



Proceedings of
the European International Business Academy
48th Annual Conference
“Walking the talk? Transitioning towards a sustainable world”
Oslo, Norway
December 8-10, 2022

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Walking the talk? Transitioning towards a sustainable world

Across the globe concerns escalate about the effects of greenhouse gas emissions on global climate conditions, implications on global trade from pandemics, and the destruction of ecosystems from the exploitation of limited and non-replaceable global resources. Politicians and businesses alike agree that something must be done, the question is what, how, and when? What should firms do to reduce their carbon footprint while continuing to secure jobs and profit? How can actors reduce waste and secure a better use and reapplication of resources to protect the sustainability of ecosystems, and when should firms make decisions to transform their businesses given the uncertainty of markets as well as the lack of clear guidance from global institutions? In this conference we ask: Are we walking the talk? What questions should be raised and researched to guide societies towards a sustainable economy? How can international businesses facilitate rather than impede this change?

Key Dates

April 1, 2022	Submission opens
July 15, 2022	Submission deadline for papers (competitive interactive) and panel proposals
September 1, 2022	Submission deadline for doctoral events
September 7, 2022	Registration opens
September 15, 2022	Decision notifications
September 20, 2022	Submission deadline for posters and paper development workshops
October 14, 2022	Early-bird registration deadline
December 8-10, 2022	EIBA 2022 Oslo Conference

Organizing Committee

- **Birgitte Grøgaard (Chair)**, BI Norwegian Business School
- **Ilan Alon (Co-chair)**, University of Agder
- **Linda Rademaker**, BI Norwegian Business School
- **Helene Loe Colman**, BI Norwegian Business School
- **Randi Lunnan**, BI Norwegian Business School
- **Ulf Andersson**, BI Norwegian Business School
- **Anne Zimarseth Lenæs**, BI Norwegian Business School
- **Fredrik Kilde**, BI Norwegian Business School
- **Miriam Høgseth Joakimsen**, University of Agder
- **Nadia Phailinwadee Dietrichson**, BI Norwegian Business School

The local organizing committee thanks the Norwegian Research Council for its financial support

Conference Tracks & Track Chairs

1. **Walking the Talk? Transitioning towards a sustainable world**
Gabriel R.G. Benito, BI Norwegian Business School, Norway
2. **M&As and Alliances**
Helene L. Colman, BI Norwegian Business School, Norway
Arjen Slangen, KU Leuven, Belgium
3. **Global Strategy in a Transitioning World**
Mirko Berniske, Erasmus University, Netherlands
Randi Lunnan, BI Norwegian Business School, Norway
4. **Managing the MNE**
Renate Kratochvil, BI Norwegian Business School, Norway
Sverre Thomassen, BI Norwegian Business School, Norway
5. **International Marketing**
Gro Alteren, University of Tromsø, Norway
Niina Nummela, University of Turku, Finland
6. **Knowledge, Innovation, Technology and Digitalization**
Linda Rademaker, BI Norwegian Business School, Norway
Hans Solli-Sæter, Norwegian University of Science and Technology, Norway
7. **Institutions, Policy, and Economic Geography**
Gilbert Adarkwah, BI Norwegian Business School, Norway
Paul Gooderham, Norwegian School of Economics, Norway; Middlesex University, United Kingdom
8. **Emerging Markets**
Marcus Møller Larsen, Copenhagen Business School, Denmark; BI Norwegian Business School, Norway
Shasha Zhao, University of Surrey, United Kingdom
9. **Using History in International Business**
Rolv Petter Amdam, BI Norwegian Business School, Norway
Teresa da Silva Lopes, University of York, United Kingdom
10. **SMEs and International Entrepreneurship**
Emilia Rovira Nordman, Mälardalen University, Sweden
Sheryl Winston Smith, BI Norwegian Business School, Norway
11. **International HRM**
Ingmar Björkman, Aalto University, Finland; BI Norwegian Business School, Norway
Günter K. Stahl, WU, Austria
12. **International Finance, Accounting & Corporate governance**
Konstantinos Bozos, Leeds University, United Kingdom
Trond Randøy, University of Agder, Norway; Copenhagen Business School, Denmark
13. **Methods in International Business**
Ulf Andersson, Mälardalen University, Sweden; BI Norwegian Business School, Norway
Bo B. Nielsen, The University of Sydney, Australia; Copenhagen Business School, Denmark
14. **Innovations in international business teaching**
Ronaldo Parente, Florida International University, USA

Awards presented at the General Assembly

- EIBA Conference Tracks Best Paper Awards
 - Track 1: Walking the Talk? Transitioning towards a sustainable world
IGOs and the impact of institutional and economic integration on Corporate Social Performance: Evidence from the European Union
Elizabeth Moore, Northeastern University; Kristin Brandl, University of Victoria; Larissa Marchioro Pacheco, Northeastern University; Luis Dau, Northeastern University
 - Track 2: M&As and Alliances
Formal versus informal institutions and the competitive impact of mergers and acquisitions
Dimitrija Kalanoski, University of Manchester-Alliance Manchester Business School; Francesco Cappa, Campus Bio-medico University Rome; Michele Pinelli, Centre for Family Business Management Free University of Bozen-Bolzano, Bolzano; Jean-Philippe Bonardi, University of Lausanne – HEC
 - Track 3: Global Strategy in a Transitioning World
Two heads are better than one: Determinants of MNC's headquarters disaggregation in the home region
Ana Botella-Andreu, Universitat de Valencia; Katuscia Lavoratori, Henley Business School, University of Reading
 - Track 4: Managing the MNC
Distinctive resources for surviving in complex structures: An agency perspective
Ana Botella-Andreu, Universitat de Valencia; Jose Pla-Barber, Universitat de Valencia; Christina Villar, Universitat de Valencia
 - Track 5: International Marketing
The effects of luxury democratization across globalized and globalizing countries
Paurav Shukla, University of Southampton; Veronica Rosendo-Rios, Colegio Universitario de Estudios Financieros – CUNEF; Sangeeta Trott, ITM Business School; Jing (Daisy) Lyu, University of Southampton; Dina Khalifa, University of Cambridge
 - Track 6: Knowledge, Innovation, Technology, and Digitalization
Cross-border intrafirm R&D collaboration for knowledge appropriation: Codified and complex technologies
Rene Belderbos, KU Leuven & UNU-Merit; Joseph Park, Neoma Business School; Bart Leten, KU Leuven & Hasselt University; Grazia Santangelo, Copenhagen Business School
 - Track 7: Institutions, Policy, and Economic Geography
A contextualized explanation of firm nonmarket strategies in a conflict active zone: The case of Lafarge cement Syria
Nathalie Belhoste, EM Lyon; Anna Dimitrova, ESSCA School of Management
 - Track 8: Emerging Markets
Springboard trajectories of Chinese MNEs
Juan Wu, University of Fribourg; Daojuan Wang, Aalborg University; Dirk Morschett, University of Fribourg
 - Track 9: Using History in International Business
Multinational enterprises nonmarket strategy: A view from history
Marcelo Bucheli, University of Illinois at Urbana-Champaign; Thomas DeBerge, University of Illinois at Urbana-Champaign
 - Track 10: SMEs and International Entrepreneurship
Export-financial effects of digital capability developments in SMEs: Why immigrant ownership matters
Horatio Morgan, University of Waterloo; Sui Sui, Toronto Metropolitan University

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- Track 11: People Management across Borders, Global Leadership, and International Teams
Identities under threat: Identity work of skilled migrants in Japan-based multinational corporations
Jinju Xie, Hiroshima University; Vesa Peltokorpi, Hiroshima University
- Track 12: International Finance, Accounting & Corporate governance
Electing to defer: Political real options and project investment financing around the world
Harald Pühr, University of Innsbruck; Paul M. Vaaler, University of Minnesota; Thomas Lindner, University of Innsbruck & WU Vienna
- Track 13: Methods in International Business
Understanding internationalization patterns
Leah Madita Fischer, University of Innsbruck; Thomas Lindner, University of Innsbruck & WU Vienna; Harald Pühr, University of Innsbruck
- Track 14: Innovations in international business teaching
The contribution of X culture academy to the development of career ready international business workforce: What do we know, how do we know, and where should we be heading?
Sachin Kumar Raut, Fortune Institute of International Business & University of Agder
- EIBA Best Reviewer Award
Harun Emre Yildiz
Mälardalen University, Sweden
- Lazaridis Institute Best Paper Award for International Entrepreneurship
Export-financial effects of digital capability developments in SMEs: Why immigrant ownership matters
Horatio Morgan, University of Waterloo; Sui Sui, Toronto Metropolitan University
- GSJ Global Strategy Research Prize
Electing to defer: Political real options and project investment financing around the world
Harald Pühr, University of Innsbruck; Paul M. Vaaler, University of Minnesota; Thomas Lindner, University of Innsbruck & WU Vienna

Awards presented at the Gala Dinner

- Copenhagen Business School Prize
Two heads are better than one: Determinants of MNC's headquarters disaggregation in the home region
Ana Botella-Andreu, Universitat de Valencia; Katiusia Lavoratori, Henley Business School, University of Reading
- IBR Best Journal Paper of the Year Award
Dana Minbaeva, Maral Muratbekova-Touron, Dilek Zamantili Nayir & Solon Moreira
'Individual responses to competing institutional logics in emerging markets'
IBR, 30(4), 101778.
- John H. Dunning Best Doctoral Thesis Proposal in IB Award
Foreign Direct Investment Location Choice: A Matching Perspective
Laurenz Tinhof, WU Vienna, Austria

- Danny Van Den Bulcke Best Paper Prize
Formal Versus Informal Institutions and the Competitive Impact of Mergers and Acquisitions
Dimitrija Kalanoski, University of Manchester-Alliance Manchester Business School;
Francesco Cappa, Campus Bio-medico University Rome; Michele Pinelli, Centre for Family
Business Management Free University of Bozen-Bolzano, Bolzano; Jean-Philippe Bonardi,
University of Lausanne – HEC

Conference Program Overview

Thursday Dec 8

- Pre-conference activities
- Opening plenary
- Opening reception

Friday Dec 9

- Parallel sessions
- Poster session
- EIBA Fellows Plenary
- Fellows Meeting
- Women in IB research network workshop
- Meet the editors panel

Saturday Dec 10

- Parallel sessions
- Poster session
- EIBA General Assembly with awards
- PIBR Semi-plenary session book launch
- Meet the editors panel
- Gala Dinner and Awards

Sunday Dec 11

- Methods workshops

Pre-conference activities on Thursday December 8

Morning

- John H. Dunning Doctoral Tutorial
- IBR Professional Development Workshop
- JIBS Paper Development Workshop
- JIBP Professional Development Workshop
- EIBA Early Career Network Paper Development Workshop

Afternoon

- John H. Dunning Doctoral Tutorial
- Danny Van Den Bulcke Doctoral Symposium
- EJIM Paper Development Workshop
- EIBA Board Meeting
- New Member Meet & Greet

Other activities

- PIBR Book launch
- Fellows Plenary and Meeting
- Women in IB research network workshop
- EIBA General Assembly 2022
- Social networking events
- Meet the editor panels
- Methods workshops (Sunday Dec. 11)

