of the six frameworks, only internalization theory espouses specific behavioural assumptions, namely those of bounded rationality and bounded reliability. Yet, these same assumptions are implicitly present in some form, in the conceptual foundations underlying the remaining theoretical approaches. We show how micro-level assumptions of bounded rationality and bounded reliability are connected to firm-level outcomes in the theories of the MNE described by Forsgren, and how explicating these microfoundations would allow enhancing these theories' conceptual power, predictive capacity, and managerial relevance.

The Dynamics of Outsourcing Relationships: Perspectives from Lead Firms and their Key Suppliers

g. magnani¹, a. zucchella², r. strange³

¹university of Pavia, Italy; ²university of Pavia, Italy; ³university of Sussex, UK; antzuc04@unipv.it

We investigate the dynamics of outsourcing relationships via several longitudinal case studies involving lead firms and their key suppliers. The empirical context, represented by these dyads of lead firms/suppliers belonging to the Italian textile and mechanical industries, illustrates one particular configuration of the global factory model (Buckley & Ghauri, 2004; Buckley & Strange, 2015). Through a process approach and focusing on the outsourcing of manufacturing activities, we track the evolution of outsourcing relationships contributing to address a major research gap in strategic management and international business studies as to the evolution of the global factory. Different types of outsourcing dynamics emerge from our findings depicting alternative approaches in managing the relationship with key suppliers over time.

C: Session 2.4.7: Leadership, its Impact and Career Success

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.17

Session Chair: Katharina Puchmueller

An Empirical Analysis of Repatriate Career Success

A. Breitenmoser¹, B. Bader², N. Berg¹

¹University of Hamburg, Germany; ²Leuphana University of Lüneburg; Anika.Breitenmoser@uni-hamburg.de

This study integrates traditional and protean career theory to investigate predictors of objective and subjective career success upon repatriation. Drawing on data from 295 repatriates of publicly listed German firms, we find support for both theoretical approaches. Applying partial least squares structural equation modeling, we reveal that objective career success upon repatriation is affected by international assignment characteristics that have human capital implications, repatriation support provided by the organization, and self-directed career management displayed by the individual. Objective career success, organizational repatriation support, and self-directed career management further reflect on subjective career success in terms of individual career satisfaction.

"I am the Manager, you are the Fool": Translation of Employee Empowerment into the Russian Context

V. Outila, R. Piekkari, I. Mihailova

Aalto University School of Business, Finland; virpi.outila@aalto.fi

This paper explores how employee empowerment as a foreign organizational practice is translated and made sense of in the Russian context. Theoretically, the study draws on Scandinavian institutionalism and methodologically it is framed as a qualitative embedded single-case study of a Finnish MNC operating in six cities in Russia. The data set consists of personal interviews with 85 Russian managers and employees as well as documentary material. In making sense of empowerment, the interviewees used proverbs in order to explain their view and to express the difference and tension between the Western and Russian understanding of empowerment. The study shows that in Russia employee empowerment is characterised by managerial control aimed at supporting employees and preventing mistakes, which lead to punishment. The use of proverbs as a language-sensitive approach to make sense of the data and to theorise about empowerment is novel in International Business research.

A Cross-Cultural Examination of Transformational and Instrumental Leadership's Impact

U. Poethke, K. C. Bormann, J. Rowold

TU Dortmund, Germany; ute.poethke@tu-dortmund.de

Values are important for predicting how followers respond to leaders' behaviors. The majority of studies on cross-cultural leadership examined values while considering cultural value indices (e.g., Hofstede, GLOBE) as moderators, neglecting individual differences. The present study aims to take the individual level into account by investigating whether cultural or rather individual values moderate the relationship between transformational (TFL) and instrumental leadership (IL) and classic work outcomes job satisfaction and affective commitment. For this purpose, the influence of GLOBE's cultural dimension future orientation and Schwartz' individual value openness to change were compared in three strongly divergent cultural regions. 1.325 people working in German speaking countries (N = 854), Eastern Europe (N = 305) and Middle East (N = 166) were surveyed using validated online questionnaires at two times. Regression analyses revealed positive relationships between TFL and both dependent variables across all cultures. Openness to change moderated this relationship but not future orientation. IL was positively related to job satisfaction across all cultures, but no moderating effects were exposed. Results indicate that followers' individual values influence TFL outcomes to a greater extent than differences between cultures. IL was neither affected by future orientation at national nor openness at individual level.

C: Session 2.4.8: Country Characteristics and International Investment

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.13

Session Chair: Alexander Mohr

Cross Border Acquisition as an Entry Strategy: Influences of Multinational Enterprises' Experiences and Host Country Industrial Competitiveness

A. Arslan¹, J. Larimo², S. Tarba³

¹Edge Hill University, United Kingdom; ²University of Vaasa, Finland; ³University of Birmingham, United Kingdom; arslana@edgehill.ac.uk

This paper analyzes cross-border (CB) acquisitions as an entry strategy by MNEs. Based on organizational learning and competitiveness literature, the paper addresses influences of host country and CB acquisition experiences, along with host country industrial competitiveness on MNEs' acquisition entry strategy. The study is also one of the first to hypothesize the moderating relationship between industrial competitiveness of host economies and MNEs' prior experiences. The empirical part of the study is based on a sample of 1639 CB acquisitions undertaken by Finnish MNEs during 1970-2013 in 63 host countries representing both developed, as well as emerging economies. The study findings revealed that high prior host country and CB acquisition experience, as well as high host country industrial competitiveness, lead to the preference of full acquisition. We also received empirical support for the moderating influences of host country industrial competitiveness on MNE's host country and CB acquisition experiences' influences on CB acquisitions entry strategy. Moreover, in-depth analysis revealed interesting insights to CB acquisitions entry strategy in developed as well as emerging economies.

Do the Origins of Foreign Direct Investment Matter For Target Firms in Developed Host Countries? Empirical Evidence from the North American Oil and Gas Industry

R. Zeng^{1,2}, B. Groggaard¹

¹University of Calgary, Canada; ²Shanghai International Studies University, China; rong.zeng@ucalgary.ca

We examine how different foreign direct investment (FDI) origins influence the productivity pattern of partially acquired firms in developed countries. Based on panel data in the oil and gas industry, our analysis suggests that differences in the economic development of home and host countries affect the productivity patterns of the partially acquired firms. However, there is no significant difference for the productivity patterns between FDI from state-owned versus non-state owned multinational enterprises (MNEs). We contribute to the theoretical discussion of how MNEs balance the need for control with the need to access local complementary resources, effectively integrating the MNE-centric perspective and the much ignored target firm perspective.

International Investment in Intangible Assets across the World

M. Falk

Austrian Institute of economic research, Austria; martin.falk@wifo.ac.at

This paper investigates the determinants of FDI activity in intangible assets using a gravity model. It draws on a new and unique database of 18,000 FDI projects in intangible assets (i.e. design, software, R&D, headquarter services, advertising).

Results obtained from the fixed-effects negative binomial regression model show that the number of FDI projects in intangible assets is significantly higher in large and skill rich countries. Strength of investor protection is significantly positively associated with the number of FDI projects in intangible assets. Wages are not relevant for FDI in intangible assets. Among the parent country factors market size and skills are also relevant. Comparing the number of predicted FDI projects with those actually carried out, we find that the China, Germany, India, United Kingdom and the United States receive a higher number of FDI projects than predicted by the model, whereas Russia and the majority of South and Eastern European countries hosted a much fewer.

C: Session 2.4.9: MNE Subsidiaries' Performance

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.03

Session Chair: Shasha Zhao

What Drives Headquarters Dynamics? A Longitudinal Analysis of Parenting Advantage in RHQ

P. Kähäri, I. Saittakari

Aalto University, Finland; perttu.kahari@aalto.fi

Our study explores the headquarters dynamics by bringing together parenting theory and the concepts of subsidiary mandate change. We analyze the reasons for the change in HQ mandates with our unique data set of 1474 subunits located in 43 countries and originally reporting to 375 Finnish RHQ. We observe these units over a 12 year period and use longitudinal analysis to explain vertical and horizontal changes in the RHQ configurations. We observe that while the narrower parenting characteristics lead to both vertical and horizontal change, the drivers differ in terms of the parenting opportunity. We provide empirical support for the parenting theory, and contribute to building its empirical and theoretical foundations. We also add a dynamic perspective to the current knowledge on the mechanisms that CHQ apply in their decisions on mandate shifts. We explain why CHQ will make vertical and horizontal changes in their HQ configurations and thus add a dynamic dimension to our current understanding of HQ architectures.

How Do Technological and Institutional Distance, and Ownership Strategy, Moderate the Link Between Multinational Parent Intangible Assets and Affiliate Performance?

F. J. Contractor¹, Y. Yang², A. Gaur¹

¹Rutgers Business School, United States of America; ²University of Sussex; farok@andromeda.rutgers.edu

How is the value of MNC parent intangible assets on affiliate profitability affected by technological or institutional distance between parent and subsidiary, and ownership strategy? Beyond the basic assumption of internalization theory about the positive relationship between parent intangibles and foreign affiliate performance, we test how this relationship, is contingent on ownership strategy, subsidiary experience, and is moderated by the distance between home and host countries, in terms of differences in technological capacity, intellectual property regimes, economic development, and language and geography between the home and host countries. Based on newly-available accounting data on intangible assets, we test hypotheses on a sample of over 2000 multinationals and 5000 of their overseas affiliates in 45 home and host countries.

Finance and Exports of Foreign Subsidiaries of Multinational Enterprises

Q. Nguyen

University of Reading, United Kingdom; t.k.g.nguyen@henley.ac.uk

We examine the relationship between finance and export intensity of foreign subsidiaries of multinational enterprises. We draw upon Rugman's framework of firm-specific advantages (FSAs) and country-specific advantages (CSAs) in the international business literature and insights from international trade finance to develop our hypotheses. We empirically test them using an original, new survey data with subsidiary managers in six ASEAN countries. We conceptualize, empirically test and establish that export finance is an important subsidiary-specific advantage, along with other traditional FSAs in R&D and marketing. We find that subsidiaries utilize intra-firm loans from internal capital markets and combine with bank loans from external financial institutions to enhance their exports. We discuss the implications of our findings for theory and practice.

I: Session 2.4.1: Demographic and Cross Border Perspectives on the Liability of Foreignness

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.02

Session Chair: Maria Elo

Demographic and Foreignness Influences on Leadership Reputation in Latin America

W. Newbury, N. J. Hiller, D. S. Andrews

Florida International University, United States of America; newbury@fiu.edu

While attention has been given to the reputations of CEOs, the underlying foundations of the broader leadership reputation within a company remains relatively unstudied, despite the importance of this broader group as demonstrated by numerous studies of top management teams (TMTs) and other dimensions of top management. Within this manuscript, we examine assessments of corporate leadership reputation as a function of five different observer (rater) characteristics (Education, Income, Gender, Age, and Employment Status) in eight Latin American countries. Additionally, we examine the degree to which firm foreignness moderates these relationships. Statistical results found support for the five demographic predictors of leadership reputation, along with support of a foreignness moderator on the gender and income variables, such that women

and people of lower income were more likely to assess the leadership reputations of companies more positively. Overall, the results demonstrate the importance of examining the reputation of company leadership beyond the CEO, and how these reputation assessments systematically vary based on demographic characteristics of individual raters and whether a firm is headquartered in a foreign country.

Can Corporate Social Performance Really Reduce the Liability of Foreignness? Evidence from Cross-Border Acquisitions

J. Shin¹, J. J. Moon², J. Kang³

¹Beedie School of Business, Simon Fraser University, Canada; ²Korea University, Korea; ³Nanyang Technological University, Singapore; jyoungs@sfu.ca

This study examines the impact of corporate social responsibility (CSR) on the relationship between liability of foreignness and performance of cross-border acquisitions. Using the cross-border acquisitions data of US acquirers from 2002 to 2013, we hypothesize that higher corporate social performance (CSP) of acquirers positively moderates the negative relationship between the liability of foreignness which measure as institutional distances and performance in terms of firms' performance by using event study. We find that the higher CSP can moderate the relationship between liability of foreignness and acquisition value creation since the acquirer's higher CSP not only reduces the liability of foreignness but also signals long-term investment in the target firm.

Challenges Created by Ethnic Networks: The Liability of Outsidership for Host Market Actors

X. Ong¹, S. Freeman², B. Cooper¹, S. Guercini³

¹Monash University; ²University of South Australia; ³University of Florence; xander.monash@gmail.com

A network view of internationalisation suggests that firm activities happen within networks of interconnected relationships. We explore network 'insidership' from the distinct viewpoint of host market (HM) actors seeking access to ethnic Chinese networks in an enclave economy in Prato, Italy. In order to have greater understanding around the nature of the social exchanges between HM firms and their ethnic-based network actors we build on social exchange theory and internationalisation theory, to explain the resource development and opportunity realisation process. Employing a qualitative research design we examine the exchanges within and across ethnic networks, explaining how actors overcome the liability of 'outsidership'. Next, we show the dynamic characteristics of reciprocal relationships in international business, because to access ethnic networks requires the development of 'social ties' to connect to business networks, presenting distinct challenges for HM actors seeking to accumulate social capital to access ethnic-based resources and realise opportunities. Finally, we reveal that the liability of foreignness and limited resources can contribute to the liability of outsidership for both host and foreign market actors. This extends the current view on the liability of outsidership by highlighting that an actor's limited resources can constrain his or her ability to become an 'insider'.

Value Diversity from Foreignness: How Transnational Entrepreneurs Adopt Bi-Focality to Recognise Institutional Differences and Identify Voids

R. De Silva, D. Sharpe, A. Johnston

Sheffield Hallam University, United Kingdom; r.desilva@shu.ac.uk

Institutions and institutional voids may affect the cost of doing business abroad and exacerbate the liabilities of foreignness experienced by firms and entrepreneurs in emerging markets. Despite the rapid economic growth in emerging markets in recent years, it is argued that the uncertainty risk faced by entrepreneurs in emerging or transition economies is greater than those in more developed economies. This uncertainty risk can be attributed to the institutional voids owing to missing or weak, or inadequate formal institutions. In this respect, what can we learn from transnational entrepreneurs who use their distinct advantage of bi-focality to navigate the often vastly differing institutional conditions of their country of origin and host country context? This paper posits that transnational entrepreneurs are well placed to perceive institutional differences and utilise their 'bi-focality' and display value diversity of foreignness from their migratory experience in the host country when they enter the native markets of their country of origin. Based on interviews with 10 transnational entrepreneurs in Sri Lanka, this paper investigates how transnational entrepreneurs experience foreignness as an 'asset' rather than a liability in their economic activities and engagement with institutions. The findings also display the institutional voids identified by the transnational entrepreneurs.

I: Session 2.4.2: Cross-Cultural HR Management

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm · *Location:* TC 5.04

Session Chair: Anna Veselova

Breaking Bad? The Effect of Faultline Strength and Distance on Relationship Conflict and Performance in Teams: A Conditional Process Model

U. Pregelning, J. Puck

WU Vienna, Austria; ursula.pregelning@wu.ac.at

Previous research provides support for the notion that demographic diversity or team composition does not have positive or negative effects on performance per se, but its effect depends on various contextual variables as well as intermediate outcomes, such as relationship conflict. Demographic faultlines (i.e. potential subgroup splits based on demographic attributes) have been argued to have effects over and above those of diversity, and relationship conflicts, a major threat to teamwork, are particularly likely to arise between subgroups. Further, faultline distance can have effects beyond those of a moderator. Thus, with the objective to shed some light on why and how exactly faultlines impact group outcome, we investigate the effect of faultline strength and –distance on performance through relationship conflict, whereas the effect of faultline strength on relationship conflict is moderated by faultline distance. To test our hypotheses we used data gathered in a laboratory setting with 267 graduate students. Results provide strong support for the extension of the faultline model.

Antecedents and Outcomes of Headquarters-based Fairness Perceptions: A Social Exchange Model

J. S. Bueechl

Universität Tübingen, Germany; joerg.bueechl@uni-tuebingen.de

Enriching inpatriation literature with cross-cultural organizational justice and social exchange theory, our explorative, qualitative study reveals how (collectivist) Chinese inpatriates assess the overall fairness of their German headquarters and how they respond to their fairness perceptions in form of social exchange behavior. Our analysis is based on 52 semi-structured interviews with Chinese inpatriates working at German headquarters and 15 additional interviews based on a control group of Chinese host country nationals working in German subsidiaries in China. Our findings illuminate which factors Chinese inpatriates take into consideration when assessing the overall fairness of the employing headquarters, moving beyond the traditional four justice dimensions (distributive, procedural, interpersonal and informational justice). As a consequence of organization based fairness perceptions, Chinese host country nationals direct their social exchange behaviors towards their supervisors, while Chinese inpatriates undergo a cultural identity negotiation process, directing their social exchange processes towards the organization. To our knowledge, our study is the first one to investigate the holistic overall social exchange process between inpatriates and headquarters from a cross-cultural organizational justice perspective. Our findings disclose that organizational justice perceptions and corresponding social exchange behaviors are strongly influenced by national context and cultural identity negotiation.

When Hofstede's 'National Culture' meets the Concept of 'Exceptionalism' in Political Science and International Relations

D. S. A. Guttormsen

University of Exeter Business School, United Kingdom; D.Guttormsen@exeter.ac.uk

The author will further develop all sections of this paper prior to the EIBA conference. This paper takes a critical stance concerning the criticisms in interpretivist research which appear to have discounted the ontological and epistemological role of 'national culture' – integral to the Hofstedeian, cultural deterministic traditions in Cross-Cultural Management (CCM) research and education. Through a transdisciplinary inquiry which innovatively employs Exceptionalism – a key concept in Political Science and International Relations – this paper argues that although 'national culture' is highly contestable if approached as a typologised level and assumed to be fixed, the interplay with such a macro-level phenomenon is nevertheless imperative for developing intercultural competencies, particularly relevant for international managers and expatriates. This paper argues that the "national" rather should perform integral to the sociological meso-level construct. A sociological relationism outlook on 'intercultural capital' is further advanced. The paper contributes to theory-building in terms of extending the investigatory scope beyond extant ontological and epistemological boundaries of the CCM research field. Additionally, the paper contributes to practitioners for moving beyond the focus on mere 'cultural differences' in intercultural training within international work life.

Understanding the Relationship between Psychological Contracts and Cross-Cultural Adjustment of Self-Initiated Expatriates: An Empirical Study in China

K. Y. Zhang¹, J. Mittelmeier², B. Rienties²

¹American University of Paris; ²Open University UK; kyzhang10@gmail.com

As self-initiated expatriation becomes more appealing for workers worldwide, there is an increased need to understand their experiences with adjustment in a new cultural context. After all, previous studies have demonstrated that cross-cultural adjustment significantly influences successful expatriation. One potential influence on perceived adjustment is the psychological contract. However, little research has considered this potential relationship, particularly in a non-Western context such as China. In this study, therefore, we distributed psychological contract survey to 129 self-initiated expatriates working in China to measure instances of psychological breach and violation, as well cross-cultural adjustment survey to measure participants' work, interaction and general adjustment abroad. Relationships between these two variables were analyzed using bivariate and regression analysis. Our findings indicate that psychological contract breach and violation were negatively related to work adjustment, but no relationships were found between psychological breach or violation and interaction or general adjustment.

I: Session 2.4.3: Innovation, Knowledge Spillovers and Absorptive Capacities

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm · *Location:* TC 5.12

Session Chair: Małgorzata Stefania Lewandowska

Internationalization and Networking as Drivers of Product and Process Innovativeness of Firms in Emerging Market

M. Szymura-Tyc

University of Economics in Katowice, Poland; majatyc@ue.katowice.pl

Many empirical studies confirm the relationship between internationalization and innovativeness of firms. In majority of them the focus is on the influence of innovativeness on the internationalization of firm (e.g. export). Very few studies tackle the opposite dependence path i.e. the impact of internationalization on a firm's innovativeness. There is also a rich research stream on the role of networks in creating innovations and networking as conducive for the innovativeness of firms. It is not clear whether the internationalization or the networking is more important for innovativeness of a firm. It is also not clear which type of innovation – product or process innovation is supported stronger by the internationalization and networking. The aim of the research is to explore the relationships between internationalization, networking and product versus process innovativeness of firms in Poland. The empirical data were collected from 274 firms by direct interviews. The key contribution of the research is that learning by internationalization and learning by networking may lead to the innovativeness of firms, but it is the internationalization which plays the dominating role. For an emerging market, like the Polish one, the internationalization is more conducive for process innovativeness of firms than for their product innovativeness.

Connectivity, Innovation and International Inter-Cluster Alliances

A. Colovic

NEOMA Business School, France; anacolovic@yahoo.com

In order to strengthen their innovative performance, clusters need to build global connectivity. We suggest that cluster connectivity is a three-level phenomenon: person-level, firm-level and cluster-level. Inspired by the resource-based view, the dynamic capabilities approach and social network theory, our research investigates cluster-level linkages, in the form of inter-cluster alliances. We argue that, rather than through a single alliance, strategic goals should be pursued through a bundle of alliances - an alliance portfolio - and we develop a framework analyzing the configuration of such a portfolio. We advance understanding of cluster connectivity by extending this concept to include the notion of cluster-level connectivity. We also provide insights on how clusters can design such connectivity by addressing the issue of the inter-cluster alliance portfolio configuration.

Foreign Investment in Portugal and Knowledge Spillovers: From Methuen Treaty to the 21st Century

T. da Silva Lopes¹, V. Corado Simões²

¹University of York, UK; ²ADVANCE/CSG, ISEG, Portugal; vcs@doc.iseq.utl.pt

This paper looks at the impact of foreign direct investment on host country firms' capabilities, industry competitiveness, and long-term economic development. Looking at the case of Portugal over a period of three hundred years, and the behaviour and interactions between foreign investors and local players (internal or external to the investing firm) in that market, it develops a framework of the types of knowledge spillovers. Foreign investors either follow a closed or an interactive approach. The first means that the knowledge needed to establish and run the business abroad is held by the investing firm, which aims to protect it. The latter corresponds to a more open stance, involving relationships with external local players. While starting from the existence of a foreign investor's ownership advantage (Dunning, 1988), it is found that different interaction patterns with local players, internal or external to the host country firm (joint venture partners, skilled human resources, suppliers, customers), may emerge. The study argues that investments characterized by both interactive approaches from foreign investors and learning commitment from host country players are those which ultimately lead to the long-term upgrade of firms' capabilities, industry competitiveness, and host country economic development.

Exploitative and Explorative Strategies In The Relation of Absorptive Capacity With Manufacturing Flexibility

J. M. Marques Pinheiro¹, M. Torres Preto^{1,4}, L. Filipe Lages², G. Miranda Silva³

¹School of Economics, University of Coimbra, Coimbra; ²Nova School of Business and Economics, Lisbon; ³Lisbon School of Economics and Management, Lisbon; ⁴IN+, Center for Innovation, Technology and Policy Research, Lisbon; jose.marques.pinheiro@gmail.com

This study addresses the under researched relations between market and knowledge driven capabilities and manufacturing flexibility, setting the stage for future research on the role of international cultural differences to the pursuit of exploitative and explorative behaviors in organizations and its further consequents. A survey's data addressing top management is analyzed through SEM. While using a sample of 370 manufacturing firms, findings reveal that absorptive capacity is a driver of different types (exploitative and explorative) of market orientations, innovation competences, and also of manufacturing flexibility. Indirect effects of absorptive capacity on manufacturing flexibility are shown to be significant, flowing through reactive market orientation and innovation competence exploitation. Findings also reveal that innovation competence exploitation positively affects manufacturing flexibility, and mediates the positive relationship between reactive market orientation and manufacturing flexibility. In smaller firms, the impact of market orientations on innovation competences tends to be relatively more intense than in larger firms. Mechanisms explaining the short-term more important impact of exploitative market and innovation competences on manufacturing flexibility are discussed. While managers rely on exploitative market and innovation competences to optimize manufacturing flexibility in the short-term, long-term effects of more explorative market and innovation competences should not be overlooked.

I: Session 2.4.4: Institutions and Location Choice in Young Ventures

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.14

Session Chair: Beate Cesinger

Born Globals' Full and Partial Market Exits Resulting from Internal and External Internationalization Barriers: Survey Evidence from China

T. Vissak¹, O. Lukason¹, X. Zhang²

¹University of Tartu, Estonia; ²University of Southern Denmark, University of Oulu; tiia.vissak@ut.ee

This paper contributes to international business research by analyzing Chinese born globals' full and partial market exits resulting from internal and external internationalization barriers. Based on survey evidence of 726 exit episodes, it concludes that both internal and external barriers were evaluated more highly in case of partial exits; the conditional probability of full exit decreased with an increased number of highly rated external barriers, for full exits, a high importance of some internal or external barriers often coincided with a high importance of some other barriers and both full and partial exits often resulted from firms' decreased competitiveness.

Post-Entry Trajectories of International New Ventures: A Growth Curve Analysis

F. J. Acedo¹, N. Coviello², M. Agusti¹

¹Universidad de Sevilla, Spain; ²Wilfrid Laurier University, Canada; fjacedo@us.es

Although research devoted to understanding the post-entry activities of International New Ventures (INVs) has increased, few efforts analyse their evolutionary trajectory through time. This paper uses growth curve modelling to identify such a trajectory,

analysing 127 cross-sectoral firms and 508 observations in a 12+ year period. We also develop and test hypotheses about path dependence and nature of internationalization speed early in the INVs growth.

The Development of International Opportunities in Born Globals Context: The Role of Institutions

R. Romanello¹, C. Xiao He², M. Karami²

¹University of Udine, Italy; ²University of Otago, New Zealand; rubina.romanello@gmail.com

The vast literature on born globals and early internationalization has recently underlined the importance of international opportunity development for the subsequent internationalization of the firms. Along this line, academics called for research investigating opportunity development in born global context. Moreover, the role of institutions in this process has not been investigated yet. Then, scholars have called for comparative international entrepreneurship research. Following these suggestions, the authors developed an exploratory research on the role of institutions in the process of opportunity development of born globals. By comparing three cases from China and three from Italy, the purpose of the research is to highlight how different institutional contexts influence the international opportunity development process in the case of born globals. The analysis of case studies led the authors to create a model and drawing discussion about the interactions between institutions and opportunity development. Practical implications and future research are discussed.

Influence Factors on the Market Selection of Online Retailers – a Dynamic Perspective

M. Schu, D. Morschett, J. Jovanovic

University of Fribourg/Switzerland, Switzerland; dirk.morschett@unifr.ch

Internationalization is a critical task for online retailers, yet the question of how and in which order online retailers choose foreign markets has not been investigated. Based on dynamic capabilities, institutional theory, and the association between distance and learning, the authors identify, test and explain factors influencing the international market selection behavior of European online retailers. Following a dynamic, path-dependent view of the market selection process over time, the hypotheses are tested using a longitudinal database containing observations of the international market selection behavior of 140 online retailers in Europe, accounting for 825 market entries over 15 years.

The results indicate that market size, rule of law, and local market knowledge, as well as a common language and the logistics performance of a target country have a positive effect on the likelihood of selecting a target country. Although the internet is said to reduce the impact of distance, both cultural and geographic distance as well as added geographic distance still show a negative impact on the selection of foreign markets by online retailers.

Exploring Country Institutional Profiles on Entrepreneurial Orientation

E. Cubero Dudinskaya¹, B. Hagen¹, R. Wagner², K. Zulauf², A. Hermannsdóttir³

¹University of Pavia, Italy; ²Universität Kassel; ³Haskoli Island; emilia.cuberodudinska01@universitadipavia.it

This study draws on the construct of a country institutional profile to identify normative, cognitive, and regulatory institutional structures that may influence entrepreneurial orientation. Using data from 349 firms in nine European countries, the study assesses the impact of the country institutional dimensions on the levels of entrepreneurial orientation. Results from a cluster analysis provide evidence of heterogeneity rather than precisely defined country institutional profiles at the European level, as these vary according to key firm's and entrepreneur's characteristics. Notably, significant differences are revealed between higher, medium and lower levels of entrepreneurial orientation. Results of a multinomial logistic regression substantiate how the dimensions of country institutional profiles affect the variate levels of entrepreneurial orientation. This study contributes to existing theories of national institutions by adding evidence on how dimensions of institutional country profiles have an impact in a different way entrepreneurial orientation.

I: Session 2.4.5: Business Models and Capability Development

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.16

Session Chair: Arjen Slangen

Planting the Seed: The Sources and Dynamics of Power in Global Supply Networks

P. ZETTINIG, E. KALLIO

University of Turku, Finland; peter.zettinig@utu.fi

Power in global industrial supply chains, when understood as an outcome of sensemaking, provides alternative trajectories for MNC management to empower frontline managers. Constructing power as an enactment of social actions within an organization and across value chain participants enables to explain shifting power dynamics, despite unaltered resource endowments and distributions. Theorizing retroductively on longitudinal in depth data from a collaborative research project within a division of a multinational corporation active in the merchant shipping industry we are able to reconstruct power dynamics as a consequence of frontline managers' enabled sensemaking and subsequent sensegiving actions that altered supply chain actors' perceptions of their operating environment and consequently the distribution of power among them. With this exploratory research we contribute to strengthen the link between sensemaking and routine practice theories and by offering an alternative for strategy professionals in organizations to understand the role and mechanisms of human agency in changing the structural power distribution in a supply chain.

Drivers and Means of Capability Development in a Changing Organization

M. Ketolainen

University of Turku, Finland; mari.ketolainen@utu.fi

Utilizing the practice perspective, this study focuses on the internal dynamics of capability development process in the context of change and leaves aside the traditional view of how resources and capabilities lead to firm performance. This work-in-progress paper asks: What are the drivers of capability development and how capabilities are developed in a changing organization?

This paper makes three contributions. First, it sheds light to the discussion on capability development drivers as this topic has not been discussed extensively in the IB literature. Second, it extends the discussion on internal development means and shows that knowledge sharing, learning from past experiences and in-house mentoring are very powerful development tools when the atmosphere in the company is positive and employees are motivated. And finally, the study shows that the capability development process of an MNC can be a combination of both, planned and managed and ad hoc development processes without major involvement from the company's management.

Business Models in Global Competition

S. Tallman¹, Y. Luo², P. Buckley³

¹University of Richmond, United States of America; ²University of Miami, United States of America; ³University of Leeds, United Kingdom; stallman@richmond.edu

Choosing the right global business models is key to the success of international firms. MNEs, whether established or nascent, create and capture value through appropriate business models that fit both distinctive capabilities and dynamic markets. The key elements of a global business model include a propositions for adding customer value and capturing a share of that value, methods to control, deploy and utilize critical resources, and integrated processes that deliver value to target global customers. These factors explain the diversity in business models, with international competition in geographically dispersed markets further fortifying this diversity and complexity. This paper demonstrates ways forward in theorizing about business models, applying these models in the global context, discussing capabilities and strategies necessary for value generation from a global business model, and relating the choice of model to the strategic context of the modern multinational firm.

Multilevel Understanding of Critical Success Factors in M&A

W. Y. Degbey, L.-M. Palmunen

University of Turku, Turku School of Economics, Finland; william.degbey@utu.fi

Except for its multidisciplinary and multistage perspectives, several decades of research on mergers and acquisitions (M&A) performance has produced little progress on the multilevel front to better understand M&A critical success factors (CSFs). This study is ripe to enhance our understanding of how CSFs may interplay across individual and organizational levels. As a result, we use a multilevel framework to analyze and illustrate how the interplay between individual and organizational levels may impact the understanding of CSFs in M&A performance research. Our methodological approach employs a content analysis in order to generate a categorization of pre- and post- acquisition CSFs using a multilevel framework. Furthermore, we identify and show four distinct interplays – upward, downward, both-way and no interplay – within and across prior identified M&A CSFs, and theoretically explained when each type of interplay arises. Finally, this work contributes to expanding our understanding of the ongoing cross-fertilization debate and establishes a foundation for the theoretical importance of a multilevel perspective to M&A performance research.

Through Goliath's Eyes

M. Budryk

Uppsala University, Sweden; michal.budryk@fek.uu.se

This paper is built on two main observations on the changing patterns in international trade. Firstly, the traditional geographical spread of the world-dominating multinational corporations concentrated mostly in the advanced economies is being challenged by the rise of the emerging market multinational firms. Secondly, these new entrants to the global business environment are based in and well adapted to the emerging economies which offer high growth potential in the years to come. A lot of scholarly attention has been directed towards these developments. However, this study is designed to set a new perspective on the emerging market newcomers. Their rise paralleled by the ongoing macroeconomic changes may be seen as a change in the advanced market firms' environment; a change formidable in its magnitude but slow in its pace. Thus a question investigated in this study arises: how do the managers of the advanced market firms perceive the ongoing global business environment transformation? Several managers of a relevant MNC were interviewed in order to explore this theme. As this paper reports a study in progress, some theoretical perspectives are offered for analysis of the findings. Preliminary results are presented and discussed.

I: Session 2.4.6: Brands and Social Media in International Marketing

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.12

Session Chair: Jorge Carneiro

Network Effects in the Retail Expansion into Continent-Sized Emerging Markets: A Model for Branded Retailers

R. M. Gomes¹, J. Carneiro¹, L. A. Dib²

¹IAG Business School, Pontifical Catholic University of Rio de Janeiro, Brazil; ²Coppead Graduate School of Business, Federal University do Rio de Janeiro, Brazil; renatamariagomes@uol.com.br

This study addresses two under-researched aspects of international retail: branded retailers – manufacturers that develop consumer brands and operate branded stores, and intra-market expansion (i.e., expansion to new geographic regions in a given country). Besides, we discuss the challenges of intra-market expansion in continent-sized countries, exemplified by

Brazil, with great across-region diversity (culture, infrastructure and institutions). In-depth investigation of four branded retailers underscores the network approach to internationalization. Specifically, relationships established by branded retailers in the Brazilian market help them deal with psychic distance concerns and affect their pattern of intra-market expansion, as regards choice of regional market(s), operation mode, and physical location of branded stores. We propose that intra-market expansion in continent-sized markets entails similar challenges as cross-market (international) expansion; however, intra-market expansion implicates lesser liability of outsidership vis-à-vis cross-market expansion, since branded retailers have established a position in local networks before they begin their intra-market expansion. Besides, we contend that the role of networks needs to be further examined in international retail research.

A Dynamic Perspective on Internet Capabilities and Export Marketing Performance

I. Ruskowski, P. Pauwels

Universiteit Hasselt, Belgium; ingrid.ruskowski@uhasselt.be

Academic and management literature alike suggest a positive performance impact of online marketing tools. However, the nature and sustainability of this effect remain largely unexplored. In this article, the authors identify an organization's Internet capabilities as a bundle of skills to transform material and immaterial resources into particular online applications. Based on cross-national data from 215 middle-sized industrial exporting firms, we find that companies can use Internet capabilities to spur functional export marketing capabilities. On top, Internet capabilities fulfill a second purpose, namely enhancing the export marketing knowledge base of an export venture. This dual-purpose effect illustrates the dynamic nature of Internet capabilities and eventually improves companies export marketing performance. Eventually, we account for a direct effect of Internet capabilities on performance, and find that this effect is fully mediated by export marketing capabilities and strategy.

Cultural Influence on the Motives for Engagement with Company Social Media Content

A. Chwialkowska

University of Vaasa, Finland; achwialk@uwasa.fi

The paper proposes a conceptual model of the moderating effect of culture on the relationship between motives and engagement with company social media content. In particular, the study looks at the cultural dimensions of in-group collectivism and assertiveness. It investigates how culture and motives independently and interactively predict engagement behaviors. The paper shows that rather than direct causal relationship between culture and company social media content engagement, the culture plays a moderating role by influencing the relationship between the motives and behavior. It also shows that other cultural dimensions than previously utilized Hofstede's, prove useful in explaining the differences in behavior online across culture, and prove the applicability of House's et al. (2004) framework for cross-cultural consumer behavior studies. The findings help companies stimulate consumer engagement in social media by suggesting the motives to which their content should appeal to stimulate the engagement.