EIBA 2022 Conference Proceedings

Date: Thursday, 08/Dec/2022	
8:00am - 5:30pm	Conference Registration
8:30am - 12:30pm	JIBP PDW: JIBP Professional Development Workshop
A2-090	Location: A2-090 Session Chair: Sarianna Lundan , University of Bremen, Germany Session Chair: Ari Van Assche , HEC Montreal, Canada By invitation only
8:30am - 5:00pm	JHD-DT: John H. Dunning Doctoral Tutorial in International Business
A2-080	Location: A2-080 Session Chair: Jean-Francois Hennart , Tilburg University, Netherlands; Politecnico di Milano, Italy; Aalborg University, Denmark, Netherlands, The Session Chair: Bent Petersen , Copenhagen Business School, Denmark Session Chair: Timothy Devinney , University of Manchester, United Kingdom Session Chair: Beth Rose , Indian Institute of Management, Udaipur, India Session Chair: Vitor Corado Simões , ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon, Portugal By invitation only
9:00am - 1:00pm	EIBA ECN PDW: 8th EIBA Early Career Network Paper Development Workshop
A2-005	Location: A2-005 Session Chair: Bozidar Vlacic , Universidade Católica Portuguesa, Portugal Session Chair: Tilo Halaszovich , Jacobs University Bremen, Germany By invitation only
10:00am - 12:00pm	IBR PDW: IBR Professional Development Workshop
A2-030	Location: A2-030 Session Chair: Roger Strange , University of Sussex, United Kingdom By invitation only
10:00am - 12:30pm	JIBS PDW: JIBS Paper Development Workshop
A2-070 & A2-035	Location: A2-070 & A2-035 Session Chair: Becky Reuber , University of Toronto, Canada Session Chair: Vittoria Scalera , University of Amsterdam, Netherlands, The By invitation only
12:00pm - 1:30pm	Pre-conference Lunch: Lunch. Only for Pre-conference events participants
A2 executive area	Location: A2 executive area
2:00pm - 4:30pm	EJIM PDW: EJIM Paper Development Workshop for the Special Issue on "Blockchain in International Business - Embracing the Socio-Technical Transformation"
A2-060	Location: A2-060 Session Chair: Ausrine Silenskyte , University of Vaasa, Finland By invitation only
2:00pm - 5:00pm	Board Meeting: Annual Board Meeting
C2-005	Location: C2-005 Session Chair: Lucia Piscitello , Politecnico di Milano, Italy Session Chair: Jonas Puck , WU Vienna, Austria
2:00pm - 5:00pm	DVDB Symposium (1): 11th Danny Van Den Bulcke Doctoral Symposium in International Business
A2-070 & A2-035	Location: A2-070 & A2-035 Session Chair: Marina Papanastassiou , Carnegie Mellon University -Qatar, United Kingdom Session Chair: Emmanuella Plakoyiannaki , University of Vienna, Austria By invitation only
5:15pm - 5:45pm	Reception: New Member Meet and Greet
C1-mingle area	Location: C1-mingle area
6:30pm - 8:00pm	Opening Plenary: Walking the Talk? Transitioning Towards a Sustainable World
A1-040	Location: A1-040 Session Chair: Birgitte Grøgaard , BI Norwegian Business School, Norway
8:00pm - 10:00pm	Opening Reception: Opening Reception
between the A- and D-block	Location: between the A- and D-block
Date: Friday, 09/Dec/2022	
8:00am - 5:00pm	Conference Registration
8:30am - 10:00am	C1.1.01: Development Issues
B2-010	Location: B2-010 Session Chair: Martina Barbaglia , Politecnico di Milano, Italy

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8:30am - 10:00am	C1.1.02: Managerial and Firm Capabilities
B2-030	Location: B2-030 Session Chair: Michael Mueller , Copenhagen Business School, Denmark
8:30am - 10:00am	C1.1.03: Nonmarket Strategies
B2-040	Location: B2-040 Session Chair: Roman Barwinski , University of Bristol, United Kingdom
8:30am - 10:00am	C1.1.04: INV and SME Resilience in Turbulent Times
B2-060	Location: B2-060 Session Chair: Per Servais , Linneaus University, School of Business and Economics, Sweden
8:30am - 10:00am	I1.1.01: Pre-deal and Post-deal Challenges in Cross-border Acquisitions
A2-005	Location: A2-005 Session Chair: Pia Paulina Junni , Hanken School of Economics, Finland
8:30am - 10:00am	I1.1.02: Managing in the MNC
A2-010	Location: A2-010 Session Chair: Maria Cristina Sestu , Groningen University, Italy
8:30am - 10:00am	I1.1.03: Culture & Country-of-origin
A2-060	Location: A2-060 Session Chair: Marzanna Katarzyna Witek-Hajduk , SGH Warsaw School of Economics, Poland
8:30am - 10:00am	I1.1.04: Knowledge Sharing and Management
A2-035	Location: A2-035 Session Chair: Cuiling JIANG , Kedge Business School, France
8:30am - 10:00am	I1.1.05: Strategies In and Out of Emerging Markets
A2-050	Location: A2-050 Session Chair: Michael W. Hansen , CBS, Denmark
8:30am - 10:00am	I1.1.06: Institutional Context and Capability Development
A2-059	Location: A2-059 Session Chair: Paul Gooderham , NHH Norwegian School of Economics, Norway
8:30am - 10:00am	I1.1.07: Culture, Learning and Innovation in the International Development of SMEs and Entrepreneurial Firms
A2-020	Location: A2-020 Session Chair: Richard Glavee-Geo , NTNU-Norwegian University of Science and Technology, Norway
8:30am - 10:00am	P1.1.01: International Business Theory, Business History and Sources
C2-060	Location: C2-060 Session Chair: Gabriel R.G. Benito , BI Norwegian Business School, Norway
8:30am - 10:00am	P1.1.02: Towards a Sustainable and Circular Reconfiguration of Global Production Networks and Value Chains
C2-080	Location: C2-080 Session Chair: Lucia Piscitello , Politecnico di Milano, Italy
10:00am - 10:30am	Coffee 1 Dec 9: Coffee Break
10:30am - 12:00pm	C1.2.01: Measurement of Internationalization
B2-010	Location: B2-010 Session Chair: Harun Emre Yildiz , Mälardalen University, Sweden
10:30am - 12:00pm	C1.2.03: Diversification and Divestments
B2-030	Location: B2-030 Session Chair: Lucia Piscitello , Politecnico di Milano, Italy
10:30am - 12:00pm	C1.2.04: AI and the MNE
B2-040	Location: B2-040 Session Chair: Philipp Gruenwald , Vienna University of Economics and Business, Austria
10:30am - 12:00pm	C1.2.05: Institutions & Internationalization Strategies
B2-060	Location: B2-060 Session Chair: Eliane Choquette , Aarhus University, Denmark
10:30am - 12:00pm	C1.2.06: EMNEs and the Institutional Effects
C2-060	Location: C2-060 Session Chair: Renfei Gao , University of Manchester, United Kingdom
10:30am - 12:00pm	C1.2.07: Influence of Institutional Configurations, Ecosystems and Networks on SMEs and Internationally Entrepreneurial Firms
A2-090	Location: A2-090 Session Chair: Stephan Gerschewski , Heriot-Watt University, United Kingdom
10:30am - 12:00pm	C1.2.08: Global Mobility
A2-070	Location: A2-070 Session Chair: Ivar Padrón-Hernández , Hitotsubashi University, Japan

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10:30am - 12:00pm	I1.2.01: Global Strategy in Context
A2-005	Location: A2-005 Session Chair: Pamela Sharkey Scott , DCU, Ireland
10:30am - 12:00pm	I1.2.02: Speed, Flexibility, Growth and Performance in Small and Entrepreneurial Firms
A2-010	Location: A2-010 Session Chair: Johannes Kleinhempel , Copenhagen Business School, Denmark
10:30am - 12:00pm	I1.2.03: Opportunities & Success Factors in Higher Education Institutions
A2-060	Location: A2-060 Session Chair: Sachin Kumar Raut , Fortune Institute of International Business, New Delhi, India and University of Agder, Norway
10:30am - 12:00pm	I1.2.04: Perspectives on International Alliances
A2-035	Location: A2-035 Session Chair: Guus Hendriks , University of Amsterdam, Netherlands, The
10:30am - 12:00pm	P1.2.01: Walking the Talk in Cities: How International Business Can Help to Build Sustainable Cities of the Future
A2-030	Location: A2-030 Session Chair: Tiina Ritvala , Aalto University School of Business, Finland Session Chair: Iiris Saittakari , Aalto University, Finland
10:30am - 12:00pm	P1.2.02: Talking the Walk: A Perspective of the EIBA Conferences in Oslo
A2-020	Location: A2-020 Session Chair: Vitor Corado Simões , ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon, Portugal
12:00pm - 1:30pm	Fellows Meeting: Fellows Meeting
A2-080	Location: A2-080 Session Chair: Sarianna Lundan , University of Bremen, Germany
12:00pm - 1:30pm between the A- and D-block	Lunch Friday: Lunch Location: between the A- and D-block
12:30pm - 1:30pm D-block alley	Posters 1: Poster Session 1 Location: D-block alley
1:30pm - 3:00pm A2-030 & A1-030	P1.3.01: EIBA Fellows Plenary: Global Upheaval at the Doorstep Location: A2-030 & A1-030 Session Chair: Timothy Devinney , University of Manchester, United Kingdom
3:30pm - 5:00pm B2-010	C1.4.01: Towards Sustainable and Resilient Value Chains Location: B2-010 Session Chair: Tina Ambos , University of Geneva, Switzerland
3:30pm - 5:00pm B2-030	C1.4.02: Collaboration and Innovation Location: B2-030 Session Chair: Jill Josefina Juergensen , Henley Business School, University of Reading, United Kingdom
3:30pm - 5:00pm B2-040	C1.4.03: International Business Strategies: An Historical Perspective Location: B2-040 Session Chair: Rolv Petter Amdam , BI Norwegian Business School, Norway
3:30pm - 5:00pm B2-060	C1.4.04: International Sales, Growth and Performance in Small and Entrepreneurial Firms Location: B2-060 Session Chair: Antonio Majocchi , Luiss University, Italy
3:30pm - 5:00pm C2-080	C1.4.05: Knowledge & Innovation in International Business Teaching Location: C2-080 Session Chair: Emil Velinov , SKODA AUTO University, Czech Republic
3:30pm - 5:00pm A2-005	I1.4.01: Cultural Intelligence and Culture Learning Location: A2-005 Session Chair: Mikael Søndergaard , Aarhus BSS, Denmark
3:30pm - 5:00pm A2-010	I1.4.02: International Corporate Governance Location: A2-010 Session Chair: Bruce Hearn , University of Bradford, United Kingdom
3:30pm - 5:00pm A2-060	I1.4.03: Firms and the Natural Environment Location: A2-060 Session Chair: Zibang Chen , The University of Manchester, United Kingdom
3:30pm - 5:00pm A2-035	I1.4.04: New IB Perspectives on Emerging Markets Location: A2-035 Session Chair: Fahim Anwar , Norwegian University of Science and Technology, Norway
3:30pm - 5:00pm	

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A2-030	P1.4.01: Challenges and Opportunities for Involving GVCs in MNE Sustainability Efforts Location: A2-030 Session Chair: John Raymond Dilyard , St. Francis College, United States of America
3:30pm - 5:00pm	P1.4.02: Methodological Benefits of Importing Conceptual Paradigms: IB as Translation Location: A2-020 Session Chair: Rebecca Piekkari , Aalto University School of Business, Finland Session Chair: DOROTHY ELEANOR WESTNEY , MIT, Canada
A2-020	
3:30pm - 5:00pm	P1.4.03: Reconfiguration of Business Models and Ecosystems: Decoupling and Resilience Location: A2-070 Session Chair: Svetla Marinova , Aalborg University, Denmark Session Chair: Marin Marinov , Aalborg University, Denmark
A2-070	
3:30pm - 5:00pm	P1.4.05: Blockchain Technology as a Transitional Tool Towards Sustainable Futures? Location: A2-080 Session Chair: Rudolf Sinkovics , University of Glasgow, United Kingdom
A2-080	
5:00pm - 5:30pm	Coffee 2 Dec 9: Coffee Break
5:30pm - 7:00pm	C1.5.01: Dynamics and Resource Commitment in the MNC Location: B2-010 Session Chair: Ed Gillmore , Jonkoping international Business School, Sweden
B2-010	
5:30pm - 7:00pm	C1.5.02: Digitalization and Technological Innovativeness in Small and Entrepreneurial Firms Location: B2-030 Session Chair: Sui Sui , Toronto Metropolitan University, Canada
B2-030	
5:30pm - 7:00pm	C1.5.03: Digitalisation and the Sharing Economy Location: B2-040 Session Chair: Ulrike Mayrhofer , Université Côte d'Azur, France
B2-040	
5:30pm - 7:00pm	C1.5.04: Leaders and Leadership Location: B2-060 Session Chair: Karina R. Jensen , NEOMA Business School, France
B2-060	
5:30pm - 7:00pm	C1.5.05: EMNEs' Innovation Management and Performance Location: A2-095 Session Chair: Yanze Liang , The University of Groningen, United Kingdom
A2-095	
5:30pm - 7:00pm	CBS social: Copenhagen Business School reception for participants from Danish institutions Location: C1-mingle area By invitation only
C1-mingle area	
5:30pm - 7:00pm	I1.5.01: A Greener Future Location: A2-005 Session Chair: Karen E F Pinto , Unicamp, Brazil
A2-005	
5:30pm - 7:00pm	I1.5.02: Institutional Context and Global Strategy Location: A2-010 Session Chair: Randi Lunnan , STIFTELSEN HANDELSHØYSKOLEN BI, Norway
A2-010	
5:30pm - 7:00pm	I1.5.03: Digital Technologies and Knowledge Sourcing Location: A2-060 Session Chair: Edith Ipsmiller , WU Vienna, Austria
A2-060	
5:30pm - 7:00pm	I1.5.04: Emerging Issues in International Finance Location: A2-035 Session Chair: Konstantinos Bozos , University of Leeds, United Kingdom
A2-035	
5:30pm - 7:00pm	Meet the Editors Friday: Meet the Editors Panel Friday Dec 9 Location: A2-080 Session Chair: Ilan Alon , University of Agder, Norway Session Chair: Ajai Gaur , Rutgers University, United States of America Session Chair: Ari Van Assche , HEC Montreal, Canada Session Chair: Becky Reuber , University of Toronto, Canada
A2-080	
5:30pm - 7:00pm	P1.5.01: Should MNEs Fill the Sustainability Institutional Void Left by Governments? Yes, This is How Location: A2-020 Session Chair: John Raymond Dilyard , St. Francis College, United States of America
A2-020	
5:30pm - 7:00pm	P1.5.02: A Tribute to the Memory of Jorma Larimo: A Generous IB Scholar and EIBA Fellow Location: C2-080 Session Chair: Rebecca Piekkari , Aalto University School of Business, Finland
C2-080	

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5:30pm - 7:00pm	P1.5.05: Women in IB: Research Network Workshop
A2-030	Location: A2-030 Session Chair: Tamar Almor , College of Management, Rishon LeZion, Israel, Israel Session Chair: Kristin Brandl , University of Victoria, Canada Session Chair: Valentina De Marchi , University of Padova, Italy Session Chair: Grazia D. Santangelo , Copenhagen Business School, Denmark Session Chair: Lucia Piscitello , Politecnico di Milano, Italy Session Chair: Erica Kovacs , Indiana University, Brazil
7:00pm - 8:30pm	Nord-IB: Nord-IB gathering for current students, faculty, and alumni
C1-mingle area	Location: C1-mingle area
Date: Saturday, 10/Dec/2022	
8:00am - 1:00pm	Conference Registration
8:30am - 10:00am	C2.1.01: Social and Business Involvement
B2-010	Location: B2-010 Session Chair: Stefan Zagelmeyer , Alliance Manchester Business School, United Kingdom
8:30am - 10:00am	C2.1.02: Towards a Circular Economy
B2-030	Location: B2-030 Session Chair: Simone Sehnem , Unesco and Unisul, Brazil
8:30am - 10:00am	C2.1.03: Business Policy Uncertainties & Location Choice
B2-040	Location: B2-040 Session Chair: Ann-Kathrin Herfeld , WU Vienna, Austria
8:30am - 10:00am	C2.1.04: M&As by EMNEs
B2-060	Location: B2-060 Session Chair: Dylan Sutherland , Durham University, United Kingdom
8:30am - 10:00am	I2.1.01: Institutions and Firm's Performance
A2-005	Location: A2-005 Session Chair: Hubertus Reinprecht , Vienna University of Economics and Business, Austria
8:30am - 10:00am	I2.1.02: Globalization and Deglobalization and the International Firm
A2-010	Location: A2-010 Session Chair: Mirko Benischke , Rotterdam School of Management, Netherlands, The
8:30am - 10:00am	I2.1.03: Overcoming Challenges in SMEs, International Entrepreneurial Firms and Family Firms
A2-060	Location: A2-060 Session Chair: Muhammad Sufyan , University of Turku, Pakistan
8:30am - 10:00am	I2.1.04: Innovation & Knowledge
A2-035	Location: A2-035 Session Chair: Nuno Fernandes Crespo , ISEG - University of Lisbon, Portugal
8:30am - 10:00am	P2.1.01: Virtual International Teams: Academic and Business Perspectives
A2-030	Location: A2-030 Session Chair: Marin Marinov , Aalborg University, Denmark
8:30am - 10:00am	P2.1.03: Teaching IB: Some Questions for Reflection on its Importance and Delivery Methods
A2-070	Location: A2-070 Session Chair: Erica Kovacs , Indiana University, Brazil
8:30am - 10:00am	P2.1.04: Government Policies for Sustainable Investment in Times of Uncertainty
A2-075	Location: A2-075 Session Chair: Axele Giroud , University of Manchester, United Kingdom Session Chair: Sarianna Lundan , University of Bremen, Germany
10:00am - 10:30am	Coffee 1 Dec 10: Coffee Break
10:30am - 12:00pm	C2.2.01: Knowledge and the MNE
B2-010	Location: B2-010 Session Chair: Yulun Ma , Vrije Universiteit Amsterdam, Netherlands, The
10:30am - 12:00pm	C2.2.02: Subsidiary Roles and Management
A2-075	Location: A2-075 Session Chair: José Pla-Barber , University of Valencia, Spain
10:30am - 12:00pm	C2.2.03: Different Approaches to Dynamics in International Business
A2-020	Location: A2-020 Session Chair: Mariola Ciszewska-Mlinarič , Kozminski University, Poland
10:30am - 12:00pm	

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B2-060	C2.2.04: Firms' Response to Developing Country Conditions Location: B2-060 Session Chair: Marcus Møller Larsen , Copenhagen Business School, Denmark
10:30am - 12:00pm	C2.2.05: International Entrepreneurial Traits, Activities and Actions Location: C2-060 Session Chair: Anisur Faroque , University of Vaasa, Finland
C2-060	
10:30am - 12:00pm	C2.2.06: Entrepreneurial Finance Location: C2-080 Session Chair: Trond Randøy , University of Agder, Norway
C2-080	
10:30am - 12:00pm	C2.2.07: Theoretical and Empirical Trends in IB Location: B2-030 Session Chair: Rebecca Piekkari , Aalto University School of Business, Finland
B2-030	
10:30am - 12:00pm	I2.2.01: Sustainability Issues Location: A2-005 Session Chair: Carolina Cristina Fernandes , UNICENTRO, Brazil
A2-005	
10:30am - 12:00pm	I2.2.02: People Issues Across Borders Location: A2-010 Session Chair: Francesco Debellis , University of Vienna, Austria
A2-010	
10:30am - 12:00pm	I2.2.03: Perspectives on CSR in Emerging Markets Location: A2-060 Session Chair: Valentina Plamenova Varbanova , University of Sheffield, Austria
A2-060	
10:30am - 12:00pm	P2.2.01: Debate Panel: Do MNE Business Models Contribute to Tackling or Give Rise to Grand Societal Challenges? Location: A2-030 Session Chair: Shasha Zhao , Surrey University, United Kingdom
A2-030	
10:30am - 12:00pm	P2.2.02: Best Practices, Trends, and Technologies in Online and Hybrid International Business and Management Education Location: A2-035 Session Chair: Ronaldo Couto Parente , Florida International University, United States of America
A2-035	
10:30am - 12:00pm	P2.2.03: MNE Resilience in International Business Location: B2-040 Session Chair: Lucia Piscitello , Politecnico di Milano, Italy
B2-040	
10:30am - 12:00pm	P2.2.04: How Inclusive Governance within MNE GVCs Can Improve Resiliency and Contribute to Sustainability Location: A2-070 Session Chair: John Raymond Dilyard , St. Francis College, United States of America
A2-070	
12:00pm - 1:00pm	Posters 2: Poster Session 2 Location: D-block alley
D-block alley	
12:00pm - 1:45pm between the A- and D-block	Lunch Saturday: Lunch Location: between the A- and D-block
1:00pm - 2:15pm	General Assembly: EIBA General Assembly Location: A1-040
A1-040	
2:30pm - 4:00pm	C1.2.02: Social Networks and Knowledge Sharing in International Alliances Location: B2-010 Session Chair: Annabel Sels , KU Leuven, Belgium
B2-010	
2:30pm - 4:00pm	C2.4.01: Corporate Social Responsibility Location: B2-030
B2-030	
2:30pm - 4:00pm	C2.4.02: Country-Level Drivers of MNC Strategies and Outcomes Location: A2-075 Session Chair: Liena Kano , University of Calgary, Canada
A2-075	
2:30pm - 4:00pm	C2.4.03: Digital Transformation Location: B2-060 Session Chair: Gary Knight , Willamette University, United States of America
B2-060	
2:30pm - 4:00pm	C2.4.04: Sustainability and CSR in Emerging Markets Location: C2-060 Session Chair: Shasha Zhao , Surrey University, United Kingdom
C2-060	
2:30pm - 4:00pm	C2.4.05: Language in International Business Location: C2-080 Session Chair: Danielle A. Taylor , Univ. Grenoble Alpes, Grenoble INP, France
C2-080	

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2:30pm - 4:00pm	C2.4.06: Implications of Culture, Relationships and Knowledge Development in SMEs, Entrepreneurial Firms and Family firms
A2-020	Location: A2-020 Session Chair: Susan Maria Freeman , University of South Australia, Australia
2:30pm - 4:00pm	I2.4.01: Understanding International Entrepreneurship Across Different Contexts
A2-005	Location: A2-005 Session Chair: SARDAR WASI UDDIN AL AHMED , Norwegian University of Science and Technology (NTNU), Norway
2:30pm - 4:00pm	I2.4.02: Performance, Resource Commitment and the MNC
A2-010	Location: A2-010 Session Chair: Vera Kunczer , Vienna University of Economics and Business, Austria, Austria
2:30pm - 4:00pm	P1.4.04: Revisiting Micro-Political Risk & Federalism in an Era of Intractability: Unpacking the Origins of (Sub) Locational Hazards and Strategic Responses by MNEs
B2-040	Location: B2-040 Session Chair: ZIKO KONWAR , University of Leeds, United Kingdom
2:30pm - 4:00pm	P2.4.01: Energy Challenges and Climate Change in a Fast-changing World: The Quest for Sustainability
A2-080	Location: A2-080 Session Chair: Marina Papanastassiou , Carnegie Mellon University -Qatar, United Kingdom
2:30pm - 4:00pm	P2.4.02: Walking the Talk for the SDGs: How to make the “Decade of Action” ... really a Decade of Action?
A2-030	Location: A2-030 Session Chair: Rob Van Tulder , RSM Erasmus University Rotterdam, Netherlands, The
4:00pm - 4:15pm	Coffee 2 Dec 10: Coffee Break
4:15pm - 5:45pm	C2.5.01: Headquarter and Subsidiary Relationships
B2-010	Location: B2-010 Session Chair: Quyen Nguyen , University of Reading, United Kingdom
4:15pm - 5:45pm	C2.5.02: International Finance, Politics & Society
B2-030	Location: B2-030 Session Chair: Lars Oxelheim , Lund University, Sweden
4:15pm - 5:45pm	I2.5.01: Gender and Diversity Issues in International Business
B2-040	Location: B2-040 Session Chair: Ingmar Björkman , Hanken School of Economics, Finland
4:15pm - 5:45pm	I2.5.02: Investments, Divestments and Internationalization Strategies
B2-060	Location: B2-060 Session Chair: Ronaldo Couto Parente , Florida International University, United States of America
4:15pm - 5:45pm	Meet the Editors Saturday: Meet the Editors Panel Saturday Dec 10
A2-080	Location: A2-080 Session Chair: Ilan Alon , University of Agder, Norway Session Chair: Bersant Hobdari , CBS Copenhagen Business School, Denmark Session Chair: Gabriel R.G. Benito , BI Norwegian Business School, Norway Session Chair: Roger Strange , University of Sussex, United Kingdom
4:15pm - 5:45pm	P2.5.01: Can MNEs Contribute Toward Sustainability and the Achievement of the SDGs in the Absence of Official Governmental Action? Yes, and Here are Some Examples How
C2-060	Location: C2-060 Session Chair: Shasha Zhao , Surrey University, United Kingdom
4:15pm - 5:45pm	PIBR Semi-plenary session: PIBR Book Launch with author presentations
A2-030	Location: A2-030 Session Chair: Rob Van Tulder , RSM Erasmus University Rotterdam, Netherlands, The
7:00pm	Gala Dinner: Gala Dinner Oslo Event Hub (also known as Gamle Museet, "The Old Museum"). Located in the city center, Dronningens gate 4. Busses to Nydalen (close to BI) will be provided at 01:00
Date: Sunday, 11/Dec/2022	
10:00am - 1:00pm	Qualitative methods workshop: Workshop on How to Engage in Contextual Theorizing in IB
A2-075	Location: A2-075 Session Chair: Rebecca Piekkari , Aalto University School of Business, Finland Session Chair: Emmanuella Plakoyiannaki , University of Vienna, Austria
10:00am - 1:00pm	Quantitative Methods Workshop: Multilevel Theory and Modelling
A2-080	Location: A2-080 Session Chair: Bo Bernhard Nielsen , University of Sydney, Australia

Presentations

C1.1.01: Development Issues

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* B2-010
Session Chair: Martina Barbaglia, Politecnico di Milano, Italy

DOES ENVIRONMENTAL TRANSPARENCY LEAD TO MORE ECO-INNOVATION?

S. M. Krammer¹, L. Wu², L. Lin³

¹University of Exeter, United Kingdom; ²Xiamen University; ³Peking University

Transparency has been heralded as a way to advance both private and public actors in solving a variety of issues from economic policies to security and human rights. We develop theoretical conjectures which suggest that formal institutional prescriptions regarding pollution transparency will incentivize firms to develop more eco-innovations (i.e., technologies targeting energy saving, emissions reduction or protection of the environment). We employ a quasi-experimental design on a large sample of Chinese manufacturing firms during the period of 2002-2013 to test this prediction. Our results confirm very robustly that pollution transparency increases both the incidence and intensity of a firm's eco-innovations. These findings advance our understanding of the impact of institutional transparency providing some concrete policy avenues for reduction of pollution.