The Impact of Marketing-Mix Adaptation on Brand Image and Trust of International Clients

M. Cardoso, C. F. Crespo

Superior School of Technology and Management, Polytechnic Institute of Leiria, Portugal; catia.crespo@ipleiria.pt

This study intends to analyse factors managers consider determinants of the strategic level of marketing-mix adaptation in international markets and its consequences. We aim at assessing the influence of internationalization experience and cultural distance on the adaptation of the marketing-mix strategy and to analyse its consequences on brand image and trust on international clients. Data was collected through a survey sent to Portuguese exporting companies, collecting 117 answers. Hypotheses were tested using SEM estimated with PLS. Results suggest that internationalization experience positively influences the adaptation of product and people; cultural distance positively influences the adaptation of price and place; the adaptation of product benefits positively influences the brand image and the adaptation of people positively influences trust in international markets. This study seeks to fill in a gap identified in the literature of adaptation/standardization of international marketing strategies. The marketing-mix adaptation/standardization debate has been punctuated by contradictory conclusions; literature highlights the need for further empirical research, allowing the estimation of the relative influence of different factors underlying this strategic decision. We intend to contribute to this body of knowledge increasing it based on the experience of companies that are on the field and have (more or less) internationalization experience.

The Institutional Country-of-Origin-Image (COI): Adaptation and Scale Validation to Measure the Country Brand in the National Perspective

M. B. Sutter^{1,2}, V. I. Strehlau², F. M. Borini^{1,2}

¹University of Sao Paulo, Brazil; ²ESPM, Brazil; mariana.suter@york.ac.uk

The main purpose of this paper is to build an instrument that can help institutions to understand whether agents from the country see the country brand as a resource. So measuring the country brand considering the eyes of its own citizens, to what we call institutional COI of a country. To measure this construct, we decided to adapt the existing literature to the context of this study and we based it on the measurement scale of brand-nation proposal of Simon Anholt. After translation and validation, we collect data, and the analysis was performed in two stages. Descriptive analysis, applying univariate followed by validation of the scale using structural equation modeling (SEM), with confirmatory factor analysis of second order. We found that Institutional COI is a multidimensional construct consisting of six dimensions (latent variables): tourism, exports, people, culture, investment and immigration and governance. The scale validity uses 24 items to measure the institutional COI.

P: Session 2.4.17: Micromultinationals (mMNEs): New Types of Firms Challenging the International Business / International Entrepreneurship Agenda?

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 5.15 Panel

Micromultinationals (mMNEs): New Types of Firms Challenging the International Business / International Entrepreneurship Agenda?

P. Dimitratos¹, U. Andersson², L. Ciravegna³, O. Kuivalainen⁴, R. Reuber⁵, J. F. Hennart⁶

¹University of Glasgow, United Kingdom; ²Mälardalen University, Sweden; ³King's College London, United Kingdom; ⁴Manchester Business School, United Kingdom; ⁵University of Toronto, Canada; ⁶Tilburg University, Netherlands;
Pavlos.Dimitratos@glasgow.ac.uk

P: Session 2.4.19: The Benefits of Global Teams for International Organizations: HR Implications

Time: Sunday, 04/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.27 Panel

The Benefits of Global Teams for International Organizations: HR Implications

A. I. Mockaitis¹, L. Zander², H. De Cieri¹, C. Butler³, D. Minbaeva⁴, K. Mäkelä⁵, M. Paunova⁴, M. Maloney⁶, M. Zellmer-Bruhn⁷, L. Nardon⁸, A. Zimmermann⁹

¹Monash University; ²Uppsala University; ³Kingston University; ⁴Copenhagen Business School; ⁵Aalto University School of Business; ⁶University of St. Thomas; ⁷University of Minnesota; ⁸Carleton University; ⁹Loughborough University;
audra.mockaitis@monash.edu

Index of Authors

Author(s)	Organization(s)	Session
Abdellatif , Mahnoud	Qatar University, Qatar	I: Session 2.3.5
Acedo , Francisco J.	Univerisidad de Sevilla, Spain	I: Session 2.4.4
Adhiambo Fulop , Irene	Aalborg University, Denmark	Poster Session 1.2
Adzhemova , Aneliya	WU Vienna, Austria	Doctoral Workshop: 5th EIBA Doctoral Symposium
Aggarwal , Aradhna	Copenhagen Business School, Denmark	C: Session 2.3.8
Agusti , María	Univerisidad de Sevilla, Spain	I: Session 2.4.4
Ahammad , Mohammad	Sheffield Hallam University	C: Session 1.1.12
Ahmad , Muhammad Shakil	COMSATS Institute of IT, Pakistan	Poster Session 1.2
Ahrens , Carolin	Georg-August-University Goettingen, Germany	I: Session 2.3.4
Åkerman , Niklas	Linnæus University, Sweden	Poster Session 1.2
Akermann , Niklas	Linnæus Universitz, Department of Organization and Entrepreneurship, Sweden	Doctoral Workshop: 5th EIBA Doctoral Symposium
Aklamanu , Alphonse	Ghana Institute of Management and Public Administration (GIMPA), Ghana	I: Session 2.3.7
Al Seyagh , Nehal	University of Wollongong in Dubai, United Arab Emirates	Poster Session 1.2
Al-Kwafi , Sam O.	Qatar University, Qatar	Poster Session 1.2
Alarcón-del-Amo , María-del-Carmen	Universitat Autònoma de Barcelona, Spain	C: Session 2.1.11
Albino Pimentel , Joao	HEC Paris, France; University of South Carolina, USA	C: Session 2.4.12
Alegre , Joaquin	University of Valencia, Spain	EIBA Board Meeting, C: Session 1.4.16, C: Session 2.1.15
Algumzi , Areej Abdullah	Lancaster University, United Kingdom	I: Session 1.1.2
Ali-Yrkkö , Jyrki	Research Institute of the Finnish Economy	I: Session 1.1.2
Almor , Tamar	The College of Management, Israel	C: Session 1.1.12, C: Session 1.4.13
Alon , Ilan	University of Agder, University of Agder, Norway; Agder Universiteit; University of Agder, Kristiansand, Norway	EIBA Board Meeting, C: Session 1.1.10, C: Session 1.1.9, I: Session 2.1.5
Altfeld , Frederic	ESCP Europe Business School Berlin, Germany	C: Session 1.4.9
Alves , Luciana	University of Southern Denmark, Department of Marketing & Management, Denmark	Doctoral Workshop: 5th EIBA Doctoral Symposium
Alvstam , Claes Göran	School of Business, Economics and Law, University of Gothenburg	C: Session 2.1.11
Amal , Mohamed	Furb - Universidade Regional de Blumenau, Brazil	C: Session 1.3.11, Poster Session 1.2
Ambos , Björn	University of St. Gallen, Switzerland	C: Session 2.1.12
Ambos , Tina Claudia	University of Geneva, Switzerland	C: Session 1.1.14
Ambrosius , Judith	FAU Erlangen-Nürnberg, Germany	C: Session 2.1.8, I: Session 2.3.4
Amir , shoham	Temple University	C: Session 1.1.12
Anand , Rahul	HEC Paris, France	C: Session 2.4.12
Andersson , Ulf	Mälardalen University, School of Business, Society and Engineering, Sweden; Mälardalen University, Sweden; BI Norwegian Business School, Norway	Paper Development Workshop: JIBS PDW, C: Session 2.1.12, C: Session 2.3.11, P: Session 2.4.17, Poster Session 1.2, Poster Session 1.2, Poster Session 1.2
Ando , Naoki	Hosei University, Japan	I: Session 2.3.2
Andreu , Rosario	University of Alicante, Spain	I: Session 2.1.2
Andrews , Daniel S.	Florida International University, United States of America	I: Session 2.4.1
Antonio , Paloma	PUCRS, Brazil	I: Session 1.3.5
Arai , Masashi	Asia University, Japan	I: Session 1.4.7
Arslan , Ahmad	Edge Hill University, United Kingdom	C: Session 2.4.8
Asemokha , Agnes	Lappeenranta University of Technology, Finland	I: Session 1.4.4
Aurélio , Diana	ISEG - School of Economics and Management, Portugal; Bosch Portugal	C: Session 1.3.15, C: Session 2.3.14

Author(s)	Organization(s)	Session
Azar, Goudarz	Brunel University London, United Kingdom	C: Session 1.3.10
Baack, Dan	Denver University, United States of America	Poster Session 1.2
Bächler, Francisco	University of Agder, Management, Ecuador	Doctoral Workshop: 5th EIBA Doctoral Symposium
Bader, Benjamin	Leuphana Universität Lüneburg, Germany	C: Session 2.1.8, C: Session 2.4.7, I: Session 2.3.4
Bamiatzi, Vassiliki	University of Liverpool Management School, UK	Poster Session 1.2
Barandas, Hortênsia	Faculdade de Economia da Universidade do Porto	I: Session 1.1.3
Baranowska-Prokop, Ewa	Warsaw School of Economics, Poland	Poster Session 1.2
Barbieri, Paolo	University of Bologna, Italy	C: Session 1.1.14
Bardy, Roland	Florida Gulf Coast University, United States of America	I: Session 1.1.1
Barroso, Alicia	Universidad Carlos III, Madrid Spain	C: Session 1.4.15
Barua, Arup	University of Vaasa, Finland	Poster Session 1.2
Bassiako, Yannis	University of Athens, Greece	C: Session 1.1.11
Batsakis, Georgios	Brunel University London, UK	C: Session 2.1.10
Batton, Nadine	Trier University, Germany	I: Session 1.3.4
Bausch, Andreas	Justus Liebig University Giessen, Germany	Poster Session 1.2
Beisland, Leif Atle	University of Agder, Norway	Poster Session 1.2
Beleska-Spasova, Elena	University of Reading, United Kingdom	I: Session 1.1.2
Bell, Gareth	Emerald	Exhibitors Day 1, Exhibitors Day 2, Exhibitors Day 3, Session 2.3.0
Bellak, Christian	Vienna University of Economics and Business	P: Session 1.4.19
Bembom, Michael	Heinrich-Heine University Duesseldorf, Germany	C: Session 1.4.13
Ben Mahmoud-Jouini, Sihem	HEC, i3-CRG, France	Poster Session 1.2
Bendl, Regine	University of Business and Economics, Vienna	Poster Session 1.2
Benito, Gabriel R. G.	BI Norwegian Business School, Norway	Poster Session 1.2, C: Session 1.3.16, C: Session 2.3.11, Poster Session 1.2, Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial
Bensalah, Linda	HEC Montreal, Canada	I: Session 1.4.7
Benson, Vladlena	Kingston Business School, Kingston University, United Kingdom	C: Session 1.3.12
Bento, João Paulo	University of Aveiro	C: Session 1.3.13
Berens, Guido	Erasmus University Rotterdam, The Netherlands	C: Session 1.1.13, C: Session 1.3.14
Berg, Nicola	University of Hamburg, Germany	C: Session 2.4.7, Poster Session 1.2
Berry, Michael	University of Turku, Finland	Poster Session 1.2
Berthelet, Marine	Magellan Research Centre, Russian Federation	Poster Session 1.2 Presenter
Bettioli, Marco	University of Padova, Italy	I: Session 1.4.4
Beugelsdijk, Sjoerd	University of Groningen, The Netherlands	Poster Session 1.2
Bhatti, Waheed Akbar	University of Vaasa, Department of Marketing, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Biedenbach, Galina	Umeå University, Sweden	I: Session 1.1.7
Biketine, Alex	HEC Montréal, Canada	Doctoral Workshop: 5th EIBA Doctoral Symposium
Bilgin Wührer, Zeynep	Johannes Kepler University, Austria	Poster Session 1.2
Bitektine, Alex	HEC Montreal, Canada	I: Session 1.4.7
Björkman, Ingmar	Aalto University School of Business, Finland	C: Session 2.1.8
Bjorvatn, Torbjörn	University of Agder, Norway; University of Agder, Kristiansand, Norway; University of Agder, School of Business and Law, Norway	C: Session 1.1.9, I: Session 2.1.5, Doctoral Workshop: 5th EIBA Doctoral Symposium
Bogdanovs, Andrejs	Norwegian University of Science and Technology (NTNU), Norway	Poster Session 1.2
Bollue, Sebastien	Halmstad University, Sweden	Poster Session 1.2
Bondioli, Ana Cristina Vigliar	Eniac, Brazil	Poster Session 1.2
Borini, Felipe Mendes	University of Sao Paulo, Brazil; ESPM, Brazil	I: Session 1.4.6, I: Session 2.4.6

Author(s)	Organization(s)	Session
Bormann, Kai C.	TU Dortmund, Germany	C: Session 2.4.7
Boujarzadeh, Behnam	Aalborg University, Denmark; University of Rhode Island, US	Poster Session 1.2
Bournakis, Ioannis	Middlesex University, United Kingdom	I: Session 2.1.4
Bournois, Frank	ESCP, France	I: Session 2.1.3
Bouzdine-Chameeva, Tatiana	Kedge Business School, Bordeaux	I: Session 2.3.2
Boyer, Michel	IAE Réunion Island, France	C: Session 2.1.9
Braga da Cunha, Cláudia	University of Minho, Portugal	C: Session 1.4.12
Braun, Katharina	University of Bayreuth	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial
Breitenmoser, Anika	University of Hamburg	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, C: Session 2.4.7
Brenes, Esteban R.	INCAE Business School	I: Session 2.3.7
Bretas, Vanessa Pilla	ESPM - Escola Superior de Propaganda e Marketing, Brazil	I: Session 1.1.4
Brewster, Chris	Henley Business School, University of Reading, UK	I: Session 1.1.6
Brindlmayer, Karl	WU Vienna	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial
Brühl, Rolf	ESCP Europe, Germany	I: Session 1.4.6
Buck, Trevor	Adam Smith Business School, University of Glasgow, UK	C: Session 2.4.14
Buckley, Peter	Leeds University Business School	P: Session 1.4.19
Buckley, Peter	Leeds University, UK; Leeds University, Business School, United Kingdom	C: Session 1.1.8, I: Session 2.4.5, Poster Session 1.2, Session 2.2.2
Budryk, Michal	Uppsala University, Business Studies, Sweden; Uppsala University, Sweden	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 2.4.5
Bueechl, Joerg Sebastian	Universität Tübingen, Germany	I: Session 2.4.2
Burger, Anze	University of Ljubljana	I: Session 2.3.3
Burger-Helmchen, Thierry	University of Strasbourg, France	P: Session 2.3.18
Burlina, Chiara	University of Padova, Italy	I: Session 1.4.4
Bussab Porto-da-Rocha, Mariana	ESPM, Brazil	Poster Session 1.2
Butler, Christina	Kingston University	P: Session 2.4.19
Cabral, José Ednilson de Oliveira	UNIFOR Universidade de Fortaleza, Brazil	Poster Session 1.2
Calixto, Cyntia	Fundação Getulio Vargas	Paper Development Workshop: IBR PDW
Callegaro de Menezes, Daniela	Federal University of Rio Grande do Sul, Brazil	Poster Session 1.2
Camargo Junior, Alceu S.	University of São Paulo, Brazil	I: Session 2.3.7
Cantwell, John	Rutgers University, USA	EIBA Board Meeting, Poster Session 1.2, Poster Session 1.2, Session 2.2.2
Cardoso, Martine	Superior School of Technology and Management, Polytechnic Institute of Leiria, Portugal	I: Session 2.4.6
Carneiro, Jorge	Pontifical Catholic University of Rio de Janeiro (PUC-Rio), IAG Business School, Brazil; IAG Business School, Pontifical Catholic University of Rio de Janeiro, Brazil	EIBA Board Meeting, I: Session 2.4.6, P: Session 1.4.17, Poster Session 1.2 Presenter, Poster Session 1.2 Presenter
Carrera Jr., Jose Marcos	EASP-FGV	C: Session 1.1.16
Casillas, José C.	Universidad de Sevilla, Spain	C: Session 1.4.16
Castellani, Davide	Henley Business School, United Kingdom	C: Session 1.4.15, C: Session 2.1.15
Casulli, Lucrezia	University of Strathclyde, Hunter Centre for Entrepreneurship, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium
Caussat, Paul	ESCP Europe, France	I: Session 1.1.3
Cavusgil, S. Tamer	Georgia State University, USA	Poster Session 1.2
Ceipek, René	University of Innsbruck, Austria	Poster Session 1.2
Cesinger, Beate	New Design University, Austria	C: Session 1.1.14
Chahabadi, Dominik	Georg-August-University Goettingen, Germany	C: Session 2.3.10
Chakraborty, Indrani	Institute of Development Studies kolkata, India	C: Session 2.4.10

Author(s)	Organization(s)	Session
CHALENCON , Ludivine	IAE Lyon, Université Jean Moulin Lyon, France	I: Session 1.3.1
Chan , Chui Shiam (Connie)	University of Sydney	Paper Development Workshop: IBR PDW, I: Session 1.3.6
Chang , Connie	Meiji University, Japan	I: Session 1.1.7
Chapman , Malcolm K.	Centre for International Business, University of Leeds, United Kingdom	C: Session 1.3.12
Chartiyanon , Kannapa	Leeds University Business School, International Business, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium
Charue-Duboc , Florence	i3-CRG, CNRS, Ecole Polytechnique, Université Paris Saclay, France	Poster Session 1.2
Chen , Jiun-Shiu	McNeese State University, United States of America	C: Session 2.1.7
Chen , Liang	University of Sussex	Paper Development Workshop: JIBS PDW
Chetty , Sylvie	Uppsala University, Sweden	I: Session 1.1.1
CHEVALIER , Alain Yves	ESCP Europe, France	I: Session 2.3.3
Chew , Yin Teng	Monash University Malaysia, Malaysia	Poster Session 1.2
Chiarvesio , Maria	University of Udine, Italy	I: Session 1.4.4
Cho , Hyo Eun	Korea University Business School, Korea, Republic of (South Korea)	I: Session 1.1.7
Choi , Jeongho	St. John Fisher College, United States of America	C: Session 2.1.15, I: Session 2.3.6
Chung , Chul	University of Reading, Henley Business School, United Kingdom	C: Session 1.3.12, I: Session 1.1.6
Chwialkowska , Agnieszka	University of Vaasa, Finland	I: Session 2.4.6
Ciabuschi , Francesco	Uppsala University, Sweden	C: Session 1.1.14
Cieslik , Jerzy	Kozminski University, Poland	Poster Session 1.2
Ciravegna , Luciano	King's College International Development Institute; INCAE Business School, Nicaragua; King's College, London; INCAE Business School	C: Session 1.4.13, I: Session 2.3.7, Poster Session 1.2 Presenter
Ciravegna , Luciano	King's College London, United Kingdom	P: Session 2.4.17
Ciszewska-Mlinaric , Mariola	Kozminski University, Poland	Poster Session 1.2 Presenter
Clancy , Johanna	National University of Ireland Galway	I: Session 1.1.5, Poster Session 1.2
Clark , Kevin D	Villanova School of Business	Poster Session 1.2
Claver , Enrique	University of Alicante, Spain	I: Session 1.1.3, I: Session 1.4.1, I: Session 2.1.2
Claver-Cortés , Enrique	University of Alicante, Spain	C: Session 1.3.9
Clegg , Jeremy	University of Leeds, United Kingdom	I: Session 1.4.1, I: Session 2.3.7, Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.8
Cohelo-da-Silva , Francisco	Colegio Universitario de Estudios Financieros CUNEF, Spain	C: Session 1.1.13
Cohendet , Patrick	HEC Montréal, Canada	P: Session 2.3.18
Collings , David	Dublin City University	I: Session 1.1.5
Colovic , Ana	NEOMA Business School, France	I: Session 2.4.3
Conroy , Kieran	Queen's University Belfast, United Kingdom	I: Session 1.1.5
Contractor , Farok J.	Rutgers University, USA; Rutgers Business School, United States of America	C: Session 2.1.15, C: Session 2.4.9, I: Session 2.3.6
Cooper , Brian	Monash University	I: Session 2.4.1
Corado Simoes , Vitor	ISEG, Portugal	Doctoral Workshop: 5th EIBA Doctoral Symposium
Corado Simões , Vítor	ISEG, Portugal; ISEG - School of Economics and Management, Portugal	C: Session 2.3.14, I: Session 2.1.6, I: Session 2.4.3, P: Session 1.4.17
Costa e Silva , Susana	Catolica Porto Business School, Portugal	EIBA Board Meeting
Couto Parente , Ronaldo	FIU - Florida International University, USA	I: Session 1.1.4
Coviello , Nicole	Wilfrid Laurier University, Canada	I: Session 2.4.4
Crespo , Catia Fernandes	Superior School of Technology and Management, Polytechnic Institute of Leiria, Portugal	I: Session 1.3.4, I: Session 2.4.6