Catch-up Strategies of Latecomer Firms: The Case of the Indian Leather and Livestock Industry

A. Chiti Zadeh, P. K. Ray, J. Kim

University of New South Wales, Australia

This study investigates twelve Indian latecomer firms in the leather and livestock industry and the factors involved in their catch-up process. It extends the Linkage, Leverage, and Learning (LLL) model using an interpretive research paradigm. Drawing on the LLL model, we find that tacit knowledge and reputation are the critical elements of the LLL model for these LFs. The existing knowledge and skills of the CEOs of latecomer firms and their good reputation in both domestic and international markets are key factors that influence catch-up processes. These results suggest that the catch-up process is driven by tacit knowledge and reputation, and that these factors also impact their catch-up process and expansion into more international markets. Moreover, through the LLL model and the transfer of knowledge, firms can reduce uncertainty in their production process, reduce waste in production, and achieve a sustainable product.

Sustainable Development and FDI Inflows in India: Examining the Role of Sub-national Factors

M. Viktora-Jones¹, N. Bhasin², S. Kundu¹

¹Florida International University, United States of America; ²University of Delhi, India

The objective of this article is to explore the impact of environmental performance in attracting FDI on the sub-national level in India by drawing on institutional theory. We chose the context of India, because India is an emerging market that faces the pollution dilemma while attracting 3% of global FDI projects. The country has heterogeneity in its state policies and inter-state differences that create complex environment dynamics. We propose that states with implemented environmental policies receive more FDI. Furthermore, we propose that the capacity to change and the resistance to change within each state affect this effect. This study adds nuance by exploring the sub-national level and by accounting for the differences in urban governance. By proposing a sub-national institutional theory which leans heavily on the regulatory pillar, we add theoretical value and contribute to theory on the sub-national level.

The role of environmental sustainability in the relocation choices of MNEs: back to the home country or welcome in a new host country?

M. Barbaglia, R. Bianchini, V. Butticiè, S. Elia

Politecnico di Milano, Italy

This study investigates how firms' awareness about sustainability matters affects the revision of their internationalization strategy. We argue that firms signalling their concern for sustainability matters have a higher propensity to return to their domestic region when confronted with the need to relocate foreign manufacturing subsidiaries, in order to match CSR stakeholder expectations and enhance the effectiveness of sustainable disclosure endeavours. Furthermore, we explore the moderating role exerted by home country environmental stringency on the likelihood to move back home. The empirical test conducted on a sample of relocations performed across European nations in 2002-2014 reveals that CSR-signalling MNEs perceive rigid environmental laws as an opportunity to align to CSR stakeholder expectations, thus magnifying the signalling value of sustainable disclosure and the benefits of a shortening of their global value chain.

C1.1.02: Managerial and Firm Capabilities

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* B2-030
Session Chair: Michael Mueller, Copenhagen Business School, Denmark

The role of managerial micro-political behavior in bottom-up initiatives: a case study in the European automotive industry

A. Gorgijevski

Vrije Universiteit, Netherlands, The

This study aims to investigate managerial actions in detail; how managers micro-politically maneuver in the organization that allows their initiatives to strive and survive. Specifically, the paper examines the initiative process and addresses the behaviors of managers seeking approval/recognition of initiatives bottom-up. A qualitative case study of a European automotive manufacturer is used to empirically showcase an ongoing industrial transformation into the digital domain which has called for new ways of innovating products, methods, and services, accenting in the creation of new structures where new knowledge is needed at a rapid rate. Although initiatives that cause a high degree of dissonance in the organization suffer disadvantages in acquiring resources from decision-makers compared to better-adjusted alternatives, they seem to continue surviving within the organization due to the micro-political behaviors of individual managers. Thereby presenting an alternative explanation to the innovative success of bottom-up initiatives, explicating a micro-political process. Thus, developing the perspective of the MNC by addressing the role of micro-politics within it; consequently, contributing to a more dynamic view on the management of bottom-up initiatives.

The contribution has been withdrawn.

Using Management Consulting Services for Entering Similar Country Markets: A Dynamic Capabilities Perspective

B. Schmeisser^{1,2}, J. H. Fisch², K. Brindlmayer², S. Gudergan^{2,3}

¹NHH Norwegian School of Economics, Norway; ²WU Vienna University of Economics and Business, Austria; ³James Cook University, Australia

CEOs' Cultural Imprints and Gender Inequality

M. Mueller¹, T. Reus²

¹Copenhagen Business School, Denmark; ²Rotterdam School of Management, Erasmus University

This study explores how CEOs' cultural imprints affect gender equality in their firms and

how different types of disruptive events—the Great Recession and the #MeToo scandal—could change the salience of those imprints. Exploiting variation across U.S.-based CEOs' cultural heritage, we find that historic gender equality in a CEO's country of origin is positively related to the representation of women in senior management. CEOs' imprints are particularly salient during the Great Recession, which increased the economic consequences of inefficiency, but decreased after the #MeToo scandal, which increased the costs of gender discrimination. Taken together, these findings provide evidence that CEOs' cultural imprints acquired in early life continue to affect CEOs' gender stereotypes—even when these CEOs have long left their childhood environments. Our results are inconsistent with a number of alternative explanations, including supply-side explanations of inequality and preference-based or statistical discrimination.

C1.1.03: Nonmarket Strategies

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* B2-040
Session Chair: Roman Barwinski, University of Bristol, United Kingdom

Populism and firm-level consequences: taking stock and looking ahead

M. Liebmann¹, V. Kunczer¹, T. Lindner²

¹Vienna University of Economics and Business, Austria; ²University of Innsbruck

In this literature review, we integrate and build on literature from various fields, including International Business (IB), Management, Economics and Political Science, to obtain a better understanding of what populism means for multi-national enterprises (MNEs). In this respect, we identify research gaps that address the consequences of populism for firms and outline avenues for future research that help us better understand the mechanisms behind it. We specifically outline the need for more interdisciplinary research and highlight relevant research gaps like performance impact of populism or a need for more quantitative studies. Additionally, we suggest that institutional theory needs to be more nuanced to better reflect the dynamics we are facing in an ever changing business world.

A Contextualized Explanation of Firm Nonmarket Strategies in a Conflict Active Zone: The Case of Lafarge Cement Syria

N. Belhoste¹, A. Dimitrova²

¹EM Lyon, France; ²ESSCA School of Management, France

We investigate the nonmarket strategies and tactics a multinational enterprise (MNE) deployed to maintain its operations despite an escalating violent conflict and how the dynamics of the context affected these strategies. Based on a longitudinal exploratory case study of Lafarge Cement Syria (LCS), a subsidiary of the French multinational Lafarge in north-eastern Syria from 2011 to 2014, we provide an in-depth contextual analysis of the evolution of its strategic responses to this warring environment. Moreover, we explore the interplay between the strategies and the rapidly changing conflict setting with its multiple actors, including non-state armed groups present in the area of limited statehood where the company kept its business running, that have received little attention in prior studies. We identify four main political strategies, i.e. informational, financial, relational and compliance and their respective context-embedded tactics shaped by the unique conflict environment and actors with whom the firm had to engage. We thus highlight the importance of the context, which allows us not only to understand how the firm responded to the extremely complex war-torn environment, but also to unveil the specific underlying tactics, some of them being unconventional, and even unethical, it deployed to deal with extreme institutional challenges.

Do foreign subsidiaries benefit from MNEs' host-government lobbying? Evidence from the U.S.

V. Shirodkar, P. Konara

University of Sussex, United Kingdom

Whether corporate political activity (CPA) benefits firm performance is a contested issue in the literature. The CPA-performance relationship has been, however, less explored in the international business context, despite increasing levels of lobbying by foreign Multinational Enterprises' (MNEs') in host countries. In this paper, drawing upon insights from the institutional theory and legitimacy perspectives, we argue that the extent to which lobbying by foreign MNEs in a host country impacts the performance of their subsidiaries is contingent upon the MNE's experience of operating in the host market, their lobbying frequency, and subsidiaries' technological intensity. Our empirical analysis used to test our hypotheses is based on a panel dataset of 224 subsidiaries of foreign MNEs from 13 home-countries operating in the United States (US) and spanning the 8-year period 2005-2013. We find support to most of our hypotheses, and contribute to the performance implications of CPA in an international business context.

C1.1.04: INV and SME Resilience in Turbulent Times

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · Location: B2-060

Session Chair: Per Servais, Linneaus University, School of Business and Economics, Sweden

Resilience and business model adaptation in turbulent times: Experiences of Russophone migrant entrepreneurs in Germany during Covid-pandemic

M. Elo¹, L. Ermolaeva², M. Ivanova-Gongne³, D. Klishevich²

¹University of Southern Denmark, Denmark; ²St. Petersburg State University; ³Åbo Akademi University

Migrants starting up businesses face different challenges than local companies, this difference can represent multifaceted features during turbulent times. Migrant entrepreneurs with diaspora resources can adapt their business models with special cultural and linguistic value creation elements that target markets both offline and online. This multiple case study examines the ways five Russophone migrant entrepreneurs adapt their business models and employ available cultural and linguistic features, and other business and digital solutions by doing so using business model canvas. The cases indicate that migrant life transformations combined with international experience may foster their entrepreneurial resilience and help them to adapt the value creation elements. Shared language is one strategic value components. The study shows that migrant entrepreneurs discover and address both domestic and international opportunities and have aspirations beyond simple survival or necessity.

Corporate Governance and Strategic Agility: a recipe for INVs overcoming a crisis

D. Macedo¹, N. F. Crespo^{1,2}, M. J. Guedes^{1,2}

¹ISEG - University of Lisbon, Portugal; ²CSG/ADVANCE

This research addresses the importance of Corporate Governance (CG) and strategic agility as critical factors that empowers international new ventures (INVs) to react to situations of crisis. Crises, like the actual Covid-19 pandemic crisis, placed the firms to the test, to know if they can adapt their strategies to overcome the crisis period. The way the INVs overcome the constraints placed by the crisis as to do with Top Management Team (TMT) characteristics and also with the ability of these companies to be agile and adapt to the new situations. Taking the Uppers Echelons and the Contingency Theories as basis, we were able to develop a conceptual framework that includes strategic agility as the key link between the TMT's characteristics and outcome variables such as crisis survival and international performance. Hence, the aim of this research is twofold: i) to study and understand the relevance of the characteristics of the INVs' TMT for their changes in strategy, during a period of crisis; and ii) to explore the way these strategic changes impact on the INVs' international performance and survival to the crisis. The hypotheses of this study were tested by using the responses of 289 INVs to an online questionnaire.

RESILIENCE OF FUTURE INV'S IN TIMES OF DEGLOBALIZATION AND EXTERNAL CHOCKS – TOWARDS AN INTEGRATED RESEARCH FRAMEWORK

P. Servais¹, E. S Rasmussen²

¹Linneaus University, School of Business and Economics, Sweden; ²University of Southern Denmark, School of Business and Social Science, Denmark

This article sets out to develop a framework for which the resilience of “new” international ventures can be studied. As Eggers (2020) notes these ventures are the backbone of every economy and are also of interest to the existing MNCs. We start our inquiry in the article Acs & Terjesen (2013). In the article, they reflect on two distinct avenues for new venture internationalization: a direct path described in much of the extant literature and an intermediated one in which new ventures and multinational firms create symbiotic relationships to expand internationally. Therefore, we analyze the global factory framework (Buckley 2009) and we found this to be a suitable framework for studying the future resilience of INVs. However, further advancements in industrial value network research (Möller et al. 2021) make it pivot to integrate the two frameworks. This is in order to make a more precise analysis of the research possibilities within “Global Factory Networks”. We also argue to the focus on design processes an important academic steppingstone before a thorough investigation of the resilience of business models by INVs can take place.

Building resilience against global disruptions: The case of the Spanish textile cluster

A. Pallás-Rocaful, J. Pla-Barber, C. Villar

University of Valencia, Spain

Previous evidence is unclear on whether firms' location in clusters favours firms' resilience, particularly concerning major external shocks. In this sense, the Covid-19 pandemic offers an ideal context to test how clustered firms provide a local response to global disruptions. The firms from the Alcoi-Ontinyent textile cluster in Spain, mostly SMEs, were affected by the pandemic given their connections to international markets, and proved themselves resilient by reorganizing to accommodate the production of sanitary textiles, thus surviving the crisis. In this qualitative research, we conduct interviews with these SMEs and institutional representatives to shed light on the process whereby firms' location within clusters has enhanced firms' capability to adapt (i.e., their resilience). We find that the cluster's idiosyncrasy and the institutional and cluster agents acting as facilitators, coordinators and knowledge bridges have had a remarkable role as enhancers of firms' resource position and organizational processes. Hence, we contribute by disentangling the process whereby cluster factors enhance firms' dynamic capabilities, thus supporting firms' resilient capacity, and ultimately favouring firms' ability to seize and respond against shocks.

11.1.01: Pre-deal and Post-deal Challenges in Cross-border Acquisitions

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* A2-005
Session Chair: Pia Paulina Junni, Hanken School of Economics, Finland

The impact of public policy on Asian M&A completion in EU28 targets

A. Sels

KU Leuven, Belgium

This study explores the effects of formal and informal institutional distances on the completion of cross-border M&As by Asian acquirers of high tech and non-high tech EU28 targets. Drawing on the institutional theory, we address the often neglected country-level factors as determinants of deal outcome in an international setting. We purposefully choose heterogeneous groups of acquirers and targets with a focus on the investment flow from the East to the EU28. Using a dataset containing 4,456 announced deals over the 2000–2019 period, the study finds that the likelihood of an Asian firm to succeed in a M&A attempt in the EU28 is higher, when (1) the acquirer and target countries stand culturally closer to each other; (2) the formal institutional environments share more similarities; and (3) the European target is in a high-tech sector. The impact of differences in institutional environment and national culture between the Asian acquirer and the European target during the pre-completion stage of the M&A process, however, differs between acquirers from emerging markets, Japan and the Four Asian Dragons.

Keywords: Cultural distance; institutional environment; high-tech targets ; mergers and acquisitions completion

Synergy realization in Bolt-on acquisitions: A multiple case study

R. Guncay

Vrije Universiteit Amsterdam, Netherlands, The

Mergers and Acquisitions (M&A) value creation lies in the capacity of the merging firms to realise the potential synergies. However, how to realise synergies between largely asymmetric firms is a subject that has been ignored thus far by the M&A, particularly in the Post Merger Integration (PMI) literature. To define mergers between largely asymmetric firms, we leverage the construct “Bolt-on acquisitions”, which denotes mergers between large acquiring firms (often with enormous financial and human resources) with young, small yet very knowledge-intensive firms. Hence, a critical aspect of Bolt-on acquisitions is to create value by combining the efforts of a large acquiring firm with the innovation or unique capability of a small-acquired firm (aka Symbiotic synergies). This study identifies five critical aspects that influence the synergy realisation process in Bolt-on acquisitions: Degree of integration, collaboration, strategic alignment, scaling up unique capabilities and decision-making. Then, it theorises a process framework to control these influencing factors better and increase the odds of realising symbiotic synergies.

Does investor sentiment impact premiums in M&A transactions?

I. Rouine

IDRAC BS, France

This paper examines the impact of investor sentiment on merger outcomes, in particular on bid premiums. Using M&A data from 54 countries between 2000 and 2021, our results show that investor sentiment has a positive effect on bid premiums. Our findings also suggest that the association between investor sentiment and bid premiums is more pronounced in countries culturally prone to herd-like behavior and overreaction. However, this effect is reduced both in countries with highly efficient institutions and in serial deals.

From Transaction to Co-creation in Geely's Acquisition of Volvo Cars: Impact for Innovation Output and Market Performance

P. Konda¹, D. Slepnirov², J. Jin³

¹Aalborg University, Denmark and Sino-Danish College (SDC), University of Chinese Academy of Sciences (UCAS), China;

²Aalborg University, Denmark and Sino-Danish College (SDC), University of Chinese Academy of Sciences (UCAS), China;

³Zhejiang University, China

The recent decade has witnessed numerous cross-border mergers and acquisitions (M&As) undertaken by emerging market multinational enterprises (EMNEs). Only few EMNEs manage to co-create with the acquired partner by mobilising and enhancing their knowledge resources. This paper aims to advance our knowledge about how post-M&A co-creation is achieved and what its impacts are for the innovation output and market performance of firms. It employs an in-depth longitudinal case study of the cross-border acquisition of Volvo Cars by Geely. In our investigation, we follow the process from the early stages of transaction and knowledge transfer to the more recent integration and co-creation phase. We link innovation and cross-border M&A literature to address the co-creation phenomenon of post-M&A. Findings show that the high level of freedom given to the acquired firm allowed it to preserve innovation capacity and, later, integrate it with the acquirer. The supplementary patent portfolio analysis demonstrated that the firms' innovation outputs became more similar, indicating a successful knowledge integration by the EMNE. In the fast-developing industries, it is not enough to acquire knowledge, which soon becomes obsolete; what instead becomes essential is to design innovation processes that support knowledge integration and, in turn, the market performance of firms.

Implications of knowledge (d)evaluation in Mergers and Acquisitions

B. B. Nuijen, H. solli-sæther, J. Bondeli

Norwegian University of Science and Technology, Norway

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Based on the result of an in-depth case study of the implication of (d)evaluation this paper elaborates on the destructive effects on knowledge transfer between two former competitors in a newly merged firm. This is done by involving participants from both the acquiring and the target firm. Thus it provides an investigation of a bilateral knowledge transfer process. The study finds that although complementary knowledge bases are to be aimed at to increase strategic competitiveness in horizontal M&A, similar knowledge bases remain vital due the uniqueness of the knowledge that has been acquired. it further show that a climate of anxiety and mistrust due to previous rivalry between senders and receivers of knowledge, can jeopardize a fruitful appreciation and valorization of essential capabilities, and thus have a negative impact on the level of knowledge and absorptive capacity required for a successful M&A outcome.

I1.1.02: Managing in the MNC

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · Location: A2-010

Session Chair: Maria Cristina Sestu, Groningen University, Italy

Ownership structure and firms' internationalisation

M. C. Sestu

University of Groningen, Netherlands

Using a panel of Italian listed firms, this paper investigates the effect of ownership type on the internationalisation level. Applying the agency theory, the results show that state-owned firms internationalise less than other shareholders and financial institutions as investors positively affect internationalisation. The results are insignificant for family firms.

Subsidiaries' Learning and Dual Relational Embeddedness: Towards a Hybridized Autonomy Perspective

J. Uwaci, P. Zamborsky, Z. J. Yan

University of Auckland Business School

This study investigates the role that subsidiaries' dual relational embeddedness plays in knowledge acquisition. Understanding that the nature of the parent firm-subsidiary relationship affects the subsidiary-local partners relationship, and vice versa, we employ agency theory to examine the agency problems that may arise. Specifically, we address the need for the subsidiary autonomy to adapt to the local market while maintaining alignment with the parent firm. Based on a qualitative study of ten consumer electronics companies' subsidiaries in New Zealand, we suggest hybridized autonomy as an alternative to the traditional principal-agent authority delegation. Hybridized autonomy becomes an anchor stabilizing the subsidiary's relational embeddedness duality by minimizing the conflicts rooted in agency problems and reversing authority delegation uncertainties, consequently resulting in multidirectional learning. Hybridized autonomy also reinforces subsidiary-parent firm collaboration and enhances their strategies guided by the host country market conditions. In summary, this study argues that when hybridized autonomy advantages are leveraged, subsidiary dual relational embeddedness empowers the subsidiary to surmount liability of foreignness and to establish legitimacy in the host economy while achieving multidirectional learning.

The dynamic nature of cross-national distance and its implications for FDI survival

P. Arte¹, Y. Wang², J. Larimo³, K. Du⁴

¹Northumberland University; ²University of Southern Denmark; ³University of Vaasa; ⁴University of Southern Denmark

While cross-national distance (CND) is a central construct in IB literature, we challenge its conceptualisation and measurement as a static construct. Instead, we propose that cross-national distance (CND) between country pairs is a dynamic construct that changes over time. In this paper, we formulate a theoretical framework to examine the impact of change in CND on foreign subsidiary survival. Drawing upon the eclectic paradigm and knowledge-based view, we argue that the change in CND increases the external uncertainty and puts pressure on the internal capabilities of the firms. We propose that an increase in CND will decrease foreign subsidiary survival. Moreover, we propose that the intensity of the ownership advantages and learning help overcome difficulties posed by the change in CND. Finally, we propose that change in the ownership mode is an alternative strategy to tackle the contingent effect of change in CND. Our study contributes to the distance literature by showing that the dynamism of the ways in which two countries differ over time has a significant impact on foreign subsidiary survival. We also contribute to the eclectic paradigm and knowledge-based view by demonstrating that ownership advantages and learning not only explain investment decisions but also help subsidiaries deal with dynamic environments.

Employees as translators of a management fashion

R. Reunamäki

Aalto University School of Business, Finland

Management fashions change and are changed as they diffuse globally and are adopted to local contexts. The creation, spread, and inter-organizational adoption stages in their lifecycles are well-theorized and studied. However, the key role of employees in implementing them has not been properly acknowledged and as a result, the intra-organizational adaptation and implementation stages of management fashions are still somewhat of a mystery. This paper presents an ethnography about the experiences of employees during an organizational implementation of the fashionable management concept of agile. Utilizing the notion of translation, I show how one team of employees engaged in pragmatic translation of agile and selectively utilized its principles to develop their work practices, whereas another team engaged in skeptical translation and subsequently rejected agile as incompatible with their work, adopting it only on a rhetorical level. I contribute to the management fashion literature by illuminating the implementation stage of the fashion lifecycle and arguing that employees are the quintessential, yet somewhat neglected, group of actors in determining the success or failure of management fashions such as agile.

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

G. Galizzi, E. Plakoyiannaki

University of Vienna, Austria

Based on network literature, firms are embedded within a set of social and business networks which favor both repeated transactions and high level of interaction among network members. Such exchange has been termed network embeddedness, which represents the extent to which economic actors, such as firms, are entangled within social structures. Despite research on the role of network

relationships on firms' internationalization is gaining momentum, little is known about their potential downsides. Prior research has indeed emphasized how embedded ties can lead to more internationalization, overlooking the phenomenon of network over-embeddedness. The present systematic literature review presents an analysis of 75 empirical and conceptual articles published over the last 20 years, investigating the positive and negative influence of network embeddedness on internationalization activities. The current paper contributes to network and international business literature by providing a complete overview of the existing body of knowledge on the phenomenon at three level of analysis. It further develops an integrative framework summarizing the bright and dark sides of network embeddedness. Lastly, the present review offers future research avenues for international business scholars.

It's a Mirage! Impact of Gaining an R&D Mandate on Subsidiary relational embeddedness and Subsidiary Profit from Innovation

N. Memar, E. Yildiz

Mälardalen University, Sweden

In this article, we examine the mechanism and link between gaining an R&D mandate and Profit from innovation. To do that, we first examined the general assumption that gaining an R&D mandate creates slack resources for the subsidiaries to engage in internal and external relationships to profit from innovations. Once we established the link, we took a closer look and debunked these assumptions, as there is no direct path between gaining an R&D mandate and Profit from innovation. We showed that different relationship has different attributes and contribute to different subsidiary performance measurements.

11.1.03: Culture & Country-of-origin

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · Location: A2-060

Session Chair: Marzanna Katarzyna Witek-Hajduk, SGH Warsaw School of Economics, Poland

DISCRETIONARY ADAPTATION AS COLLECTIVE MARKET WORK: A STUDY ON THE EMERGENCE OF KOREAN POP MUSIC CATEGORY IN VIETNAM

A. Nguyen

University Jean Moulin Lyon 3, France

Current research in international business (IB) has clearly documented why and how internationalizing firms realize their discretionary adaptation in host countries. The context of a well-established product category is often studied to assess the performance of firms' adaptation strategy. Yet there has been less research on how discretionary adaptation works in the formation of the product category to which firms' offerings belong. This paper examines the dynamic interplay of firms' adaptation strategy and the local product category through a qualitative study of the formation of the Korean pop music (K-pop) category in Vietnam. We show that discretionary adaptation is an iterative market-shaping process through which internationalizing firms engage and orchestrate different local actors in their market work to shape the symbolic meanings of the product category. The more specified the local product category, the more firms and local actors intensify their engagement practices. We discuss the implications for research in international business.

How country reputation and brand identity impact on performance of internationalized firms? A study with family-owned Brazilian wineries

J. M. Monticelli¹, R. Bernardon², I. Garrido¹, M. Curth³

¹Unisinos University, Brazil; ²Pontifícia Universidade Católica do Rio Grande do Sul, Brazil; ³Feevale, Brazil

Brand identity and country reputation are relevant factors to the continuity of the family business because it is not only an income source but also an extension of the region, family, and their reputation in the markets. However, the literature does not explain how brand identity can help firms deal with the country's reputation, mainly when it is not favorable to the business. For this sake, this paper focuses on the internationalization of family-owned Brazilian wineries regarding the influence of brand identity and country reputation. We developed a multiple case study in the Brazilian wine industry, and, through a framework and propositions, we focus on the different internationalization strategies of the family-owned Brazilian wineries. Our findings showed that country reputation has a relevant role to develop the internationalization of family-owned Brazilian wineries because it allows being recognized by the international market. At the same time, internationalization is a deliberate strategy for family-owned Brazilian wineries to be recognized in the domestic market. For this, family-owned Brazilian wineries must develop the branding of the wine, based on the brand identity of these wineries and the country's reputation that allows obtaining legitimacy for their products.