Author(s)	Organization(s)	Session
Crespo , Nuno Fernandes	ISEG - School of Economics and Management, Portugal	C: Session 1.3.15, I: Session 2.1.6
Cronje , Tom	Curtin University, Australia	C: Session 2.1.9
Cruz , Eduardo Picanço	Universidade Federal Fluminense, Brazil	Poster Session 1.2, Poster Session 1.2 Presenter
Cubero Dudinskaya , Emilia	University of Pavia	Paper Development Workshop: IBR PDW, C: Session 1.4.12, I: Session 2.4.4
Cunha , Cláudia Braga da	Univerisdade do Minho, Portugal	I: Session 2.1.1
D'Amelio , Matilde	Politecnico di Milano, Italy	Poster Session 1.2
D'Angelo , Alfredo	Università Cattolica del Sacro Cuore di Milano, Italy	C: Session 2.4.14
da Rocha , Angela	Pontifical Catholic University of Rio de Janeiro, Brazil	C: Session 2.4.13
Da Rocha , Angela	PUC-Rio, Brazil	I: Session 2.1.1
da Silva Lopes , Teresa	University of York, UK	I: Session 2.4.3
Dachs , Bernhard	AIT Austrian Institute of Technology, Austria	Poster Session 1.2 Presenter
Dahlgrün , Philipp Wilhelm Heinrich	Justus Liebig University Giessen, Germany	Poster Session 1.2
Dal-Soto , Fábio	University of Cruz Alta - Unicruz, Brazil; University of Vale do Rio dos Sinos - Unisinos, Brazil	Poster Session 1.2
Damijan , Joze	University of Ljubljana	I: Session 2.3.3
Danik , Lidia	Warsaw School of Economics, Poland	I: Session 1.4.4
Dann , Jennifer	Dublin Institute of Technology, College of Business, Ireland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Dannecker Cunha , Reynaldo	Instituto Mauá de Tecnologia – Brazil	Poster Session 1.2 Presenter
Dasí , Angels	University of Valencia, Spain	C: Session 2.3.8
Daszkiewicz , Nelly	Gdańsk University of Technology, Poland	P: Session 1.3.19
Dau , Luis A.	Northeastern University, USA	I: Session 2.1.2
Dauth , Tobias	HHL Leipzig Graduate School of Management, Germany	C: Session 1.4.9, I: Session 1.1.6, Poster Session 1.2, Poster Session 1.2
Davcik , Nebojsa S.	ISCTE-IUL, Portugal	C: Session 2.1.7
Davies , Samuel Edward	University of Goettingen, Germany	Poster Session 1.2 Presenter, C: Session 2.1.7
Davydova , Aleksandra	University of Duisburg-Essen, IN-EAST School of Advanced Studies, Germany	Doctoral Workshop: 5th EIBA Doctoral Symposium
De Beule , Filip	KU Leuven University, Belgium	C: Session 2.4.15
De Cieri , Helen	Monash University	P: Session 2.4.19
de Silva , Rondy	Sheffield Hallam University	Paper Development Workshop: IBR PDW, I: Session 2.4.1
DE VANNA , FEDERICA	Università degli Studi del Sannio, Benevento, Italy	I: Session 1.3.4
de Vasconcellos , Silvio Luis	UNISINOS - Universidade do Vale do Rio dos Sinos Brazil, UNIVALI - Universidade do Vale do Itajaí Brazil	I: Session 1.1.4
Decker , Arnim	Aalborg University, Denmark	Poster Session 1.2
Degbey , William Y.	University of Turku, Turku School of Economics, Finland	I: Session 2.4.5
Delerue , Helene	Université du Quebec à Montréal, Canada	C: Session 2.1.9
Dellestrand , Henrik	Uppsala University, Sweden	I: Session 1.3.3, I: Session 1.3.3
Denicolai , Stefano	University of Pavia, Department of Business and Economic Sciences, Italy; University of Pavia, Italy	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.4.8, P: Session 1.3.17
Devinny , Timothy	University of Leeds, Leeds University Business School, United Kingdom	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial
Dholakia , Nikhilesh	University of Rhode Island, US	Poster Session 1.2
Di Maria , Eleonora	University of Padova, Italy	I: Session 1.4.4
Diamantopoulos , Adamantios	University of Vienna, Austria	FDW: Quantitative research methods workshop with Adamantios Diamantopoulos
Dias , Ricardo dos Santos	Fundação Getúlio Vargas, Brazil	I: Session 2.3.3
Dib , Luis Antonio	Coppead Graduate School of Business, Federal University do Rio de Janeiro, Brazil	I: Session 2.4.6

Author(s)	Organization(s)	Session
Dickerson, David	Metropolitan State University of Denver, United States of America	Poster Session 1.2
Dikova, Desislava	WU Vienna, Austria	FDW: Doing business in emerging markets with Desislava Dikova and Arnold Schuh, Paper Development Workshop: JIBS PDW, Poster Session 1.2, Poster Session 1.2, Session 2.4.0
Dimitratos, Pavlos	University of Glasgow, United Kingdom	Paper Development Workshop: IBR PDW, I: Session 1.1.2, I: Session 2.1.4, P: Session 2.4.17, Poster Session 1.2
Dimitry, Jacob	Queen's University, Management School, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium
Dittfeld, Marcus	Dresden University of Technology, Germany	C: Session 1.4.15
Doh, Jonathan P.	Villanova School of Business, US; Villanova University, USA	Poster Session 1.2, Poster Session 1.2, Session 1.4.0, P: Session 1.1.19
Domingues, Fernando Moreira de Oliveira	ESPM, Brazil	Poster Session 1.2
Dominguez, Noémie	IAE Lyon - Jean Moulin Lyon University	Paper Development Workshop: JIBS PDW, C: Session 2.1.14
Donada, Carole	ESSEC Business School, France	C: Session 1.4.16
Donini, Rodrigo Gandara	Fundação Getúlio Vargas, Brazil	I: Session 2.3.3
Donnelly, Róisín	Bentley University	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, I: Session 1.4.1
Dorobantu, Sinziana	New York University, Stern School of Business	I: Session 1.3.1
Dorożyński, Tomasz	University of Lodz, Poland	I: Session 2.1.2
Dow, Douglas	The University of Melbourne, Australia; The University of Melbourne, Melbourne Business School, Australia	P: Session 2.1.18, Poster Session 1.2, Poster Session 1.2
Drogendijk, Rian	University of Groningen, The Netherlands	Doctoral Workshop: 5th EIBA Doctoral Symposium, Paper Development Workshop: JIBS PDW, C: Session 1.3.10, C: Session 2.3.11, Poster Session 1.2
Duchek, Stephanie	TU Dresden, Germany	I: Session 1.1.6
Duque, Marcelo	Universidad Icesi, Colombia	Poster Session 1.2
Duran, Juan	Universidad Autónoma de Madrid	Session 2.2.2
Durán-Herrera, Juan-José	Universidad Autónoma de Madrid (Spain)	I: Session 1.3.1
Durand, Muriel	Aarhus University, Dk & Groupe ESC Troyes, France	Poster Session 1.2, Poster Session 1.2
Dussauge, Pierre	HEC Paris, France	C: Session 2.4.12
Dzikowska, Marlena	Poznan University of Economics and Business, Poland	C: Session 2.3.16, I: Session 1.4.5
Eckert, Stefan	Dresden University of Technology, Germany	C: Session 1.4.15
Eduardo, Fernando Santos	Pontifical Catholic University of Minas Gerais State/Brazil, University of Minho/Portugal, Brazil	Poster Session 1.2 Presenter
Egelhoff, William G.	Fordham University, United States of America	C: Session 1.3.16, Poster Session 1.2
Eggers, Felix	University of Groningen, Netherlands	C: Session 1.1.14
Ehrnrooth, Mats	Hanken School of Economics, Finland	C: Session 2.1.8
Einola, Katja	University of Turku, Finland	Poster Session 1.2 Presenter
Elia, Stefano	Politecnico di Milano, Management, Economics and Industrial Engineering, Italy	Doctoral Workshop: 5th EIBA Doctoral Symposium, Paper Development Workshop: JIBS PDW
Elo, Maria	Turku School of Economics, Finland	C: Session 1.3.8, Poster Session 1.2
Em, Laetitia	University of Groningen, Netherlands, The	I: Session 1.1.1
Eriksson, Mikael	Uppsala University, Sweden	Poster Session 1.2, Session 1.3.0
Ermolaeva, Lyubov	SpBU, Russian Federation	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 2.1.4, Poster Session 1.2
Esperança, José Paulo	ISCTE-IUL, Portugal	C: Session 2.1.7
Essegbey, George	Science and Technology Policy Research Institute (STEPRI), Ghana	P: Session 2.1.17
Fajen, Annalena	University of Bamberg (Otto-Friedrich-Universität Bamberg), Germany	Poster Session 1.2 Presenter

Author(s)	Organization(s)	Session
Falcão , Roberto Pessoa de Queiroz	Universidade Federal Fluminense, Brazil; Pontifícia Universidade Católica do Rio de Janeiro, Brazil	Poster Session 1.2, Poster Session 1.2 Presenter
Falk , Martin	Austrian Institute of Economic Research, Austria	C: Session 2.3.15, C: Session 2.4.8
Fallon , Grahame	Brunel University, United Kingdom	I: Session 2.3.7
Feils , Dorothee	University of Alberta, Canada	I: Session 1.3.1
Feit , Teresa	WU Vienna, Austria	FDW: Doing business in emerging markets with Desislava Dikova and Arnold Schuh, FDW: Qualitative research methods workshop with Catherine Welch
Felzensztein , Christian	Kingston School of Business	Poster Session 1.2
Ferencikova , Sonia	School of Management, Slovak Republic; Bratislava University, Slovakia	I: Session 1.4.4, P: Session 2.3.17
Fernández-Mesa , Anabel	University of Valencia, Spain	C: Session 2.1.15
Ferreira da Silva , Jorge	Pontifical Catholic University of Rio de Janeiro, Brazil	C: Session 2.4.13
Ferreras-Méndez , Jose Luis	University of Leon, Spain	C: Session 2.1.15
Figueira de Lemos , Francisco Manuel	Uppsala University	I: Session 1.4.1, C: Session 2.4.13
Filatotchev , Igor	Cass Business School; WU Vienna, Austria	P: Session 2.3.19, Poster Session 1.2, Session 2.4.0
Filipe , José	Instituto Universitário de Lisboa (ISCTE-IUL), Business Research Unit (BRU-IUL) and Information Sciences, Technologies and Architecture Research Center (ISTAR-IUL), Lisboa, Portugal	Poster Session 1.2
Filipe Lages , Luís	Nova School of Business and Economics, Lisbon	I: Session 2.4.3
Filippaios , Fragkiskos	Kent Business School, University of Kent, United Kingdom	C: Session 1.3.12, I: Session 1.1.2, Poster Session 1.2
Firsova , Nadege	Université du Québec à Trois-Rivières, Canada	I: Session 1.4.6
Fisch , Jan Hendrik	WU Vienna University of Economics and Business, Austria; WU Vienna, Austria	C: Session 1.3.16, Poster Session 1.2, Poster Session 1.2
Fischlmayr , Iris	Johannes Kepler Universität Linz, Austria	C: Session 1.1.12
Floriani , Dinorá	UNIVALI, Brazil	Poster Session 1.2 Presenter
Floriani , Ricardo	Furb - Universidade Regional de Blumenau, Brazil	C: Session 1.3.11
Fon , Roger	Kent Business School, University of Kent, United Kingdom	Poster Session 1.2
Fontes , Margarida	UMOSE - Laboratório Nacional de Engenharia e Geologia	I: Session 2.1.6
Forlani , Emanuele	Università degli Studi di Pavia, Italy	C: Session 2.4.14
Forsgren , Mats	Uppsala University, Sweden	I: Session 1.4.7, Session 2.2.2
Forte , Rosa	University of Porto - Faculty of Economics, Portugal	I: Session 1.4.1
Forza , Cipriano	University of Padova, Italy	I: Session 2.1.6
Fowler , Randy	Rikkyo University, Japan	I: Session 2.1.3
Fraccastoro , Sara	University of Eastern Finland, Finland	I: Session 1.3.5
Francioni , Barbara	University of Urbino Carlo Bo, Italy	Poster Session 1.2 Presenter
Franck , Henrika	Aalto University School of Business, Finland	C: Session 1.1.14
Fratocchi , Luciano	University of L'Aquila, Italy; University of L'Aquila	C: Session 1.1.14, P: Session 1.3.17
Freeman , Susan	University of South Australia	I: Session 2.3.2, I: Session 2.4.1
Freixanet Solervicens , Joan	SpBU, Russian Federation	I: Session 2.1.4
Frempong , Godfred	Science and Technology Policy Research Institute (STEPRI), Ghana	P: Session 2.1.17
Froese , Fabian Jintae	University of Goettingen, Germany	C: Session 2.1.7, Poster Session 1.2 Presenter, Poster Session 1.2 Presenter
Fu , Xiaoming	University of Goettingen, Germany	Poster Session 1.2
Fuchs , Manfred	University of Graz, Austria	I: Session 2.1.6

Author(s)	Organization(s)	Session
Fuchs, Sebastian	University of Geneva, Geneva School of Economics and Management, Switzerland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Gabriellson, Peter	Universitz of Vaasa, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Gabrielsson, Jonas	Halmstad University, Sweden	Poster Session 1.2
Gabrielsson, Mika	University of Eastern Finland, Finland	I: Session 1.3.5, I: Session 2.1.6
Gabrielsson, Peter	University of Vaasa, Finland	I: Session 2.1.6
Gajewska De Mattos, Hanna	Leeds Univeristy, UK	C: Session 1.1.8
Gammelgaard, Jens	Copenhagen Business School, International Economics and Management, Denmark; Copenhagen Business School, Denmark	Doctoral Workshop: 5th EIBA Doctoral Symposium, EIBA Board Meeting, C: Session 2.1.12, C: Session 2.3.16, I: Session 1.1.5
Ganotakis, Panagiotis	University of Leeds, United Kingdom	C: Session 2.1.10
García-Lillo, Francisco	University of Alicante, Spain	C: Session 1.3.9, C: Session 1.4.14
García-López, María-José	Universidad Rey Juan Carlos (Spain)	I: Session 1.3.1
Garg, Ritam	FAU Erlangen-Nürnberg, Germany	I: Session 2.3.4
Garrido, Ivan Lapuente	Universidade do Vale do Rio dos Sinos, Brazil	Poster Session 1.2
Garrone, Paola	Politecnico di Milano, Italy	Poster Session 1.2, Poster Session 1.2
Gaur, Ajai	Rutgers Business School, United States of America	C: Session 2.4.9
Georgakakis, Dimitrios	University of St. Gallen, St. Gallen, Switzerland	I: Session 1.1.6
Gerschewski, Stephan	Hannam University	Paper Development Workshop: EIBA ECN PDW
Ghuri, Pervez	Birmingham Business School, University of Birmingham; University of Birmingham, UK	I: Session 2.3.1, P: Session 1.1.19, EIBA Board Meeting, P: Session 2.1.17, Poster Session 1.2, Session 1.4.0, Session 2.2.2
Giakoulas, Dimitris	Small Enterprises' Institute of the Hellenic Confederation of Professionals, Craftsmen and Merchants	I: Session 2.3.2
Giarratana, Marco	IE University / IE Business School, Madrid Spain	C: Session 1.4.15
Giblin, Majella	National University of Ireland, Galway	Poster Session 1.2
Gillmore, Edward	Malardalen University, Sweden	C: Session 1.1.11
Giroud, Axelé	Alliance Manchester Business School; University of Manchester, UK	I: Session 1.3.3, P: Session 1.1.18
Glavee-Geo, Richard	Norwegian University of Science and Technology, Norway	I: Session 1.3.4, Poster Session 1.2
Goede, Julia	University of Hamburg, Germany	Poster Session 1.2 Presenter
Goede, Waldir	UNIVALI, Brazil	Poster Session 1.2
Gokh, Irina	University of Kent, United Kingdom	I: Session 1.1.2
Gomes, Renata Maria	PUC-Rio; IAG Business School, Pontifical Catholic University of Rio de Janeiro, Brazil	Paper Development Workshop: IBR PDW, I: Session 2.4.6
González-Loureiro, Miguel	University of Vigo	Paper Development Workshop: IBR PDW
Gonzalez-Loureiro, Miguel	University of Vigo, Spain	C: Session 1.4.14
Gooderham, Paul	Norwegian School of Economics, Norway	C: Session 2.3.8
Gorgijevski, Alexander Nikola	Uppsala University	Paper Development Workshop: EIBA ECN PDW, Poster Session 1.2 Presenter
Gorynia, Marian	Poznan University of Economics, Poland; Poznan University of Economics and Business, Poland	C: Session 1.1.10, I: Session 1.4.5, P: Session 1.3.19
Götz, Marta Anna	Vistula University, Warsaw, Poland	C: Session 2.4.13, I: Session 2.3.2
Gołębiowski, Tomasz	Warsaw School of Economics, Poland	C: Session 2.3.8
Granqvist, Nina	Aalto University School of Business, Finland	C: Session 1.1.14
Grant-Hay, Peter	BMW Austria	C: Session 1.4.11
Greve, Peder	Henley Business School, United Kingdom	Poster Session 1.2
Grøgaard, Birgitte	BI Norwegian Business School, Strategy, Norway	Paper Development Workshop: JIBS PDW
Grogaard, Birgitte	University of Calgary, Canada	C: Session 2.3.11, C: Session 2.4.8
Grujic, Natasa	University of Macedonia, Greece	Poster Session 1.2
Guercini, Simone	University of Florence	I: Session 2.4.1