The impact of acculturation and country-of-origin on emigrants' purchase intention: a cross-cultural analysis

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¹CARME, School of Technology and Management, Polytechnic of Leiria, Leiria, Portugal; ²School of Technology and Management, Polytechnic of Leiria, Leiria, Portugal

This study investigates the impact of acculturation and country-of-origin on emigrants' consumer behaviour. The purpose of this research is to explore the role of acculturation, country of origin, brand identification and perceived quality as antecedents of consumer purchase intention, considering the moderator role of ethnocentrism. Although previous literature has explored the role of acculturation and their impact on consumer's purchase intention, this question remains extremely complex. Previous studies suggest that a comparison between countries is helpful to get insights into the role of acculturation in the purchase intention among emigrants. However, most of the existing topic-related academic research only collected data from one country. Consequently, the current research focuses on the German, French, and the United Kingdom markets within a cross-cultural comparison that addresses Portuguese emigrants. An online questionnaire collected data from 2103 respondents from the three countries. The statistical analysis was performed with PLS-SEM. The results indicate that both acculturation and the country of origin affect perceived quality and brand identification. Furthermore, our results demonstrate the influence of perceived quality and brand identification on consumer purchase intention. The results contribute to the increasing body of research on the effects of the country of origin and acculturation among emigrants' communities.

THE IMPACT OF CULTURE ON GREEN PURCHASE INTENTION

M. A. Noá¹, C. F. Crespo², A. G. Ferreira²

¹School of Technology and Management, Polytechnic of Leiria, Leiria, Portugal; ²CARME, School of Technology and Management, Polytechnic of Leiria, Leiria, Portugal

Environmental issues are an increasingly relevant topic, addressed at all levels, from politics to the business world. In this work, the determinants of green purchase intention are analyzed, specifically, the influence of three of the Hofstede's cultural dimensions (individualism/collectivism, long-term orientation/ short-term orientation, indulgence/restraint), on the attitude of consumers towards green products and on green purchase intention, considering the moderator effect of value-for-money.

Structural equation modelling was used to study the hypotheses, using the SmartPLS software. The results of a survey with 405 respondents showed that there is a positive relationship between collectivism and green attitude, as well as between green attitude and green purchase intention. On the contrary, indulgence has a negative influence on green attitude. No positive influence was found between long-term orientation and green attitude, and neither was the moderating effect of value-for-money supported, despite the fact that there is a direct effect of this variable on green purchase intention.

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How companies from emerging markets neutralize the country-of-origin effect in their international branding?

M. K. Witek-Hajduk, A. Grudecka

SGH Warsaw School of Economics, Poland

Paper's objectives: The purpose of this paper is to examine the ways to neutralize the country-of-origin (COO) effect (COE) in the emerging market firms international branding.

Design/methods applied/approach used: A multiple-case study of 5 companies from European and Asian emerging markets – owners of household appliances brands, with data sourced from in-depth interviews and secondary sources.

Findings: Companies from emerging markets neutralize the genuine COO in their international branding in various ways, e.g. by applying brands or subbrands' names that do not refer to the genuine country-of-brand-origin, using slogans in foreign languages or establishing brand alliances with partners from developed countries.

Originality/value: This study offers original insights fostering a better understanding of international branding strategies applied by emerging markets companies by identifying the ways they neutralize the COE both at the brand concept level and brand marketing communication tools.

Keywords: country-of-origin (COO), neutralization of the COO effect, emerging markets firms, international branding.

The impact of national culture on hotels' services assessment – online reviews analysis

E. Wasowicz-Zaborek

SGH Warsaw School of Economics, Poland

The main objective of the study is to determine the differences in the attitudes of consumers representing different national cultures toward hotel services.

The study analyzed 11089 comments on 3-, 4-, 5-star hotels located in Warsaw published on the Hotels.com platform which were obtained with a specially developed web scraper. The research took into account the opinions of representatives of 32 countries described by different levels of the cultural dimensions indicated by Hofstede. The analysis revealed the existence of differences in approaches to evaluating hotels services. Consumers representing different levels of the culture dimensions showed different interest in the mentioned in reviews topics.

The conducted research and the obtained results made it possible to identify the main elements of the offerings of hotel companies that customers from different countries pay the most attention to and that should potentially be used in the formation of quality policies and in the planning of activities to maximize customer satisfaction.

An analysis of the literature revealed a very small number of publications on the topic of cultural differences in the evaluation of hotel services. No study addressing the research objective identified in this article and a study with a similar geographic scope was identified.

11.1.04: Knowledge Sharing and Management

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* A2-035

Session Chair: Cuiling JIANG, Kedge Business School, France

The Effect of Inter-Firm Brain Circulation: Spillover from MNEs 'Foreign' Human Capital and Local Firms Productivities

J. H. Pyun, J. I. Sun

Korea University Business School, Republic of Korea

This study examines the effect of foreign direct investment (FDI) on purely domestic (hereafter, local) firms' productivity via human capital transfer from MNEs to local firms. This process describes the inter-firm brain circulation of foreign workers, which was previously used to explain intra-firm or individual levels. Using the firm-level data for 2010-2015 from the Republic of Korea (hereafter, Korea), we identify human capital spillovers using local firms' hired permanent foreign employees in an industry and region where MNEs and local firms operate. This identification is valid because permanent foreign workers hired by local firms tend to be visa holders from MNEs due to Korea's visa regulations. We find that the industry and regional FDI positively affect local firms' productivity, particularly firms with higher growth in hiring skilled foreign employees. This human capital spillover from FDI is also more pronounced in high R&D-intensive industries. Our results are robust with various measures of skilled foreign employees hired by local firms, variations of specifications, and controlling for endogeneity issues. Our findings on positive FDI spillovers via human capital transfer to a local firm provide political and managerial implications.

Learning and Internationalization- A Literature Analyses

E. Kusi Appiah

University of Vaasa, Finland

Learning in the context of internationalization has drawn significant research attention in international business and other related fields, as reflected by an increasing number of scholarly studies. Our goal in this paper is to use cocitation analyses and multidimensional scaling to develop a spatial representation of the intellectual structure of the research domain. We utilize 259 articles with 21862 citations from 30 academic journals across three time periods (1991-2001, 2002-2011, and 2012-2021). Based on our findings from the cocitation analyses and multidimensional scaling, we propose several intellectual structure implications on learning and internationalization that relates to organizational learning approaches, stage internationalization process, international diversification and knowledge transfer, integration of knowledge, and internationalization outcomes.

International Knowledge Acquisition and Followed-up Innovative Activities: the Moderating Effects of Institutional Distance and Acquirer Stock Price

C. Wan¹, C. M. P. Sousa², J. Lengler¹

¹Durham University, United Kingdom; ²Molde University College, Norway

Acquisition is an important way to further innovation through acquiring knowledge. This study explores how target overlap affects the followed-up R&D intensity based on 95 cross-border acquisitions concluded between 2015 and 2016. This paper demonstrates that target overlap has a u-shaped influence on R&D intensity. Moreover, this paper also examines the moderating effects of international distance and the acquirer's stock price. Both moderators show a negative influence on the main relationship.

Impact of intellectual capital and knowledge management on competitiveness and export intensity of internationalized medium-sized and large enterprises

M. Stocker

Corvinus University of Budapest, Hungary

Firm competitiveness is a crucial trait of companies which managers strive to improve and even policy makers focus on it regarding economic development. As companies base their competitive advantage on firm resources and capabilities we have focused on intangible resources, especially on intellectual capital and capabilities managing these intangibles, namely applied knowledge management techniques and investigated the impact of these resources and capabilities on firm-level competitiveness. The investigation is based on the 6th round of Competitiveness Survey from which n=119 medium-sized or large companies qualified for this study. The resource-based view from the strategic management literature was chosen to understand firm resources and capabilities while the FCI index was used to measure firm-level competitiveness. After conducting factor and regression analyses the results show that intellectual capital resources and applied knowledge management techniques impact positively the competitiveness of internationalized medium-sized and large companies and also their export intensity. The study contributes to the current literature by using a complex competitiveness index rather than single profitability measures in a representative company sample of internationalized medium-sized and large companies.

A Taxonomy of Technological Integration and Diversification and Its Application to Understanding Acquisition Differences Between Emerging and Advanced Market Multinational Enterprises

E. Y. Wang, J. Cheng, J. Clegg

University of Leeds, United Kingdom

We develop a taxonomy to describe how technological integration and diversification strategies of Multinational Enterprises (MNEs) differ at the level of technologies owned by their innovative overseas subsidiaries (ioSubs). Studying technology portfolios owned by

individual ioSubs, we identify four clusters of ioSubs - Lone Wolf Exploration, Networked Exploitation, Mass Exploration, and Super Integration. We provide a description of each cluster. We then use the taxonomy to explore (1) how MNEs use acquisition, as opposed to greenfield choice, to achieve technological integration and diversification at the subsidiary level across the four clusters, and (2) how EMNEs and AMNEs differ in their use of acquisition within each cluster. We found that acquisition is most likely in two exploration-related clusters and EMNEs are more likely than AMNEs to acquire ioSubs across the four clusters.

Reverse knowledge transfer of expatriates: An ability-motivation-opportunity perspective

C. JIANG

Kedge Business School, France

This study aims to investigate how ability, motivation and opportunity affect expatriates' performance in knowledge transfer from subsidiaries to headquarters. Through the qualitative data collected in 15 French subsidiaries in Singapore, our results show that expatriates are not motivated in reverse knowledge transfer (RKT) when they have underestimation of subsidiary-level knowledge value and they have difficulty to learn from locals due to the language barrier and knowledge protection of host country employees. There is also a lack of real and consistent organizational support in integrating knowledge produced out of headquarters. These factors jointly affect expatriates' ability, motivation and opportunity to performance the reverse knowledge transfer. Managerial practices that foster expatriates' performance in RKT are outlined at the end of this research.

I1.1.05: Strategies In and Out of Emerging Markets

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · Location: A2-050

Session Chair: Michael W. Hansen, CBS, Denmark

THE EFFECTS OF FIRM RELATIONAL CAPITAL ON EXPORT PERFORMANCE: THE MODERATING EFFECTS OF TECHNOLOGICAL TURBULENCE

M. Chowdhury¹, S. Sui², H. Morgan³, D. Li⁴

¹Toronto Metropolitan University; ²Toronto Metropolitan University; ³University of Waterloo; ⁴Dongbei University of Finance and Economics

Global value chains (GVCs) offer a range of opportunities to manufacturers interested in increasing their export market share by utilizing their business relationships with other firms. In recent studies, some recognize that relational capital helps manufacturing firms enhance their competitiveness in global markets. However, prior research does not provide a conclusive account of the impact of relational capital on their export performance, particularly in developing countries. Drawing on a learning-based perspective and contingency approach, this study fills these gaps by linking relational capital and firm performance with a focus on firms in developing countries that participate in GVCs. Specifically, we propose that the relational capital of these firms will have a stronger positive impact on their export performance when the technological turbulence is lower, and vice versa. The results confirm the key hypotheses by showing that, in developing countries, firms' relational capital with buyers has a positive and significant impact on their export performance and that technological turbulence negatively moderates the relationship between relational capital with buyers and export performance. Overall, this research extends the literature on knowledge transfer, interfirm relational capital, and business performance in a developing-country context.

CEE companies' successful internationalization: success measurement, achievement and outcomes

T. Vissak

University Of Tartu, Estonia

This paper aims to give an overview of the literature on CEE companies' successful internationalization: different authors' understanding of success, and, thereafter, these firms' internationalization processes, factors/motivators/actions that affect successful internationalizers' initial and subsequent foreign activities, and, finally, internationalization outcomes. It concludes that "success" is understood and measured differently, successful internationalizers can experience various internationalization paths, they are affected by a large number of impact factors, motivating forces or actions, and their internationalization outcomes vary considerably. Thus, there is no "ideal" type of successful internationalization: as different firms can be called "successful", they also follow different trajectories to achieve success.

A Coevolutionary Approach of MNEs Entry Mode Choices and Corruption. Evidence from an Emerging Economy

X. Adamoglou, D. Kyrkilis

University of Macedonia, Greece

Entry Mode Choices and corruption are two important parameters that define, to a great extent, Multinational Enterprises (MNEs) strategies in foreign countries. Drawing on the coevolutionary theory and, in particular, the framework of Cantwell et al. (2010), the paper examines how MNEs entry mode choices influence the corruption level of the Turkish emerging economy and how such influence leads to various coevolutionary processes, which, in turn, may produce institutional change. The sample consists of 671 observations. The period of analysis extends from 2011 to 2020. The one-way ANOVA statistical method is applied. Results underline that, among the three MNEs entry mode choices, the highest mitigation of corruption is achieved when MNEs borrow Joint Ventures (JVs) or, else, apply the coevolution process. The moderate reduction of corruption is attributed to borrowing Non-Equity (NE) entry mode choices or applying the process of institutional avoidance. The lowest mitigation of corruption is achieved via borrowing Wholly-Owned Subsidiaries (WOS) or when MNEs apply the process of institutional adaptation.