Author(s)	Organization(s)	Session
Guérineau , Mathias	i3-CRG, Ecole Polytechnique, Université Paris Saclay, France	Poster Session 1.2
Gugler , Philippe	University of Fribourg, Switzerland	EIBA Board Meeting, P: Session 2.1.20, Session 1.2.5, Session 1.4.0, Session 2.2.2
Guo , Xiaoling	University of International Business and Economics, Beijing, China	C: Session 1.4.11
Gupta , Suraksha	University of Kent, United Kingdom	P: Session 2.1.17
Guttormsen , David Sapto Adi	University of Exeter Business School, United Kingdom	C: Session 1.3.12, Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.12, I: Session 2.4.2
Ha , Yoo Jung	University of York, United Kingdom	I: Session 1.4.1
Hagedoorn , John	University of Maastricht	Session 2.2.2
Hagen , Birgit	University of Pavia, Italy	C: Session 1.4.11, I: Session 2.4.4, I: Session 1.1.7, P: Session 1.3.17, P: Session 2.1.19
Hajidimitriou , Yannis	University of Macedonia, Greece	Poster Session 1.2
Hajro , Aida	Brunel University London, United Kingdom	Poster Session 1.2 Presenter, Poster Session 1.2 Presenter
Håkanson , Lars	Copenhagen Business School, Denmark	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, C: Session 1.4.8
Hakanson , Lars	Copenhagen Business School	P: Session 2.1.18
Hakkarainen , Tuuli	Aalto University, Finland	I: Session 1.4.3
Halaszovich , Tilo F.	University of Bremen, Germany	I: Session 1.1.3
Halse , Lise Lillebryggfeld	Molde University College, Specialized University in Logistics, Norway	I: Session 2.1.6, Poster Session 1.2 Presenter
Hamberg , Mattias	Uppsala University, Sweden	Poster Session 1.2
Hamberg Lagerström , Katarina	Uppsala University, Sweden	I: Session 1.3.3, Poster Session 1.2, Poster Session 1.2
Haq , Hammad ul	Uppsala University, Sweden	C: Session 2.3.11
Hareide , Anette	Norwegian University of Science and Technology, Norway	C: Session 1.4.16
Harikkala-Laihin , Riikka	Turku School of Economics, University of Turku, Finland	C: Session 1.4.10
Harris , Simon	The University of Edinburgh	Poster Session 1.2
Hasegawa , Rei	Daito Bunka University, Japan	I: Session 1.1.5
Hasegawa , Shinji	Waseda University, Japan	I: Session 1.1.5
Hashai , Niron	Hebrew University, Israel	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.3.15
Hassan , Ibne	King's College, London	I: Session 2.3.1
Hassett , Melanie	Turku School of Economics, University of Turku, Finland	C: Session 1.4.10
Hassett , Melanie	Sheffield University Management School, UK	C: Session 2.3.13
Hayashi , Takabumi	Kokushikan University, Japan	C: Session 1.1.8, I: Session 1.4.7
Haynes , Rochelle	University of Lincoln	I: Session 1.1.6
He , Kena	University of Porto, Portugal	Poster Session 1.2
He , Shaowei	University of Northampton, United Kingdom	I: Session 2.3.7
He , Xinming	Durham University, United Kingdom	C: Session 1.3.11
Hearn , Bruce Allen	University of Sussex, United Kingdom	C: Session 1.1.15
Heinz , Ramona	Bayreuth Research Institute for Small and Medium-Sized Enterprises	Poster Session 1.2 Presenter
Hemat , Hosei	The University of Sydney, Australia	Poster Session 1.2
Hendriks , Guus	RSM Erasmus University	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, C: Session 1.3.10, C: Session 2.1.16
Hennart , Jean Francois	Tilburg University, Netherlands	P: Session 2.4.17, Poster Session 1.2, Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, C: Session 1.1.16, P: Session 2.1.19, Session 1.4.0, Session 2.2.2
Hermansdóttir , Auður	Haskoli Island	I: Session 2.4.4
HERNANDEZ , VIRGINIA	Carlos III University, Spain	C: Session 2.3.9

Author(s)	Organization(s)	Session
Heugens , Pursey	RSM Erasmus University, the Netherlands	C: Session 2.1.16
Heyden , Mariano L. M.	University of Newcastle	C: Session 2.4.10
Hillemann , Jenny	Vrije Universiteit Brussel, Business, Belgium; Henley Business School, University of Reading, England	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.10, C: Session 2.4.14
Hiller , Nathan J.	Florida International University, United States of America	I: Session 2.4.1
Hilmersson , Mikael	Mid Sweden University, Sweden	C: Session 1.4.12
Hirsch , Seev	Tel Aviv University, Israel	P: Session 2.1.20, Session 2.2.2
Hirschmann , Johannes	Trier University, Germany	C: Session 1.1.13
Hobdari , Bersant	Copenhagen Business School, Denmark	C: Session 2.1.12
Hoch , Julia	California State University, USA	P: Session 1.3.18
Hofer , Katharina Maria	Johannes Kepler University Linz, Austria	C: Session 1.1.16
Holck , Lotte	Copenhagen Business School, Denmark	I: Session 2.3.4
Hollender , Lina	Heinrich Heine University Düsseldorf, Germany	C: Session 2.4.14
Holm , Desiree Blankenburg	Uppsala University, Sweden	C: Session 2.3.11
Holm , Ulf	Uppsala University, Sweden	Poster Session 1.2
Holmström Lind , Christine	Uppsala University, Sweden	Poster Session 1.2, I: Session 1.4.7, P: Session 1.1.19
Holtbrügge , Dirk	University of Erlangen-Nürnberg, Germany	Poster Session 1.2
HONG , SUNGJIN	YEUNGNAM UNIVERSITY, Korea, Republic of (South Korea)	Poster Session 1.2 Presenter
Hoon Oh , Chang	Simon Fraser University, Canada	EIBA Board Meeting, Poster Session 1.2
Hoque , Samia	Alliance Manchester Business School	Paper Development Workshop: EIBA ECN PDW, I: Session 2.3.5
Horn , Sierk	Ludwig-Maximilian-Universität München, Germany	I: Session 1.4.3
Horvath , Djerdj	Fraunhofer Institute for Systems and Innovation Research ISI	C: Session 2.4.16
Houston , Michael J.	University of Minnesota, US	P: Session 1.1.20
Hsu , Yu-Hsu	Meiji University, Japan	I: Session 1.1.7
Huang , Hong	University of Goettingen, Germany	Poster Session 1.2
Huber , Cathrin	Trier University, Germany	I: Session 1.3.4
Humphries , Lucas	Aalto University, Finland	Poster Session 1.2
Iara Strehlau , Vivian	ESPM, Brazil	Poster Session 1.2
Igoe , Josephine	National University of Ireland, Galway	Poster Session 1.2
Iguchi , Chie	Keio University, Japan	I: Session 1.4.7, EIBA Board Meeting, C: Session 1.1.8
Inacio , Nicole	Superior School of Technology and Management, Polytechnic Institute of Leiria, Portugal	I: Session 1.3.4
Ishii , Shinichi	Graduate School of Business, Osaka City University, Japan	Poster Session 1.2 Presenter, Poster Session 1.2
Iurkov , Viacheslav	BI Norwegian Business School, Norway	C: Session 1.3.16
Ivarsson , Inge	School of Business, Economics and Law, University of Gothenburg	C: Session 2.1.11
Jabbour , Charbel José Chiappetta	University of Stirling, Stirling Management School	Poster Session 1.2
Jack , Rob	Macquarie University, Australia	I: Session 1.3.5
Jacqueminet , Anne	Bocconi University, Italy	C: Session 2.4.12
Jaeger , Angela	Fraunhofer Institute for Systems and Innovation Research ISI	C: Session 2.4.16
Jaidi , Yasmina	Panthéon-Assas University/ CFFOP, France	I: Session 2.1.3
Jaklič , Andreja	University of Ljubljana, Centre of International Relations, Slovenia; Faculty of Social Sciences, University of Ljubljana, Slovenia	EIBA Board Meeting, Paper Development Workshop: IBR PDW, I: Session 1.1.4
Jaklic , Andreja	University of Ljubljana, Slovenia	P: Session 1.3.19, P: Session 2.3.17

Author(s)	Organization(s)	Session
Jakobsson, Johan	School of Business, Economics and Law, University of Gothenburg, Sweden	I: Session 1.1.5, I: Session 1.3.3, I: Session 1.4.6
Jamiyansuren, Burmaa	Ider University, Mongolia	Poster Session 1.2
Jankowska, Barbara	Poznan University of Economics and Business, International Competitiveness, Poland	EIBA Board Meeting, C: Session 2.4.13, I: Session 1.4.5, I: Session 2.3.2
Jasovska, Pavlina	University of Technology, Sydney, Business School, Australia	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.4.14
Jell-Ojobor, Maria	University of Vienna, Austria	C: Session 1.1.10
Jeong, Insik	Korea University Business School, Korea, Republic of (South Korea)	I: Session 1.1.7
Jiang, Tingting	Graduate School of Business, Osaka City University, Japan	Poster Session 1.2 Presenter
Jiménez, Alfredo	KEDGE Business School, Bordeaux, France	I: Session 2.1.5
Jindra, Björn	University of Bremen, Germany; Copenhagen Business School, Denmark	C: Session 2.3.16
Johanson, Martin	Linneaus University, Sweden	C: Session 1.4.12
John, Anna	Open University, United Kingdom	I: Session 2.3.2
John, Sofia	Hanken School of Economics, Finland	C: Session 1.4.10
Johnston, Andrew	Sheffield Hallam University, United Kingdom	I: Session 2.4.1
Jouini, Sihem	HEC	Paper Development Workshop: IBR PDW
Jovanovic, Jelena	University of Fribourg/Switzerland, Switzerland	I: Session 2.4.4
Juho, Anita	Prince Mohammad bin Salman College of Business and Entrepreneurship, Saudi Arabia	Poster Session 1.2
Kabst, Rudy	Paderborn University, Germany	I: Session 2.1.2
Kafouros, Mario	University of Leeds, United Kingdom	I: Session 2.1.4
Kahari, Perttu	Aalto University School of Business, Department of Management Studies, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Kähäri, Perttu	Aalto University, Finland	C: Session 2.4.9
Kainth, Akarsh	Norwegian University of Science and Technology (NTNU), Norway	Poster Session 1.2
Kalinic, Igor	Leeds University Business School, CIBUL, Belgium	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 2.1.6
KALLIO, Elisa	University of Turku, Finland	I: Session 2.4.5
Kamp, Bart	Orkestra-Basque Institute of Competitiveness, Spain	I: Session 1.3.5
Kang, Jingoo	Nanyang Technological University, Singapore	I: Session 2.4.1
Kang, Olivia	Department of Business Studies, Uppsala University, Sweden	I: Session 1.3.3, I: Session 1.4.7, P: Session 1.1.19
Kankaanranta, Anne	Aalto University School of Business, Finland	Poster Session 1.2
Kannel, Ene	European International Business Academy (EIBA)	EIBA Board Meeting
Kano, Liena L.	University of Calgary, Canada	C: Session 2.4.16
Kao, Pao	Uppsala University	Paper Development Workshop: EIBA ECN PDW, I: Session 1.4.7
Kappen, Philip	Uppsala University, Sweden	Doctoral Workshop: 5th EIBA Doctoral Symposium, Paper Development Workshop: JIBS PDW
Karami, Masoud	University of Otago, New Zealand	I: Session 2.4.4
Karasiewicz, Grzegorz	University of Warsaw	Poster Session 1.2, Poster Session 1.2
Karhu, Anna	Turku School of Economics at University of Turku, Finland	C: Session 1.3.11, Poster Session 1.2
Karhunen, Päivi	Aalto University School of Business, Finland	Poster Session 1.2
Karkalakos, Sotiris	University of Piraeus	I: Session 1.3.6
Karl, Joachim	UNCTAD, Division on Investment, Technology and Enterprise Development	P: Session 1.4.19
Karunarathne, Rotumba Arachchige Ishanka Chathurani	Georg August University, Goettingen, Germany	Poster Session 1.2 Presenter
Kauppila, Olli-Pekka	Aalto University School of Business, Finland	C: Session 2.1.8
Kauppinen, Antti Johannes	Oulu Business School, Finland	Poster Session 1.2
Kavadis, Nikolaos	University Carlos III of Madrid	C: Session 2.4.10

Author(s)	Organization(s)	Session
Keane, Marta	University of Fribourg/Switzerland, Switzerland	C: Session 1.3.14
Kellermann, Franz	University of Deggendorf	Poster Session 1.2
Kennelly, James Joseph	Skidmore College, United States of America	I: Session 1.3.2
Kesidou, Effie	Leeds University Business School, University of Leeds, United Kingdom	I: Session 2.1.4
Ketolainen, Mari	University of Turku, Finland	I: Session 2.4.5
Khan, Zaheer	University of Sheffield, United Kingdom	I: Session 2.3.7
Kim, Chipoong	Henley Business School, University of Reading, UK	I: Session 1.1.6
Kim, Eunmi	Korea University Business School, Korea, Republic of (South Korea)	I: Session 1.1.7
Kim, Kwanghyun	Korea University, Korea, Republic of (South Korea)	Poster Session 1.2 Presenter
Kim, Youngok	School of Management, Business School, UNSW Australia, Australia	C: Session 2.4.15
Kinkel, Steffen	Karlsruhe University of Applied Sciences, Germany	C: Session 2.4.16, Poster Session 1.2
Klauser, Ferdinand	Vienna University of Economics and Business, Executive Academy, Austria	C: Session 1.4.11
Klein, Florian	WU Vienna, Austria	C: Session 1.3.10, I: Session 2.3.3
Klein, Leander Luiz	University of Cruz Alta - Unicruz, Brazil	Poster Session 1.2
Klidas, Antonis	Deree-The American College of Greece, Greece	C: Session 2.3.15
Klier, Hendrik	Heinrich-Heine-University Duesseldorf, Germany	C: Session 2.3.14
Klopf, Patricia	WU Vienna, Austria	Doctoral Workshop: 5th EIBA Doctoral Symposium
Knight, Gary	Willamette University, United States of America	I: Session 1.4.5
Kobayashi, Hajime	Meiji University, Japan	Poster Session 1.2 Presenter
Kokoulina, Liudmila	SpBU, Russian Federation	Poster Session 1.2
Koleša, Iris	Faculty of Social Sciences, University of Ljubljana, Slovenia	I: Session 1.1.4
Konara, Palitha	University of Huddersfield, United Kingdom	C: Session 1.3.13, C: Session 2.1.10, C: Session 2.3.10
Kontkanen, Minnie	University of Vaasa, Finland	I: Session 1.1.7, C: Session 1.4.11
Korneliusen, Tor	Nord University, Norway	Poster Session 1.2
Kostevc, Crt	University of Ljubljana	I: Session 2.3.3
Kottaridi, Constantina	University of Piraeus, Greece	EIBA Board Meeting, I: Session 1.3.6, I: Session 1.3.6, I: Session 2.3.2
Kovacs, Erica Piros	UFRPE, Brazil; UFPE - Universidade Federal de Pernambuco and GSU - Georgia State University	I: Session 1.1.2, C: Session 1.3.11
Koveshnikov, Alexei	Aalto University School of Business, Dept of Management Studies, Finland; Aalto University School of Business, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 2.1.8
Kowalik, Izabela	Warsaw School of Economics, Poland	I: Session 1.4.4, Poster Session 1.2 Presenter
Kral, Petr	University of Economics in Prague	I: Session 1.4.4
Kratochvil, Renate	WU Vienna	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, I: Session 2.3.6
Kraus, Sascha	University of Liechtenstein, Liechtenstein	C: Session 1.1.14
Krylov, Valery	University of Lorraine, France	Poster Session 1.2
Kühlmann, Torsten M.	University of Bayreuth	Poster Session 1.2 Presenter
Kuivalainen, Olli	Lappeenranta University of Technology, Finland; Manchester Business School, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 1.1.5, P: Session 2.4.17
Kumar, Rajesh	Menlo College	I: Session 1.1.5
Kumar, Vikas	University of Sydney	C: Session 1.4.9, C: Session 2.1.16
Kunczer, Vera	Institute for International Business, WU Vienna, Austria	Poster Session 1.2
Kunisch, Sven	University of St. Gallen, Switzerland	C: Session 2.1.12
Kurt, Yusuf	University of Manchester	Paper Development Workshop: IBR PDW

Author(s)	Organization(s)	Session
Kury, Beatriz	Pontifical Catholic University of Rio de Janeiro, Brazil	C: Session 2.4.13
Kuusik, Andres	University of Tartu, Estonia	I: Session 1.1.7
Kuvalainen, Olli	Lappeenranta University of Technology	Poster Session 1.2 Presenter
Kwak, Dong-Wook	Coventry University	Poster Session 1.2
Kyrkilis, Dimitrios	University of Macedonia, Greece	Poster Session 1.2
Lagerström, Katarina	Department of Business Studies Uppsala University; Uppsala University, Sweden	I: Session 1.1.5, I: Session 1.4.6
Lai, Tianrong	Saint Petersburg University, Russian Federation	I: Session 2.3.6
Laine, Markus Olavi	Turku School of Economics, International Business, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, Poster Session 1.2
LANZILLI, GIULIA	Università degli Studi del Sannio, Benevento, Italy	I: Session 1.3.4
Lapuate Garrido, Ivan	UNISINOS - Universidade do Vale do Rio dos Sinos, Brazil	I: Session 1.1.4
Larimo, Jorma	University of Vaasa, Finland	C: Session 1.4.11, C: Session 2.3.13, C: Session 2.4.8, I: Session 1.1.7, Poster Session 1.2, Session 2.2.2
Larsen, Marcus Møller	Copenhagen Business School, BI Norwegian Business School	C: Session 2.1.9, I: Session 1.1.2
Lascu, Dana-Nicoleta	University of Richmond, United States of America	Poster Session 1.2 Presenter
Lashitew, Addisu A.	Rotterdam School of Management	I: Session 2.1.5
Lattemann, Christoph	Jacobs University Bremen gGmbH, Germany	C: Session 1.1.9
Latukha, Marina	Graduate school of management, St.Petersburg state university, Russian Federation	C: Session 2.3.14
Laurell, Hélène	Halmstad University, Sweden	Poster Session 1.2 Presenter, Poster Session 1.2 Presenter
Lauring, Jakob	Aarhus University, Denmark	P: Session 1.3.18
Lavoratori, Katuscia	University of Perugia, Italy	C: Session 2.1.15
Lawton, Thomas	Open University, United Kingdom	I: Session 2.3.2
Lazaris, Miria	Monash University, Australia	I: Session 2.3.2
Lecomte, Philippe	Toulouse Business School, France	Poster Session 1.2 Presenter
Lee, Hee-Yong	Yeungnam University	Poster Session 1.2
Lee, Sang Mook	Pennsylvania State University	C: Session 1.1.12
Lee, Yih-teen	IESE Business School University of Navarra, Spain	P: Session 1.3.18
Leme Fleury, Maria Tereza	Fundação Getulio Vargas, Brazil	Poster Session 1.2
Leposky, Tiina Tuulikki	University of Vaasa, Department of Marketing, Finland; University of Vaasa, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 2.1.4
Lewandowska, Małgorzata Stefania	Warsaw School of Economics, Poland	C: Session 2.3.8
Li, Chengguang	Paderborn University, Germany	I: Session 2.1.2
Li, Kathy	King's College, United Kingdom	Poster Session 1.2
Liegler, Maximilian	WU Vienna, Austria	Poster Session 1.2 Presenter
Liesch, Peter Wayne	University of Queensland Business School	I: Session 2.3.5, C: Session 1.4.14
Lima, Afonso Carneiro	UNIFOR Universidade de Fortaleza, Brazil	Poster Session 1.2
Lima, Manolita Correia	ESPM, Brazil	Poster Session 1.2
Lindahl, Olof	Uppsala University, Sweden	C: Session 1.1.14
Lindbergh, Jessica	Stockholm Business School, Stockholm University, Sweden	I: Session 1.3.3
Lindner, Thomas	WU Vienna, Austria	C: Session 1.1.15, I: Session 1.3.1, I: Session 2.3.3, P: Session 2.1.18, Poster Session 1.2
Lipe, Jay	University of Minnesota, United States of America	P: Session 1.4.18
Liu, Runjuan	University of Alberta, Canada	I: Session 1.3.1
Liuhto, Kari	University of Turku, Finland	P: Session 2.1.17

Author(s)	Organization(s)	Session
Ljung, Anna	Uppsala University, Department of Business Studies, Sweden; Uppsala University, Sweden	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 1.4.7, P: Session 1.1.19
Lofgren, Joan Marie	Aalto University School of Business, Finland	I: Session 2.1.1
Lopes, Luiz Antonio Coelho	Universidade Federal Fluminense, Brazil	Poster Session 1.2
Lorenzen, Julie	stockholm school of Economics, Sweden	I: Session 2.3.4
Louhiala-Salminen, Leena	Aalto University School of Business, Finland	Poster Session 1.2
Louloudi, Konstantina	University of Piraeus Research Centre, Economics, Greece; University of Piraeus, Greece	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 1.3.6, I: Session 1.3.6
Louzada, Luiz Cláudio	Universidade Federal do Espírito Santo	I: Session 2.3.3
Lu, Jane	University of Melbourne	C: Session 1.4.9
Lui, Steven S	School of Management, Business School, UNSW Australia, Australia	C: Session 2.4.15
Lukason, Oliver	University of Tartu, Estonia	I: Session 2.4.4
Lundan, Sarianna	University of Bremen, Germany	P: Session 2.1.20, Session 2.2.2
Lundberg, Heléne	Mid Sweden University, Sweden	C: Session 1.4.12
Lunnan, Randi	BI Norwegian Business School, Norway	Paper Development Workshop: JIBS PDW, C: Session 2.3.11
Luo, Yadong	University of Miami, United States of America	I: Session 2.4.5
Luostarinen, Reijo	Aalto University	P: Session 1.4.17, Session 2.2.2
Ly, Amadú	ISCTE-IUL, Portugal	C: Session 2.1.7
Machado, Bernado Dias	Federal University of Rio Grande do Sul, Brazil	Poster Session 1.2
Macharzina, Klaus	Universität Hohenheim	Session 2.2.2
Madsen, Tage Koed	University of Southern Denmark	I: Session 1.4.5
magnani, giovanna	university of Pavia, Italy	C: Session 2.4.16
Magnusson, Peter	University of Alabama, United States of America	Poster Session 1.2
Magomedova, Nina	Universitat de Barcelona, Spain	I: Session 1.1.3
Mahagaonkar, Prashanth	Springer	Exhibitors Day 1, Exhibitors Day 2, Exhibitors Day 3
Majdenic, Danijela	Turku School of Economics - University of Turku, Finland	Poster Session 1.2 Presenter
Majocchi, Antonio	University of Pavia, Italy	C: Session 1.4.8, C: Session 2.4.14, P: Session 2.1.19
Makela, Kristiina	Aalto University School of Business, Dept of Management Studies, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Mäkelä, Kristiina	Aalto University School of Business, Dept of Management Studies, Finland; Aalto University School of Business, Finland	Paper Development Workshop: JIBS PDW, C: Session 2.1.8, P: Session 2.4.19
Mäkinen, Hanna	University of Turku, Finland	P: Session 2.1.17
Maloney, Mary	University of St. Thomas	P: Session 2.4.19
Manke, Birte Karoline	Leuphana University of Lüneburg, Germany	I: Session 2.3.4
Manning, Stephan	University of Boston, Massachusetts	C: Session 2.1.9
Manolopoulos, Dimitris	Athens University of Economics and Business	I: Session 2.3.2
Manresa-Marhuenda, Encarnación	University of Alicante, Spain	C: Session 1.4.14
Marco-Lajara, Bartolomé	University of Alicante, Spain	C: Session 1.3.9, C: Session 1.4.14, P: Session 1.1.17
Marinov, Marin Alexandrov	Aalborg University, Denmark	I: Session 2.1.6, P: Session 2.3.17, Poster Session 1.2
Marinova, Svetla	Aalborg University, Business and Management, Denmark; Aalborg University, Denmark	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.9, I: Session 2.1.6, P: Session 2.3.17
Marques Pinheiro, José Manuel	School of Economics, University of Coimbra, Coimbra	I: Session 2.4.3
Martin-Davila, Miguel	Colegio Universitario de Estudios Financieros CUNEF, Spain	C: Session 1.1.13
Martins, Francisco	Faculdade de Economia da Universidade do Porto	I: Session 1.1.3
Maseland, Robbert	University of Groningen, Netherlands, The	C: Session 2.3.9, P: Session 2.1.18

Author(s)	Organization(s)	Session
Mason, Liz Louise	University of Leeds, CIBUL, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 2.1.4
Masso, Jaan	University of Tartu, Estonia	Poster Session 1.2
MATARAZZO, MICHELA	Università degli Studi Guglielmo Marconi, Roma, Italy	I: Session 1.3.4
Mattsson, Lars-Gunnar	Stockholm School of Economics	Session 2.2.2
Maurer, Indre	Georg-August-University Goettingen, Germany	C: Session 2.3.10
Mayrhofer, Ulrike	IAE Lyon, Jean Moulin Lyon 3 University	I: Session 2.3.1, P: Session 1.1.17
McGuire, Steven	University of Sussex, United Kingdom	C: Session 1.3.13
Mees-Buss, Jacqueline	University of Sydney	Session 1.3.0
Mehouachi, Chahira	Institut Supérieur de Gestion, Paris	P: Session 2.3.18
Mehta, Aashna	Public Health Foundation of India, India	P: Session 2.1.17
Memar, Noushan	Mälardalen University, Sweden	Poster Session 1.2 Presenter
Mersland, Roy	University of Agder, Norway	Poster Session 1.2
Metz, Philipp	Dresden University of Technology	Paper Development Workshop: IBR PDW, I: Session 1.3.2, I: Session 2.3.1
Middermann, Laura Helen	University Duisburg-Essen, Germany	Doctoral Workshop: 5th EIBA Doctoral Symposium
Mihailova, Irina	Aalto University School of Business, Department of Management Studies, Finland; Aalto University School of Business, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 2.4.7, I: Session 2.3.5
Mills, Antoinette	The Case Centre	Exhibitors Day 1, Exhibitors Day 2, Exhibitors Day 3
Minbaeva, Dana	Copenhagen Business School, Department of Strategic Management and Globalization, Denmark; Copenhagen Business School	Paper Development Workshop: JIBS PDW, P: Session 2.4.19
Miranda Silva, Graça	Lisbon School of Economics and Management, Lisbon	I: Session 2.4.3
Mittelmeier, Jenna	Open University UK	I: Session 2.4.2
Mockaitis, Audra I.	Monash University, Australia	P: Session 1.3.18, P: Session 2.4.19
Moen, Oystein	Norwegian University of Science and Technology	I: Session 1.4.5
Mohamad, Zaki Adyzakrie	Birmingham City University, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium
Mohr, Alexander	WU Vienna, Austria; WU, Austria	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 2.1.10, Poster Session 1.2
Möltner, Hannah	University of Kassel, Germany	I: Session 2.1.3
Montenero, Vincent	University Paris-Dauphine	Poster Session 1.2
Monticelli, Jefferson Marlon	Universidade do Vale do Rio dos Sinos, Administration Post-Graduation Program, Brazil; University of Vale do Rio dos Sinos - Unisinos, Brazil	Doctoral Workshop: 5th EIBA Doctoral Symposium, Poster Session 1.2, Poster Session 1.2
Moon, Jon Jungbien	Korea University, Korea	I: Session 2.4.1
Moraes, Sergio Garrido	ESPM, Brazil	Poster Session 1.2
Moraes, Walter F. A.	UFPE, Brazil	I: Session 1.1.2
Moreira, Antonio Amaral	Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Brazil	Poster Session 1.2
Moreno-Menéndez, Ana M.	Universidad de Sevilla, Spain	C: Session 1.4.16
Morner, Michèle	German University of Administrative Sciences Speyer, Germany	I: Session 2.1.3
Morris, Zoe	Emerald	Exhibitors Day 1, Exhibitors Day 2, Exhibitors Day 3, Session 2.3.0
Morschett, Dirk	University of Fribourg/Switzerland, Chair for International Management, Switzerland; University of Fribourg/Switzerland, Switzerland	EIBA Board Meeting, C: Session 1.3.14, I: Session 2.4.4, P: Session 2.1.19, Poster Session 1.2
Mroczek-Dąbrowska, Katarzyna	Poznan University of Economics and Business, Poland	I: Session 1.4.5
Muhr, Sara Louise	Copenhagen Business School, Denmark	I: Session 2.3.4
Müller, Michael	RSM Erasmus University, the Netherlands	C: Session 1.3.10
Müllner, Jakob	WU Vienna, Austria	I: Session 1.3.1, P: Session 2.3.19

Author(s)	Organization(s)	Session
Mumford, Jonathan Van	University of Turku, Turku School of Economics, Finland	C: Session 2.1.14
Mustafa, Ghulam	Norwegian University of Science and Technology, Norway	Poster Session 1.2
Nagengast, Johan Christian Jurgen	University of Deggendorf	Poster Session 1.2
Nair, Sumitra	Monash University Malaysia, Malaysia	Poster Session 1.2
Nakayama, Atsuh	Tokyo Metropolitan University, Japan	C: Session 1.1.8
Narapareddy, Vi	University of Denver, United States of America	P: Session 1.4.18
Nardon, Luciara	Carleton University	P: Session 2.4.19
Narula, Rajneesh	University of Reading, UK	P: Session 1.1.17
Nascimento, Paulo T.	University of São Paulo, Brazil	I: Session 2.3.7
Nasher, Jack	Munich Business School, Germany	Poster Session 1.2
Nell, Phillip	WU Vienna, Austria	Poster Session 1.2
Nell, Phillip Christopher	Vienna University of Economics and Business, Austria	C: Session 2.1.12
Nesset, Erik	NTNU Ålesund, Norway	I: Session 1.3.4
Nevries, Pascal	University of Kassel, Germany	I: Session 2.1.3
Newbury, William	Florida International University, USA	I: Session 2.1.2, I: Session 2.4.1
Nguyen, Anh	Depocen, Vietnam	I: Session 1.1.4
Nguyen, Le Huu	University of Vaasa, Finland	I: Session 1.4.6, I: Session 2.1.5
Nguyen, Minh	Depocen, Vietnam	I: Session 1.1.4
Nguyen, Quyen	University of Reading, Henley Business School, United Kingdom; University of Reading, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.9, C: Session 2.3.16, C: Session 2.4.9
Nielsen, Ulrik B.	University of Southern Denmark, Denmark	Doctoral Workshop: 5th EIBA Doctoral Symposium
NIETO, MARIA JESUS	Carlos III University, Spain	C: Session 2.3.9
Nilsson, Amalia	Uppsala University, Business Studies, Sweden; Uppsala University, Sweden	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 1.3.3, I: Session 1.3.3
Noorderhaven, Niels	Tilburg University, Netherlands	I: Session 2.3.1
Novaes, Paulo Victor Gomes	Universidade Federal do Espírito Santo	I: Session 2.3.3
Nowak, Jan	IBD Business School, Warsaw, Poland	C: Session 1.1.10, Poster Session 1.2, Poster Session 1.2 Presenter
Nujen, Bella Belerivana	Molde University College, Specialized University in Logistics, Norway	Poster Session 1.2
Nummela, Niina	University of Turku, Turku School of Economics, Finland; University of Turku, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, EIBA Board Meeting, C: Session 1.4.10, C: Session 2.3.13, P: Session 2.1.19, Poster Session 1.2
O'Brien, Donal	Dublin City University, Ireland	Poster Session 1.2
O'Sullivan, Francine	Edward Elgar Publishing	Exhibitors Day 1
O'Sullivan, Francine	Edward Elgar Publishing	Exhibitors Day 2
O'Sullivan, Francine	Edward Elgar Publishing	Exhibitors Day 3
Obadia, Claude	ESCE (Ecole Supérieure du Commerce Extérieur), France	EIBA Board Meeting
Öberg, Christina	Örebro University, Sweden	I: Session 1.4.5
Obloj, Krzysztof	Kozminski University, Poland	Poster Session 1.2, Session 2.2.2
Oehmichen, Jana	Georg-August-University Goettingen, Germany	C: Session 2.4.10, I: Session 2.3.4
Oetzel, Jennifer	American University, USA	C: Session 1.3.8
Ogasavara, Mario Henrique	ESPM - Escola Superior de Propaganda e Marketing, Brazil; ESPM, Brazil	I: Session 1.1.4, Poster Session 1.2
Oh, Chang Hoon	Simon Fraser University, Canada; Beedie School of Business, Canada	C: Session 1.3.8, P: Session 1.1.18, P: Session 1.4.17, Session 2.4.0
Oh, Won-Yong	Haskayne School of Business, University of Calgary, Canada	C: Session 1.1.10
Oliveira, Renata B.	UFRPE, Brazil	I: Session 1.1.2
Oltra, Victor	University of Valencia, Spain	C: Session 1.4.16

Author(s)	Organization(s)	Session
Ong, Xander	Monash University	I: Session 2.4.1
Orban, Fabienne	HHL Leipzig Graduate School of Management, Leipzig, Germany	I: Session 1.1.6, Poster Session 1.2 Presenter
Ott, Ursula F.	Kingston University London, United Kingdom	I: Session 2.3.1
Outila, Virpi	Aalto University School of Business, Finland	C: Session 2.4.7
Oxelheim, Lars	Lund University, Sweden; University of Agder, Norway	C: Session 1.1.15, P: Session 2.3.19, P: Session 2.1.20, Session 2.2.2
Oyna, Stine	University of Agder	C: Session 1.4.13
Palmunen, Lauri-Matti	University of Turku, Turku School of Economics, Finland	I: Session 2.4.5
Paloniemi, Kaarlo	Oulu Business School, Finland	Poster Session 1.2
Pang, Siyue	NTNU Ålesund, Norway	I: Session 1.3.4
Panibratov, Andrei	SpBU, Russian Federation; Graduate School of Management, St. Petersburg State University, Russia	I: Session 2.1.4, P: Session 1.3.19, I: Session 2.3.6
Papaioannou, Stylianos	Mid Sweden University, Sweden	C: Session 1.4.12
Papanastopoulos, Georgios	University of Piraeus, Greece	I: Session 1.3.1
Papanastassiou, Marina	Middlesex University London, International Management and Innovation, Greece; Middlesex University, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.11, I: Session 2.1.4, Session 2.2.2
Parente, Rolando	Florida International University, United States of America	P: Session 1.4.18, EIBA Board Meeting, Poster Session 1.2
Park, Jeong-Yang	The University of Nottingham, United Kingdom	Poster Session 1.2
Park, Sang-Bum	Korea University, Korea, Republic of (South Korea)	I: Session 2.1.5
Parker, Andrew	Grenoble Ecole de Management, France	I: Session 2.3.6
Parment, Anders	Stockholm Business School, Sweden	Poster Session 1.2
Pascal, Daudi	University of Agder, Norway	Poster Session 1.2 Presenter
Pasquine, Mark	Norwegian University of Science and Technology, Norway	I: Session 1.3.4, Poster Session 1.2
Pasquini, Martina	IE University / IE Business School, Madrid Spain	C: Session 1.4.15
Patala, Samuli	SpBU, Russian Federation	Poster Session 1.2
Paunova, Minna	Copenhagen Business School	P: Session 2.4.19
Pauwels, Pieter	Universiteit Hasselt, Belgium	I: Session 2.4.6
Paz-Aparicio, Carmen	Universidad Carlos III de Madrid	Paper Development Workshop: JIBS PDW
Pearce, Robert	University of Reading, Henley Business School, United Kingdom; Reading University, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.11, I: Session 2.1.4
Pedersen, Torben	Bocconi University, Italy; Bocconi University, Dept of Management & Technology, Italy; Università Bocconi, Italy	C: Session 2.3.8, Poster Session 1.2, Session 2.4.0
Pedrosa, Rute	ISEG, Portugal	C: Session 2.3.14
Pehrsson, Anders	Linnaeus University, Sweden	C: Session 1.1.11
Peixoto, João	ISEG, Portugal	C: Session 2.3.14
Pelto, Elina	Turku School of Economics at University of Turku, Finland	C: Session 1.3.11
Pereira, Susana Carla Farias	Fundação Getúlio Vargas - FGV	Poster Session 1.2
Pereira, Vítor	Instituto Superior de Contabilidade e Administração de Lisboa, Instituto Politécnico de Lisboa and Instituto Universitário de Lisboa (ISCTE-IUL), BRU-IUL (UNIDE-IUL), Portugal	Poster Session 1.2
Perin, Marcelo Gattermann	PUCRS, Brazil	I: Session 1.3.5
Perri, Alessandra	Università Ca' Foscari Venezia, Italy	C: Session 2.4.15
Petersen, Bent	Copenhagen Business School, Denmark	C: Session 2.1.11, P: Session 1.3.17
Petersen, Nicolaj Hannesbo	University of Southern Denmark, Denmark	I: Session 1.4.5
Pham, T.S.Hanh	Sheffield Hallam University, United Kingdom	I: Session 1.1.4
Piaskowska, Dorota	University College Dublin, Ireland	EIBA Board Meeting, C: Session 1.4.9, Poster Session 1.2