Why is MNC subsidiary performance better in challenging business environments?

M. W. Hansen¹, H. Gundelach¹, M. Hedegaard²

¹CBS, Denmark; ²DTU, Denmark

IB has long known of a puzzle of international business (IB), namely that the performance of MNC subsidiaries is not necessarily adversely affected by institutional voids and distance. This puzzle is particularly evident in relation to investment by western MNCs in the challenging business environments of emerging markets and developing countries (EMDCs). Here, data on the country, industry and firm level suggests that, on average, subsidiaries perform better than those in advanced economies. This interactive paper straddles IB and finance theory to discuss various explanations for this puzzle, and a number of plausible propositions for the relatively high performance of subsidiaries in EMDCs are developed. These propositions can form the point of departure for future empirical research on subsidiary performance in EDMCs. Overall, the paper demonstrates the utility of combining the IB literature's focus on strategies and capabilities to explain subsidiary performance with financial literature's focus on foreign direct investment (FDI) as a capital flow subject to financial risk assessment.

What Drives the Upmarket Multinationalization of Emerging Economy Multinationals? Evidence from India

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In this paper, we investigate how ownership structure affects corporate risk-taking behavior of emerging market multinationals. We focus on a dimension of multinationality which has important implications for emerging market multinationals' moving up the value chain viz., upmarket multinationality. We hypothesize that large shareholdings by promoters or foreign institutional investors negate agency problems and enhance the propensity to pursue risky but value-enhancing upmarket strategies. Our empirical evidence in the Indian context strongly supports our hypotheses and indicates the beneficial role of a concentrated ownership structure. Furthermore, we argue that, as business group-affiliated firms can access group-level resources - ranging from reputational benefits to tacit knowledge about international markets, the beneficial effect of concentrated ownership structure is subtle for group-affiliated firms compared to their standalone counterparts. We test our predictions using a proprietary, longitudinal dataset during 2007–2013 for 213 Indian multinational firms from S&P BSE 500 index and find support for our hypotheses.

Localization and Networking—Internationalization Strategies of Chinese Firms in Chile

J. Zeng, Y. Tian

Florida International University, United States of America

In less than two decades, Chinese firms has gone from having little presence in Latin America to becoming an important source of investment for the continent. How did Chinese multinational enterprises (MNEs) overcome linguistic, cultural and institutional barriers when operating in Latin America? Drawing on qualitative interview data from Chinese firms in Chile, I argue that Chinese MNEs adopt two major strategies to overcome the liability of outsidership. First, Chinese firms proactively localize in terms of looking for local partners, employing reputable local consulting/law firms to handle local legal and regulatory issues, and hiring local talents to expand market shares. Localization is the key for Chinese MNEs to survive and thrive in heterogenous business environment characterized by great uncertainty and dynamisms. Second, Chinese executives seek to network with local policymakers, local community representatives, and other Chinese expatriates. Networking helped Chinese multinationals to accumulate local knowledge, overcome information asymmetry, and build trust with local stakeholders. The research findings will enrich our understandings of the internationalization strategies of Chinese firms in emerging and developing markets. They will also help emerging market multinationals (EMNEs) develop strategies and capabilities to thrive in developing markets.

I1.1.06: Institutional Context and Capability Development

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* A2-059
Session Chair: Paul Gooderham, NHH Norwegian School of Economics, Norway

Transnational Social Learning Structures in Multinational Companies: The Role of Strategic Characteristics, Human Resource Structures, and Institutional Context

C. R. Steen¹, P. N. Gooderham¹, K. M. Olsen¹, O. Tregaskis², A. McDonnell³

¹Norwegian School of Economics, Norway; ²Norwich Business School, University of East Anglia; ³Cork University Business School

This paper analyzes the use of intra-organizational structures that facilitate socialization among managers across borders, enabling the development of social capital and sharing of knowledge within multinational companies (MNC). Further, we examine the extent of their association of such structures with strategic and human resource management (HRM) structures and the institutional context of operation. Drawing on survey results from over 600 foreign subsidiaries in four European countries, we find a relationship between the use of transnational social learning structures (TSLs) and research and development (R&D) capabilities and human resource (HR) policies and programs. When exploring the influence of the institutional context of operation, we find a significant country of operation effect whereby foreign subsidiaries operating in coordinated market economies (CMEs) make lower use of TSLs than foreign subsidiaries in liberal market economies (LMEs). Our findings contribute to understanding the role of strategic- and HR structures in how MNCs utilize organizational mechanisms enabling social interaction and support the assumption of boundaries when transferring knowledge to a foreign institutional context defined as a CME.

The Mirrored Paradox: Social Responsibility, Innovation and Talent Management in an Emerging Market Context

A. J. Glaister¹, S. Nair², E. Tatoglu³, M. Demirbag⁴

¹University of York, United Kingdom; ²Rajagiri School of Management, India; ³Ibn Haldun University, Turkey; ⁴University of Essex, United Kingdom

The literature has been silent on how socially responsible objectives driven by conflicting instrumental, moral, relational pressures, shape innovation processes and supports and influence the role of the talent management architecture. Through the lens of Dynamic Capabilities, and a survey of 238 firms located in Turkey, findings show that when faced with competing socially responsible objectives, organisations foster a range of innovation processes and innovation supports and develop a central role for the talent management architecture. The paper contributes to the understanding of how organisations create ambidexterity and respond to efficiency and innovation objectives through practices that appear paradoxical for employees and addresses the critique of the elitist and unitarist application of TM generally. It explains the role that a talent management architecture plays in concert with a set of socially responsible ideals and corresponding processes and practices that help foster a positive innovation climate. The talent management architecture mirrors conflicting socially responsible objectives. When viewed in isolation, the critique of the potential inequity of talent management holds. However, any such critique can be offset when a talent management architecture is nested within a range of innovation processes and supports.

Human capital divestment in Russia's high-tech industries: The case of brain drain under the economic embargo

M. Latukha¹, D. Dikova², N. Kuleshov³, A. Panibratov¹

¹Léonard de Vinci Pôle Universitaire, France; ²Vienna University of Economics and Business, Austria; ³St. Petersburg state university, Graduate school of management, Russia

We employ human capital theory to investigate how human capital outflow under the economic embargo shapes sanctions' effects on firms. We introduce the term "human capital divestment" to discuss how talent relocation creates negative long-term consequences for organizations in the sanctioned country. Using examples of human capital outflows in Russia in 2022, we show that massive human capital divestment boosts negative sanctions effect in the long-term comparing to previous research findings indicating that sanction effects decrease due to adaptation strategies of companies. We state that the destruction of processes and ties due to economic restrictions leads to a violation of the built-up structure of interactions in high-tech industries and stimulates financial imbalance pushing companies to redirect their investment from strategic development to acquisition of lost human capital at the highest cost that undermines the government's ability to deal with the effects of restrictions to support economic and innovative development in the long-term.

The ideological clash between Equality, Diversity, and Inclusion and Talent Management in MNCs: A case study of the Chinese Innovation unit of a Nordic Multinational

L. Liu, R. Piekkari, P. Kähäri

Aalto University, Finland

In recent years, two people practices – Talent Management (TM) and Equality, Diversity, and Inclusion (EDI) have drawn lots of attention from both business practitioners and scholars. However, after exploring the presumption and ideological roots behind them, these two practices seem to be clashing with each other. Through a case study on a Nordic MNC, this paper attempts to explore how MNCs enact TM and EDI practices which are built on different ideologies, and how managers and employees in a foreign subsidiary perceive, enact, and experience corporate TM and EDI practices. Our research connects TM and EDI literature that have not built a strong link with each other and is one of the first to examine the ideological tension between TM and EDI in a corporate context. It shows how unitarist and pluralist ideologies drove the development of TM and EDI, leading to the current tensions, and helps advance our understanding of why employees did not feel equal or included even with the adoption of EDI practices. Meanwhile, the MNC case

is treated as a research object in this paper, and we integrate the macro-level and meso-level contexts when explaining the lived experiences of employees.

11.1.07: Culture, Learning and Innovation in the International Development of SMEs and Entrepreneurial Firms

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · Location: A2-020

Session Chair: Richard Glavee-Geo, NTNU-Norwegian University of Science and Technology, Norway

Linking post-materialism to opportunity recognition: The role of entrepreneurial self-efficacy

K. Bogatyreva

St. Petersburg University, Russian Federation

The impact of national culture on entrepreneurship has long been documented in the literature. However, the mechanisms of cultural values translation into specific individual-level entrepreneurial outcomes are yet not fully understood. This study examines the link between country-level post-materialism and individual recognition of entrepreneurial opportunities, taking into account the role of entrepreneurial self-efficacy as a mediator. The study hypotheses are tested based on the Global Entrepreneurship Monitor 2019 (GEM) and multi-waves World Value Survey (WVS) data. The results reveal that in post-materialist societies, the likelihood for an individual to recognize entrepreneurial opportunities is generally lower. However, this entrepreneurial self-efficacy belief offsets this negative association. Implications are discussed.

Linking human, financial, and social capital to entrepreneurial exit: evidence from GEM data

A. Laskovaia, K. Bogatyreva

Graduate School of Management, St. Petersburg University, Russian Federation

Understanding the reasons of entrepreneurial exit remains one of the critical problems in entrepreneurship research. This study investigates the relationship between entrepreneurial capitals (human, social and financial) and probability of business discontinuation due to voluntary or failure-based reasons, accounting for the moderating role of opportunity recognition. We test our hypotheses based on 2019 GEM APS data covering 28,192 respondents from 48 countries. The results revealed that different elements of entrepreneurial capital lead to a higher probability of both voluntary and failure-based exit, as compared to non-exit. Moreover, the positive perception of business opportunities strengthens the link between financial capital and entrepreneurial exit. Research findings show the important role of all types of entrepreneurial capital in perceiving higher opportunity costs of continuing current business rather than closing it, and context-specific nature of the exit decision. Implications are discussed.

Cross-country evidence of marketing e-commerce SME internationalization and the role of policy

Y. Temouri¹, V. Pereira², G. Wood³, K. Lewellyn⁴, D. Reppas¹

¹Khalifa University, United Arab Emirates; ²NEOMA Business School, Reims, France; ³Western University, Canada; ⁴Florida Southern College, USA

This paper contributes by offering an exploratory analysis of international marketing e-commerce activity using data for SMEs from around the world. Based on two research questions on internationalization challenges and policy satisfaction, we build on comparative institutional analysis to argue that country level differences in institutions, innovation systems, and associated areas of policy impact on SME efforts to internationalize via e-commerce. Using fuzzy-set qualitative comparative analysis, we find that high intensity e-commerce SME exporters in emerging countries are more satisfied with home country policies than those from developed countries. Moreover, firms from mature Liberal Market Economies and, indeed, from common law systems more generally, did not seem to enjoy inherent advantages, despite common assumptions of inherent superiority in radical innovation in such countries. Finally, although low regulation is often held up as a panacea, SMEs with high exporting intensity view that consistency and coherency in policy and rule setting represents the key to internationalization success. We draw out the implications of our study for theory and policy.

International Permanence in the internationalization process of firms

B. M. Z. F. Mayer¹, D. E. Floriani¹, G. Magnani²

¹UNIVALI, Brazil; ²University of Pavia, Italy

This paper analyses how firms sustain international permanence over time, exploring the drivers and mechanisms that maintain the post-entry internationalization phase. We explore international permanence as a new construct, going beyond the survival and international growth outcomes of early internationalizing firms. We conducted a multiple case study with four Brazilian technology-based firms using a processual research strategy. Our findings pointed out that the drivers that sustain international permanence over time are persistence, entrepreneurial long-term orientation, long-term financial results; international reputation; international relationships, and continuous innovation.

Scale-up of Internationalizing SMEs

S. M. F. Grimstad, R. Glavee-Geo, S. M. Fiskerstrand, A. Vattøy

NTNU-Norwegian University of Science and Technology, Norway

Scale-up firms and high-growth firms can be seen as important for creating jobs, boosting productivity, and spreading new technologies, and as such essential for the common welfare. However, although it is considered important, only a few research studies have been conducted in the field of entrepreneurship, innovation, and international business that produce consistent insight into what makes scale-ups successful. The aim of this study is to further progress the field of international entrepreneurship regarding scale-up firms and investigate what can explain and facilitate the scale-up. The findings provide insightful understanding of scale-up of internationalizing SMEs using data from Norwegian startups doing businesses abroad.