Author(s)	Organization(s)	Session
Picard , pascal	IAE Réunion Island, France	C: Session 2.1.9
Pichardo , Caleb A.	INCAE Business School	I: Session 2.3.7
Piekkari , Rebecca	Aalto University School of Business, Department of Management Studies, Finland; Aalto University School of Business, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.14, C: Session 2.4.7, I: Session 1.4.3, Session 2.2.2
Pimentel , Marcio S.	UFRPE, Brazil	I: Session 1.1.2
Pinto , Luisa Helena	University of Porto, Portugal	Poster Session 1.2
Piscitello , Lucia	Politecnico di Milano, Dipartimento Ingegneria Gestionale, Italy; Politecnico di Milano, Italy	EIBA Board Meeting, Paper Development Workshop: JIBS PDW, P: Session 1.4.17, Poster Session 1.2, Poster Session 1.2, Poster Session 1.2, Session 2.2.2
Pitelis , Christos N.	Brunel University London, United Kingdom	Poster Session 1.2
Pla Barber , José	University of Valencia, Spain	EIBA Board Meeting, Poster Session 1.2
Pla-Barber , Jose	University of Valencia, Spain	Doctoral Workshop: 5th EIBA Doctoral Symposium
Plakoyiannaki , Emmanuella	Leeds University Business School, International Business, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 2.1.4
Poethke , Ute	TU Dortmund, Germany	C: Session 2.4.7
Poliner , Brian	Hilbert College, United States of America	Poster Session 1.2 Presenter
Pregernig , Ursula	WU Vienna, Austria	I: Session 2.4.2
Prime , Nathalie	ESCP Europe, France	I: Session 1.1.3
Puchmueller , Katharina	Johannes Kepler Universität Linz, Austria	C: Session 1.1.12
Puchmüller , Katharina	Johannes Kepler University Linz, Austria	Doctoral Workshop: 5th EIBA Doctoral Symposium
Puck , Jonas F.	WU Vienna, Institute for International Business, Austria; WU Vienna, Austria	EIBA Board Meeting, C: Session 1.1.15, I: Session 2.4.2, Session 2.3.0, C: Session 1.3.10
Puhr , Harald	WU Vienna, Austria	Poster Session 1.2 Presenter
Puig , Francisco	University of Valencia, Department of Management, Spain; University of Valencia, Spain	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.3.8, P: Session 1.1.17
Purkayastha , Anish	Indian Institute of Management Ahmedabad, India	C: Session 2.1.16
Purkayastha , Saptarshi	IIM Calcutta, India	C: Session 1.4.9
Puslecki , Lukasz	Poznan University of Economics and Business, Poland	P: Session 1.3.19
Putzhammer , Moritz	WU Vienna, Austria	I: Session 1.3.6, Poster Session 1.2
Quer , Diego	University of Alicante, Spain	I: Session 1.1.3, I: Session 1.4.1, I: Session 2.1.2
Quintana-Goyeneche , Jose Luis	Henley Business School, International Business and Strategy, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium
Raetze , Sebastian	TU Dresden, Germany	I: Session 1.1.6
Raitis , Johanna	Turku School of Economics, University of Turku, Finland	C: Session 1.4.10
Ral-Trebacz , Arkadiusz	Dresden University of Technology, Germany	C: Session 1.4.15
Ramirez , Andres	Aalto University School of Business, Finland; Bryant University, USA	I: Session 2.1.1
Rana , Mohammad B.	Aalborg University, Denmark	C: Session 1.3.9
Randoy , Trond	University of Agder, Norway	C: Session 1.1.15, P: Session 2.3.19, Poster Session 1.2
Rank , Olaf N.	University of Freiburg, Germany	C: Session 2.3.9
Raskovic , Matevz	University of Ljubljana, Slovenia	P: Session 1.3.19
Rasmussen , Erik Stavnsager	University of Southern Denmark, Denmark	I: Session 1.4.5
Rattalino , Francesco	ESCP Europe	Poster Session 1.2
Ray , Suparna	University of Exeter, U.K.	C: Session 1.4.9
Raziq , Muhammad Mustafa	COMSATS Institute of Information Technology, Islamabad, Pakistan., Pakistan	Poster Session 1.2
Reichstein-Scholz , Harriet	Alliance Manchester Business School	I: Session 1.3.3
Reijo , Luostarinen	Aalto University	Session 2.2.2
Reilly , Marty	Dublin City University, Ireland	C: Session 2.1.12

Author(s)	Organization(s)	Session
Reis, Germano Glufke	Fundação Getúlio Vargas, Brazil and PPGA/FMU, Brazil	Poster Session 1.2
RESCINITI, RICCARDO	Università degli Studi del Sannio, Benevento, Italy	I: Session 1.3.4
Reuber, Rebecca	University of Toronto, Rotman School of Management, Canada; University of Toronto, Canada	Paper Development Workshop: JIBS PDW, P: Session 2.4.17
Revuelto, Lorenzo	Universidad de Valencia, España	Poster Session 1.2
Řezanková, Hana	University of Economics in Prague	I: Session 1.4.4
Rhoden, Marisa Ignez	Federal University of Rio Grande do Sul, Brazil	Poster Session 1.2
Rialp, Alex	Universitat Autònoma de Barcelona, Spain	C: Session 2.1.11
Rialp, Josep	Autonomous University of Barcelona, Spain	Poster Session 1.2, C: Session 2.1.11
Ribeiro, Felipe	Pontifícia Universidade Católica do Rio de Janeiro, Brazil	Poster Session 1.2, Poster Session 1.2
Rice, Paula Maria	Norwegian University of Science and Technology, Norway	Poster Session 1.2
Richter, Ansgar	University of Liverpool Management School, UK	C: Session 2.4.10
Richter, Philipp Clemens	ESCP Europe, Germany	I: Session 1.4.6
Riddle, Liesl	George Washington University, USA	Poster Session 1.2
Rieder, Bernhard	Karlsruhe University of Applied Sciences, Germany	C: Session 2.4.16
Rienda, Laura	University of Alicante, Spain	I: Session 1.1.3, I: Session 1.4.1
Rienties, Bart	Open University UK	I: Session 2.4.2
Ritala, Paavo	SpBU, Russian Federation	Poster Session 1.2
Ritvala, Tiina	Aalto University School of Business, Department of Management Studies, Finland; Aalto University School of Business, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.14
RIVE, Jerome	IAE Lyon Magellan Université Jean Moulin, France	Poster Session 1.2 Presenter
Rocha, Thelma Valéria	ESPM - Escola Superior de Propaganda e Marketing, Brazil	I: Session 1.1.4
RODRIGUEZ, ALICIA	Carlos III University, Spain	C: Session 2.3.9
Rodriguez, Carlos Adrian	INCAE Business School	Session 1.3.0, C: Session 1.4.13
Rojec, Matija	University of Ljubljana	I: Session 2.3.3
Romanello, Rubina	University of Udine, Italy	I: Session 2.4.4
Romani, Laurence	stockholm school of Economics, Sweden; Centre for Advanced Studies in Leadership Stockholm School of Economics, Sweden	I: Session 1.4.3, I: Session 2.3.4, P: Session 1.3.18
Rosa, Mariana Barasuol da	University of Vale do Rio dos Sinos - Unisinos, Brazil	Poster Session 1.2
Rose, Elizabeth	University of Otago, New Zealand	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, I: Session 2.3.5, Poster Session 1.2
Rosendo-Rios, Verónica	Colegio Universitario de Estudios Financieros CUNEF, Spain	C: Session 1.1.13
Rossi, George	ESPM, Brazil	Poster Session 1.2
Rossi, George Bedinelli	ESPM - Escola Superior de Propaganda e Marketing, Brazil	I: Session 1.1.4
Rossmannek, Oliver	University of Freiburg, Germany	C: Session 2.3.9
Rózkiewicz, Małgorzata	Warsaw School of Economics, Poland	C: Session 2.3.8
Rotondi, Valentina	Politecnico di Milano, Italy	Poster Session 1.2
Rotsios, Konstantinos	University of Macedonia, Greece	Poster Session 1.2
Rowold, Jens	TU Dortmund, Germany	C: Session 2.4.7
Ruane, Frances	Economic and Social Research Institute, Ireland	P: Session 1.4.19
Rubens, Arthur	Florida Gulf Coast University, United States of America	I: Session 1.1.1
Ruigrok, Winfried	University of St. Gallen, St. Gallen, Switzerland	I: Session 1.1.6, Poster Session 1.2
Ruskowski, Ingrid	Universiteit Hasselt, Belgium	I: Session 2.4.6
RUVIDITCH, Ivan	Shanghai Normal University China	I: Session 2.1.3

Author(s)	Organization(s)	Session
Rwehumbiza , Deusdedit A.	University of Dar es Salaam, Tanzania	Poster Session 1.2
Ryan , Paul	Trinity College Dublin, Ireland	Poster Session 1.2
Rygh , Asmund	Alliance Manchester Business School, United Kingdom	C: Session 1.1.16
Saarenketo , Sami	Lappeenranta University of Technology, Finland	I: Session 1.4.4
Sabac , Florin	University of Alberta, Canada	I: Session 1.3.1
Sabbag , Zake	ESPM, Brazil	Poster Session 1.2
Safari , Arsalan	Qatar University, Qatar	I: Session 2.3.5
Safari , Aswo	Uppsala University, Sweden	I: Session 1.1.1
Saittakari , Iiris	Aalto University	Paper Development Workshop: IBR PDW, C: Session 2.4.9
Salcedo , Nestor U.	ESAN, Peru	Poster Session 1.2
Saleem , Salman	University of Vaasa, Finland	I: Session 1.1.7
Salmi , Asta	Lappeenranta University of Technology, Finland	P: Session 1.1.19
Sandberg , Susanne	Linnaeus University, School of Business and Economics, Sweden; Linnaeus University, Sweden	Doctoral Workshop: 5th EIBA Doctoral Symposium, Poster Session 1.2
Sandhu , Manjit	Monash University Malaysia, Malaysia	Poster Session 1.2
Sanna-Randaccio , Francesca	University of Rome	Session 2.2.2
SANNAJUST , Aurélie	University of Saint Etienne, France	I: Session 2.3.3
Santangelo , Grazia D.	University of Catania, Italy	Paper Development Workshop: JIBS PDW, C: Session 1.4.15, C: Session 2.4.15
Santos , João Carvalho	Polytechnic Institute of Leiria, Portugal	I: Session 1.1.3
Saraiva , Lucénio	Catolica Porto Business School – Universidade Católica Portuguesa	Poster Session 1.2
Sartor , Michael	Queen's University	Session 1.3.0
Sato , Kazuyo	Josai International University, Japan	Poster Session 1.2
Scalera , Vittoria Giada	Amsterdam Business School	Poster Session 1.2
Schaupp , Gretchen Lina	European Business College, Germany	Poster Session 1.2 Presenter
Scheuch , Ianina	TU Dresden, Germany	I: Session 1.1.6
Schlegelmilch , Bodo B.	WU Vienna, AT	P: Session 1.1.20
Schmeisser , Bjoern	WU Vienna University of Economics and Business, Austria	C: Session 1.3.16
Schmid , David	University of Fribourg/Switzerland, Switzerland	C: Session 1.3.14
Schmid , Stefan	ESCP Europe Business School Berlin, International Management and Strategic Management, Germany; ESCP Europe Business School Berlin, Germany	EIBA Board Meeting, C: Session 1.4.9, I: Session 1.1.6, Poster Session 1.2
Schmidt , Stefan	WU Vienna, Austria	I: Session 2.3.3
Schmitz , Marina	University of Goettingen, Germany	I: Session 1.4.3
Schmuck , Alice	Uppsala University, Sweden	Poster Session 1.2 Presenter, Poster Session 1.2 Presenter
Schneider , Manuel	Johannes Kepler University Linz, Institut für Handel, Absatz und Marketing, Germany; Johannes Kepler University Linz, Austria	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.16
Schoenung , Benjamin	WU Vienna, Austria	Poster Session 1.2
Schramm-Klein , Hanna	University of Siegen, Germany	C: Session 1.4.11
Schreiner , Lilian C.	University of São Paulo, Brazil	I: Session 2.3.7
Schu , Matthias	University of Froboung, Switzerland	P: Session 2.1.19, C: Session 1.4.11, I: Session 2.4.4
Schuh , Arnold	WU Vienna, Austria	FDW: Doing business in emerging markets with Desislava Dikova and Arnold Schuh
Schulte Steinberg , Adrian	The Boston Consulting Group GmbH, Germany	C: Session 2.1.12
Schuster , Tassilo	FAU Erlangen-Nürnberg, Germany	C: Session 2.1.8
Schweizer , Roger	School of Business, Economics and Law, University of Gothenburg, Sweden	I: Session 1.1.5, I: Session 1.3.3, I: Session 1.4.6
Schwens , Christian	Heinrich-Heine University Duesseldorf, Germany	C: Session 1.4.13, C: Session 2.3.14, C: Session 2.4.14, P: Session 2.1.19

Author(s)	Organization(s)	Session
Scott, Pamela Sharkey	National University of Ireland, Maynooth	Poster Session 1.2
Secches, Kogut Clarice	Instituto Coppead de Administração, Brazil	Doctoral Workshop: 5th EIBA Doctoral Symposium
Sedzinauskiene, Rimante	Kaunas University of Technology	Paper Development Workshop: JIBS PDW, I: Session 2.3.5
Sehnm, Simone	UNOESC, Brazil	Poster Session 1.2
Sehnm, Simone	Universidade do Sul de Santa Catarina, Brazil and Universidade do Oeste de Santa Catarina - Unoesc	Poster Session 1.2
Sekliuckiene, Jurgita	Kaunas University of Technology, Lithuania	I: Session 2.3.5
Selivanovskih, Louisa	Graduate school of management, St.Petersburg state university, Russian Federation	C: Session 2.3.14
Sels, Annabel T.H.	KULeuven, Belgium	I: Session 1.3.2
Sestu, Maria Cristina	University of Padova	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial
Setti, Andrea	University of Pavia, Italy	I: Session 1.1.7
Shakir, Farah Yasmine	IESE Business School, Spain	I: Session 1.1.1
Sharkey Scott, Pamela	National University of Ireland Maynooth	C: Session 2.1.12
Sharpe, Diana	Sheffield Hallam University, United Kingdom	I: Session 2.4.1
Sheng, Hsia Hua	EASP-FGV	C: Session 1.1.16
Shin, Jiyoun	Beedie School of Business, Simon Fraser University, Canada	I: Session 2.4.1
Shirodkar, Vikrant	University of Sussex, United Kingdom	C: Session 1.3.13, C: Session 2.3.10
Silva, Dirceu da	Uninove, Brazil; Unicamp, Brazil	I: Session 1.4.6
Silva, Eliciane Maria da	Fundação Getúlio Vargas, Brazil	Poster Session 1.2
Silva, Susana Costa e	Catolica Porto Business School – Universidade Católica Portuguesa	C: Session 1.4.12, I: Session 2.1.1, Poster Session 1.2
Simões, Vítor	ISEG	Session 2.2.2
Sinani, Evis	Copenhagen Business School, Department of International Economics and Management, Denmark; Copenhagen Business School, Denmark	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.1.11
Sinkovics, Noemi	The University of Manchester, Alliance Manchester Business School, United Kingdom	C: Session 1.4.8, I: Session 2.3.5
Sinkovics, Rudolf R.	Alliance Manchester Business School, United Kingdom; University of Manchester, UK	I: Session 2.3.5, P: Session 1.1.19
Sklavounos, Nikolaos	University of Macedonia, Greece	Poster Session 1.2
Slangen, Arjen	RSM Erasmus University, The Netherlands	Paper Development Workshop: JIBS PDW, C: Session 1.3.10, C: Session 2.1.16, Poster Session 1.2
Sleuwaegen, Leo	KU Leuven, Belgium	EIBA Board Meeting
Smale, Adam	Vaasa University, Finland	C: Session 2.1.8, I: Session 1.4.3
Sniazhko, Sniazhana {Anna}	University of Vaasa, Faculty of Business Studies, Management, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Soendergaard, Mikael	Aarhus University, Denmark	I: Session 1.1.1, I: Session 2.3.1
Solli-Sæther, Hans	Norwegian University of Science and Technology, Norway	C: Session 1.4.16, Poster Session 1.2
Sölvell, Örjan	Stockholm School of Economics	Session 2.2.2
Somsing, Autcharaporn	Montpellier University, France	C: Session 1.1.8
Sorensen, Olav Jull	Aalborg University, Denmark	C: Session 1.3.9
Souto, Jessica Moreira Maia	Federal University of Rio Grande do Sul, Brazil	Poster Session 1.2
Spigarelli, Francesca	University of Macerata	C: Session 1.1.9
Stahl, Günter K.	WU, Global Business and Trade, Austria; Vienna University of Economics and Business	Poster Session 1.2, Poster Session 1.2 Presenter
Staszko, Michal	Poznan University of Economics and Business, Poland	P: Session 1.3.19
Steel, Piers	University of Calgary, Canada	C: Session 2.3.11

Author(s)	Organization(s)	Session
Steinhauser, Vivian	PUC-Rio, Brazil	I: Session 2.1.1
Stenad, Dietmar	Fachhochschule Kaernten-Carinthia University of Applied Sciences, Villach, Austria	I: Session 1.3.2
Stocco, Giulia	WU Vienna, Austria	C: Session 1.1.15
Stone, Zita	Kent Business School, University of Kent, UK	C: Session 2.1.10
Stoyanova, Hristina	Sofia University St. Kliment Ohridski, Faculty of Economics and Business Administration, Bulgaria	Doctoral Workshop: 5th EIBA Doctoral Symposium
Strand, Øivind	NTNU Ålesund, Norway	I: Session 1.3.4
Strange, Roger	University of Sussex, Business & Management, United Kingdom; university of Sussex, UK	EIBA Board Meeting, Paper Development Workshop: IBR PDW, C: Session 2.4.16, P: Session 1.1.18, P: Session 1.3.17, P: Session 2.3.19, Poster Session 1.2, C: Session 2.1.15
Strebinger, Andreas	York University, Canada	C: Session 1.4.11
Strehlau, Vivian Iara	ESPM, Brazil	I: Session 2.4.6
Suleiman, Ezra	Princeton University, USA	I: Session 2.1.3
Sultan, Nabil	A'Sharqiyah University, Oman	Poster Session 1.2
Sumelius, Jennie	Universitz of Vaasa, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Sumelius, Jennie	Vaasa University, Finland	I: Session 1.4.3
Sundarakani, Balan	University of Wollongong in Dubai, United Arab Emirates	Poster Session 1.2
Susanne, Tietze	Keele University	I: Session 1.4.3
Sutter, Mariana Bassi	University of York; University of Sao Paulo, Brazil; ESPM, Brazil	Paper Development Workshop: IBR PDW, I: Session 1.4.6, I: Session 2.4.6
Suwannarat, Pornlapas	Maharakham University, Thailand	Poster Session 1.2 Presenter
Svetlicic, Marjan	UNIVERSITY OF LJUBLJANA	Session 2.2.2
Świerkocki, Janusz	University of Lodz, Poland	I: Session 2.1.2
Swoboda, Bernhard	Trier University, Germany	C: Session 1.1.13, I: Session 1.3.4
Symeou, Pavlos	Cyprus University of Technology, Cyprus	C: Session 2.4.12
szkudlarek, Betina	University of Sydney Business School	I: Session 1.4.3
Szymura-Tyc, Maja	University of Economics in Katowice, Poland	I: Session 2.4.3
Tallman, Stephen	University of Richmond, United States of America	I: Session 2.4.5
Tanganelli, David	Universitat Internacional de Catalunya, Spain	Poster Session 1.2
Tarba, Shlomo	University of Birmingham, United Kingdom	C: Session 2.4.8, C: Session 1.4.13
Tardios, Janja	King's College London, University of London, United Kingdom	I: Session 2.1.4
Tavares, Miguel	University of Porto - Faculty of Economics, Portugal	I: Session 1.4.1
Tavares-Lehmann, Ana Teresa	CEF.UP, FEP, U.Porto, Portugal	EIBA Board Meeting, P: Session 1.4.19
Taylor, Murray	Macquarie University, Australia	I: Session 1.3.5
Teplov, Roman	Lappeenranta University of Technology, Finland	P: Session 2.1.17
Tharyan, Rajesh	University of Exeter, U.K.	C: Session 1.4.9
Thomaz, Murilo M.	University of São Paulo, Brazil	I: Session 2.3.7
Tierean, Silviu Horia	Erasmus University Rotterdam, The Netherlands	C: Session 1.1.13, C: Session 1.3.14
Timo, Seppälä	Research Institute of the Finnish Economy	I: Session 1.1.2
Tippmann, Esther	University College Dublin, Ireland	I: Session 2.3.6
Tiwari, Sudip Kranti	Nord University Business School, Norway; Nord University, Norway	Doctoral Workshop: 5th EIBA Doctoral Symposium, Poster Session 1.2
Tomassen, Sverre	BI Norwegian Business School, Norway	C: Session 2.3.11
Ton-Nu, Nguyen	Vrije Universiteit Brussel, Belgium	C: Session 2.4.14
Ton-Nu, Nguyen Khoa	Vrije Universiteit Brussel (VUB), Business Department (BUSI), Belgium	Doctoral Workshop: 5th EIBA Doctoral Symposium, Paper Development Workshop: IBR PDW
Torkkeli, Lasse	Lappeenranta University of Technology, Finland	I: Session 1.1.5, I: Session 1.4.4

Author(s)	Organization(s)	Session
Torres, Miguel	University of Leeds, Leeds University Business School, United Kingdom; University of Leeds, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.3.13, C: Session 2.4.13, I: Session 1.4.1, I: Session 2.3.7
Torres, Rosalina	LINNAEUS UNIVERSITY	Paper Development Workshop: EIBA ECN PDW
Torres Preto, Miguel	School of Economics, University of Coimbra, Coimbra; IN+, Center for Innovation, Technology and Policy Research, Lisbon	I: Session 2.4.3
Torres-Ortega, Rosalina	Linnaeus University, Sweden	Poster Session 1.2 Presenter
Totten, Jeff	McNeese State University, United States of America	C: Session 2.1.7
Trapczynski, Piotr	Poznan University of Economics, Poland	C: Session 1.1.10
Trąpczyński, Piotr	Poznan University of Economics and Business, Poland	I: Session 1.4.5
Trapczynski, Piotr	Poznan University of Economics and Business, Poland	P: Session 1.3.19
Trąpczyński, Piotr	Poznan University of Economics and Business, Poland	P: Session 2.3.17
Trapczynski, Piotr	Poznan University of Economics, Poland	Poster Session 1.2
Trojanowski, Grzegorz	University of Exeter, U.K.	C: Session 1.4.9
Trojanowski, Mariusz	University of Warsaw	Poster Session 1.2, Poster Session 1.2
Tuomisalo, Teemu	Jyväskylä University School of Business and Economics, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Turcan, Romeo V.	Aalborg University, Denmark	Poster Session 1.2
Turolla, Frederico Araújo	ESPM, Brazil	Poster Session 1.2
Tuuli, Hakkarainen	Aalto University, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Úbeda-García, Mercedes	University of Alicante, Spain	C: Session 1.3.9, C: Session 1.4.14
Ummik, Kadi	University of Tartu, Estonia	I: Session 1.1.7
Urbaniak, Wojciech	University of Lodz, Poland	I: Session 2.1.2
Urzelai, Berrbizne	University of Mondragon, Spain	C: Session 1.3.8
Uusitalo, Olavi Herman	Holmark, Finland	I: Session 2.1.1
Uzhegova, Mariia	Lappeenranta University of Technology, LUT School of Business and Management, Finland; Lappeenranta University of Technology, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium, I: Session 1.1.5
Väättänen, Juha	Lappeenranta University of Technology, Finland	P: Session 2.1.17
Vaghely, Ivan-Pierre	Université du Québec à Trois-Rivières, Canada	I: Session 1.4.6
Vaiman, Vlad	California Lutheran University, USA	Session 2.4.0
VALAX, Marc	IAE Lyon Magellan Université Jean Moulin, France	Poster Session 1.2 Presenter
Valls, Jaume	University of Barcelona, Spain	P: Session 2.3.18
Van Beveren, Ilke	Statistics Netherlands (CBS), Netherlands	C: Session 2.4.15
van de Bunt, Sylvia	Vrije Universiteit Amsterdam, Netherlands, The	Poster Session 1.2
van der Straaten, Khadija	University of Amsterdam	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial, C: Session 1.3.13
van Riel, Cees	Erasmus University Rotterdam, The Netherlands	C: Session 1.1.13, C: Session 1.3.14
van Tulder, Rob	Erasmus University, Rotterdam School of Management, The Netherlands; RSM Erasmus University, The Netherlands	EIBA Board Meeting, Poster Session 1.2, Session 2.3.0
Vanninen, Heini	Lappeenranta University of Technology	Poster Session 1.2
Varma, Arup	University of Goettingen, Germany	C: Session 2.1.7
Velinov, Emil	University of Economics, Prague, Czech Republic	Poster Session 1.2
Vemuri, Sivaram	Charles Darwin University, Australia	C: Session 1.3.8
Verbeke, Alain	University of Calgary, Canada	C: Session 2.4.16, P: Session 1.1.18
Verbeke, Alain	University of Calgary, Strategy and Global Management, Canada	Session 1.4.0, Session 2.3.0
Veselova, Anna	Graduate school of management, St.Petersburg state university, Russian Federation	C: Session 2.3.14, Doctoral Workshop: 5th EIBA Doctoral Symposium
Vianna, Simone Cristina Gonçalves	Eniac, Brazil	Poster Session 1.2

Author(s)	Organization(s)	Session
Vilasboas Calixto , Cyntia	Fundação Getulio Vargas, Brazil	Poster Session 1.2 Presenter
Villar , Christina	University of Valencia, Spain	Doctoral Workshop: 5th EIBA Doctoral Symposium
Vincze , Zsuzsanna	University of Umeå, Sweden	C: Session 2.3.13, I: Session 1.1.7
Vissak , Tiia	University of Tartu, School of Economics and Business Administration, Estonia; University of Tartu, Estonia	Doctoral Workshop: 5th EIBA Doctoral Symposium, EIBA Board Meeting, I: Session 2.4.4, P: Session 2.3.17, Poster Session 1.2
Vlacic , Bozidar	University of Vigo, Spain	C: Session 1.4.14
Vodosek , Markus	German Graduate School of Management and Law	Poster Session 1.2 Presenter
Wach , Krzysztof	Cracow University of Economics, Poland	P: Session 1.3.19
Wackerbarth , Johannes	Halmstad University, Sweden	Poster Session 1.2
Wagner , Gerhard	University of Siegen, Germany	C: Session 1.4.11
Wagner , Marcus	Augsburg University, Germany	P: Session 1.1.18, P: Session 2.3.18
Wagner , Ralf	Universität Kassel	I: Session 2.4.4
Wang , Fatima	King's College London, United Kingdom	P: Session 2.1.17, Poster Session 1.2
Wang , Qiu	Birmingham City University, UK; Birmingham City University, Management, HR and Enterprise, United Kingdom	C: Session 1.1.8, Doctoral Workshop: 5th EIBA Doctoral Symposium
Wang , Yi	University of Vaasa, Finland	C: Session 2.3.13
Wang , Yi {Elizabeth}	University of Leeds, Leeds University Business School, United Kingdom	Doctoral Workshop: 5th EIBA Doctoral Symposium
Wang , Zhenxuan	University of Goettingen, Germany	Poster Session 1.2
Wang , Zhong	Hunan University, China	I: Session 2.3.7
Waranantakul , Warawut	Maharakham University, Thailand	Poster Session 1.2
Weber , Clarissa E.	Georg-August-University Goettingen, Germany	C: Session 2.3.10
Wechtler , Heidi	MacQuarie University, Sydney, Australia	C: Session 2.1.8
Weerden , Louise van	Saxion University of Applied Sciences, Netherlands, The	I: Session 2.1.1
WEGMANN , Gregory	University of Burgundy France	I: Session 2.1.3
Wei , Yingqi	University of Leeds, United Kingdom	I: Session 1.4.1
Wei , Ziyi	University of Sheffield, United Kingdom	C: Session 2.3.16
Weinstein , Marc	Florida International University, United States of America	P: Session 1.4.18
Weir , David	Northumbria University, UK	Poster Session 1.2
Weiss , Martin	University of Erlangen-Nürnberg, Germany	C: Session 1.3.10
Welch , Catherine	University of Sydney Business School, Australia; University of Sydney, Australia	Doctoral Workshop: 5th EIBA Doctoral Symposium, EIBA Board Meeting, FDW: Qualitative research methods workshop with Catherine Welch
Wernick , David Adam	Florida International University, United States of America	P: Session 1.4.18
Wiercinski , Szymon Andrzej	Kozminski University, Poland	Poster Session 1.2 Presenter
Wilken , Robert	ESCP Europe, France	I: Session 1.1.3
Williamson , Peter	University of Cambridge	C: Session 2.4.12
Winckler , Natália Carrão	Federal University of Rio Grande do Sul, Business School, Brazil	Doctoral Workshop: 5th EIBA Doctoral Symposium, Poster Session 1.2
Windsperger , Josef	University of Vienna, Austria	C: Session 1.1.10
Wirén , Milla	University of Turku School of Economics, International Business, Finland	Doctoral Workshop: 5th EIBA Doctoral Symposium
Woeran , Bruno	Merinova	P: Session 2.1.17
Wolf , Joachim	University of Kiel, Chair of Organization Theory and Design, Germany	Doctoral Workshop: 5th EIBA Doctoral Symposium, C: Session 1.3.16, Session 1.4.0
Wolff , Michael	Georg-August-University Goettingen, Germany	I: Session 2.3.4
Wolniak , Radoslaw	University of Warsaw, Poland	C: Session 1.1.10
Wrede , Michaela	HHL Leipzig Graduate School of Management, Germany	Poster Session 1.2 Presenter
Wührer , Gerhard A.	Johannes Kepler University, Austria	Poster Session 1.2

Author(s)	Organization(s)	Session
Xiao He , Cici	University of Otago, New Zealand	I: Session 2.4.4
Xu Bryn , Ran	NTNU Ålesund, Norway	I: Session 1.3.4
Yadamsuren , Otgonsuren	National University of Mongolia, Mongolia	Poster Session 1.2
Yamao , Sachiko	University of Melbourne, Australia	I: Session 1.4.3
Yamin , Mo	Alliance Manchester Business School	I: Session 1.3.3
Yang , Man	University of Vaasa, Finland	I: Session 1.1.7, I: Session 2.1.6
Yang , Yong	University of Sussex	C: Session 2.4.9
Yehezkel , Orly	Tel Aviv University, Israel	EIBA Board Meeting
Yildiz , Harun Emre	Uppsala University	P: Session 2.1.18, Poster Session 1.2 Presenter
Yu , Abraham S.	University of São Paulo, Brazil	I: Session 2.3.7
Yuksel , Ulku	The University of Sydney, Australia	Poster Session 1.2 Presenter
Zagelmeyer , Stefan	University of Manchester, United Kingdom	I: Session 2.1.3
Zahra , Shaker	University of Minnesota	C: Session 1.3.15
Zahradnik , Georg	AIT Austrian Institute of Technology, Austria	Poster Session 1.2
Zaman , Salma	Rutgers, United States of America	Poster Session 1.2
Zander , Lena	Uppsala University, Department of Business Studies, Sweden; Uppsala University, Sweden	EIBA Board Meeting, P: Session 1.3.18, P: Session 2.4.19, Poster Session 1.2
Zdziarski , Michał	University of Warsaw, Poland	Poster Session 1.2
Zellmer-Bruhn , Mary	University of Minnesota	P: Session 2.4.19
Zen , Aurora Carneiro	Federal University of Rio Grande do Sul, Brazil	Poster Session 1.2 Presenter, Poster Session 1.2 Presenter
Zeng , Rong	University of Calgary, Canada; Shanghai International Studies University, China	C: Session 2.3.11, C: Session 2.4.8
Zettinig , Peter	Turku School of Economics University of Turku, Finland	P: Session 1.3.18, C: Session 2.1.14, C: Session 2.3.13, I: Session 2.4.5, Poster Session 1.2
Zhan , James	UNCTAD, Division on Investment, Technology and Enterprise Development	P: Session 1.4.19
Zhang , Feng	Nankai University, China	I: Session 2.3.5
Zhang , Haina	Lancaster University, United Kingdom	I: Session 1.1.2, I: Session 2.3.5
Zhang , Jianhong	Nyenrode Business Universiteit, the Netherlands	C: Session 1.3.11
Zhang , Kate Yue	American University of Paris	I: Session 2.4.2
Zhang , Mingqiong Mike	Monash University, Australia	I: Session 1.3.2
Zhang , Si	University of the Chinese Academy of Science, China	I: Session 2.1.4
Zhang , Xiaotian	University of Southern Denmark, University of Oulu	I: Session 2.4.4
Zhao , Shasha	Middlesex University	Paper Development Workshop: EIBA ECN PDW, C: Session 1.1.11, I: Session 2.1.4
Zhao , Yichun	Osaka city university, Japan	Poster Session 1.2 Presenter
Zhong , Yifan	Monash University, Australia	I: Session 1.3.2
Zhu , Cherrie Jiuhoa	Monash University, Australia	I: Session 1.3.2
Zhu , Judith Shuqin	The University of Newcastle, Australia	I: Session 1.1.6
Zilinskaite , Milda	Vienna University of Economics and Business, Austria	Poster Session 1.2 Presenter
Zilja , Fladina	BI Norwegian Business School	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial
Zimmermann , Angelika	Loughborough University	P: Session 2.4.19
Zipper , Viktoriya	WU Wien - Vienna University of Economics and Business, Austria	Poster Session 1.2 Presenter
Zobel , Nina	University of St. Gallen, Switzerland	C: Session 2.1.12
Zucchella , Antonella	University of Pavia, Italy	C: Session 1.4.11, C: Session 1.4.8, P: Session 1.1.17, P: Session 2.1.19
Zucchella , Antonella	University of Pavia, Department of Management, Italy; university of Pavia, italy	Doctoral Workshop: 5th EIBA Doctoral Symposium, Paper Development Workshop: IBR PDW, C: Session 2.4.16, I: Session 2.3.5, P: Session 1.3.17
Zulauf , Katrin	Universität Kassel	I: Session 2.4.4

Author(s)	Organization(s)	Session
Zyglidopoulos, Stelios	Glasgow University	C: Session 2.4.12
Øyna, Stine	University of Adger	Doctoral Workshop: 30th EIBA EIASM John H. Dunning Doctoral Tutorial