P1.1.01: International Business Theory, Business History and Sources

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* C2-060

Session Chair: Gabriel R.G. Benito, BI Norwegian Business School, Norway

Panelists: Alain, Verbeke, University of Calgary, Canada Jean-Francois Hennart, Tilburg University, Netherlands; Politecnico di Milano, Italy; Aalborg University, Denmark Teresa da Silva Lopes, University of York, United Kingdom Rolv Petter Amdam, BI Norwegian Business School, Norway Commentator: Peter Buckley, University of Leeds, UK

International Business Theory, Business History and Sources

T. da Silva Lopes¹, G. R. Benito², A. Verbeke³, J.-F. Hennart⁴, R. P. Amdam², P. Buckley⁵

¹University of York, United Kingdom; ²BI Norwegian Business School, Norway; ³University of Calgary, Canada; ⁴Tilburg University, Netherlands; ⁵University of Leeds, UK

The panel brings together distinguished scholars in the field of international business and business history to discuss how the two disciplines can interact in more depth. Professor Gabriel Benito as Chair, Professor Peter Buckley as commentator and Professor Alain Verbeke, Professor Jean-Francois Hennart, Professor Teresa da Silva Lopes and Professor Rolv Petter Amdam, will provide their insights and provocative thoughts and evidence on the past and existing relationship between international business and business history and suggest ways on how this disciplinary dialogue can move forward.

The four panelists will shortly present their own views on the topic, addressing some of the following questions:

- 1- What are the main opportunities and challenges of combining international business with business history methodologies?
- 2 – What are the kinds of interdisciplinary dialogues can there be between international business and business history?
- 3 – What are the institutional roadblocks within the discipline of IB to making research that combines international business and business history impactful?
- 4- Why historical sources can be key in developing theory in international business.

P1.1.02: Towards a Sustainable and Circular Reconfiguration of Global Production Networks and Value Chains

Time: Friday, 09/Dec/2022: 8:30am - 10:00am · *Location:* C2-080

Session Chair: Lucia Piscitello, Politecnico di Milano, Italy

Panelists: Cristina Di Stefano, Politecnico di Milano, Italy Valentina De Marchi, University of Padova, Italy Ari Van Assche, HEC Montreal, Canada Lucia Piscitello, Politecnico di Milano, Italy

TOWARDS A SUSTAINABLE AND CIRCULAR RECONFIGURATION OF GLOBAL PRODUCTION NETWORKS AND VALUE CHAINS

L. Piscitello¹, C. DiStefano¹, V. De Marchi², A. Van Assche³

¹Politecnico di Milano, Italy; ²University of Padova, Italy; ³HEC Montreal, Canada

In the last years, sustainability in Global Value Chains (GVCs) and Global Production Networks (GPNs) has become a central topic in different disciplines given the necessity to mitigate the pressure on the environment and the consumption of natural resources. Multinational enterprises (MNEs) face different sustainability challenges and are a primary actor in the transition toward a sustainable economy.

Also, Circular economy (CE) approach is emerging as an alternative to the current “take-make-use-dispose” production and consumption model, and various fields of study - each with a specific focus and disciplinary framings - are approaching the issue offering different perspectives. However, the CE topic has received scarce attention from the International Business (IB) community; at the same time, CE scholars have not taken a GVCs or GPNs perspective in their analysis and have marginally investigated the adoption of CE practices by MNEs.

Several topics (very much related to the overall theme of the conference, and to Track 1 in particular) emerge when considering sustainability and CE from an IB perspective. The panel will be organized as a round table where the panellists will share their views and their research findings on the above issues.

C1.2.01: Measurement of Internationalization

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · Location: B2-010

Session Chair: Harun Emre Yildiz, Mälardalen University, Sweden

The Importance of Selected Clauses in International Sales Contracts from the Point of View of Risk Evaluation

V. Hinčica¹, H. Řezanková², D. Janků³

¹Prague University of Economics and Business, Czech Republic; ²Prague University of Economics and Business, Czech Republic;

³Prague University of Economics and Business, Czech Republic

The paper surveys how Czech companies assess the importance of selected items in an international sales contract when trying to reduce possible risks. Whereas existing literature provides different numbers of key clauses a sales contract shall include to make such a contract safe enough from the perspective of the perceived risks, the 114 surveyed Czech companies mostly gave the highest level of importance to four of the nine assessed clauses only. These clauses are identification of parties, price setting, object of sale and payment terms. On the other hand, no significant statistical dependence was found on the four assessed companies' characteristics.

Issues with Measuring Firm-Level Multinationality

P. Vaněk

Mendel University in Brno, Czech Republic

The article focuses on finding the main areas for evaluating the quality of methods for measuring the multinationality of companies. Four significant approaches (UNCTAD, 1995; Rugman and Verbeke, 2004; Asmussen, 2009; and Aggarwal et al., 2011) serve as primary sources, which are supplemented by other methods. Eight points are defined, namely (1) the method of aggregation, (2) depth of the method, (3) degree of dimensionality, (4) approach to geography, (5) methodological inclusivity, (6) robustness, (7) home-country effect, and (8) rest-of-the-world effect.

Understanding Internationalization Patterns

L. M. Fischer¹, T. Lindner^{1,2}, H. Pühr¹

¹University of Innsbruck, Austria; ²WU Vienna, Austria

The dynamic processes by which firms expand their foreign operations have been front and center of International Business research and have long been studied by extant literature. Since internal and external contingency factors of the process constantly change, theory has to apply a dynamic understanding of internationalization patterns. While prior research has discussed potential deviations from "classic" incremental internationalization patterns, no large scale understanding of these deviations has emerged so far. To this end, this study applies a machine learning model to identify a set of internationalization-process clusters. Based on the clustering, the study investigates factors that determine according to which pattern individual firms internationalize. Thereby, the study outlines that multiple theoretically distinct internationalization patterns may exist in parallel but apply to different firms. The study's findings contribute to a more dynamic understanding of the heterogeneity of processes by which firms expand their foreign operations.

Moving beyond the Home Country Reference Point: An Alternative Approach to Examine Distance Effects

H. E. Yildiz¹, S. Morgulis-Yakushev², U. Holm³

¹Mälardalen University, Sweden; ²Stockholm School of Economics, Sweden; ³Uppsala University, Sweden

Is home country the most accurate reference point to measure the distance of an MNC to a host market? While an overwhelming majority of IB research would provide an affirmative answer to this question, this paper intends to show otherwise. We argue that the actual distance faced by an MNC in a host market depends on its earlier exposure to other country contexts that are culturally similar to this host market. Therefore, we propose a novel measure for cultural distance that recognizes MNC as multi-unit organization that can accumulate experiential knowledge from its operations located in different host country contexts. In particular, our alternative approach captures distance to a host country by an index that comprises weighted average of all MNC units' distances (i.e., HQs and subsidiaries) to the focal host country. We hypothesize that this multi-reference point measure has a stronger predictive ability compared to standard binodal operationalizations of distance. We test this claim on a sample of Swedish (n=162) and Austrian (n=184) firms, and find support for our hypothesis.

C1.2.03: Diversification and Divestments

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · Location: B2-030

Session Chair: Lucia Piscitello, Politecnico di Milano, Italy

Related versus unrelated diversification: empirical evidence on the performance implications for multinational companies

S. Eckert, M. Koppe, S. Eichentopf

TU Dresden, Germany

In this paper, we analyze the interplay of geographic diversification strategy and product diversification strategy. Based on a sample of 1,870 firms and 10,066 firm-year observations, we differentiate between four different variants of diversification strategy. We find that related geographic diversification is associated with higher performance levels than unrelated geographic diversification strategies. However, the impact of product diversification differs in the case of a geographically unrelated diversification strategy compared to the case of a geographically related diversification strategy. Combining a strategy of geographically related diversification with a strategy of product-related diversification appears to be superior in terms of performance compared to a combined strategy of unrelated product diversification and related geographic diversification. In the case of a geographically unrelated strategy, the impact of product diversification is precisely the other way round. Overall, the most promising strategy is a strategy of related diversification both for the product dimension as well as for the geographic dimension. However, firm-specific assets mitigate the negative effects of unrelated diversification.

DIVESTMENT AND REINVESTMENT IN A FOREIGN COUNTRY: THE ROLE OF OWNERSHIP RELATIONALITY

S. Mariotti¹, R. Marzano², L. Piscitello¹

¹Politecnico di Milano; ²Sapienza Università di Roma

The paper investigates firms' divestments and reinvestments in foreign countries as intertwined choices. We develop a conceptual framework that elucidates how ownership relationality negatively affects the likelihood of firms to divest from a foreign country, and subsequently reinvest in the same country. Ownership relationality depends on owners' temporal orientation as well as on their multiple economic and non-economic goals and relation-specific investments; thus, it increases when moving from privately owned firms to family-owned firms, family-managed firms and finally state-owned firms. As higher ownership relationality implies higher tolerance towards lower performance, it often triggers the escalation of commitment to foreign subsidiaries, thus creating barriers to both divesting an underperforming subsidiary, and reinvesting in the same foreign market. We test our conceptual framework by relying on a large sample of foreign investments followed by divestments and subsequent re-entries undertaken by 602 Italian firms throughout the period 2000-2015. Our findings corroborate our hypotheses, thus contributing to the literature on the relationships between strategic decisions in foreign markets and corporate governance.

All about us. Senior headquarter managers and foreign divestment decisions

H. Nguyen

University of Vaasa, Finland

Global economy has been damaged severely by the pandemic, macroeconomics and geopolitical tensions, leading to a significant amount of foreign divestment made by several large multinational enterprises. This research delves into the impacts of senior headquarter managers on foreign divestment probabilities through their executive decisions. Precisely, we elaborate on the dynamic managerial capability in a global scale (GDMC) and unveil the influences of global dynamic managerial human capital, social capital and managerial cognition on the divestment probability. We also investigate how the GDMC could moderate the impact of the cultural, economic and political differences on divestment. We further delve into individual levels and examine if turnovers of the chief executive officers (CEOs) lead to higher propensities of foreign divestment. Our findings show that high levels of GDMC increase managerial capabilities in exploring local markets and resources to support foreign subsidiaries, and thus, decreasing the divestment propensity. Importantly, GDMC could reduce the positive relationship between cultural, economic and political differences and foreign divestment. Notably, the replacement of chief executive officers does not influence the propensities of divestment.

Revisiting the internationalization and performance relationship: The moderating effect of intra- and inter-regional diversification

J. M. Lee

University of Reading, United Kingdom

This study theorizes internationalization patterns of multinational enterprises (MNEs) considering the interaction of intra- and inter-regional diversification and explores how the levels of intra- and inter-regional diversification are associated with MNE performance, respectively as well as collectively. We argue that the effects of intra- and inter-regional diversification are not linear but orthogonal and that intra- and inter-regional diversification moderates each other's effects on MNE performance. This study reveals that both intra- and inter-regional diversification has inverted U-shape relationships with MNE performance. However, the impact of inter-regional diversification on performance is much stronger than that of intra-regional diversification. The result also shows that MNEs with moderate levels of both intra- and inter-regional diversification outperform other MNEs with different internationalization patterns. This study concludes that better firm performance can be achieved through 'balanced' intra- and inter-regional diversification and that it is not so much the degrees of intra- and inter-regional diversification as the internationalization patterns that matter to MNE performance.

C1.2.04: AI and the MNE

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · *Location:* B2-040
Session Chair: Philipp Gruenwald, Vienna University of Economics and Business, Austria

How Psychic Distance Influences Human-AI-Interaction in International Decision-Making: An Experimental Study

G. Lintner¹, T. Lindner^{1,2}

¹WU Vienna, Austria; ²University of Innsbruck, Austria

The rise of big data and more advanced algorithms substantially affects business practices in the international firm: increasingly, decisions are no longer made by managers alone, but arise in an interaction process between humans and Artificial Intelligence (AI) systems. Yet, we know little about how this new reality influences theoretical concepts in International Business (IB). With this experimental study, we address this research gap by investigating if 1) distance relates to inferior performance also in the presence of an AI advice and 2) to what extent this AI support reduces Liability of Foreignness (LOF). In a decision-making experiment in the context of Airbnb, we recruit participants from the US, Germany and Austria and vary whether they make decisions for Airbnb apartments in their home or in a foreign country. We find that the introduction of an AI decision-support-system significantly helps to mitigate the effect of LOF by diminishing the negative influence of geographic distance on performance. However, we find that psychic distance correlates negatively with decision quality even in the presence of an AI advice. Most importantly, this experimental study addresses the call for a better understanding for technological change and its implications for IB.

Artificial Intelligence, Value Creation and Adaptation: Does Computational Rationality Complement Bounded Rationality?

M. B. Rana¹, T. B. Moeslund², K. Nasrollahi²

¹Aalborg University Business School, Aalborg University; ²Visual Analysis and Perception Lab, Aalborg University

Assessments of how managers make decisions about value creation have long assumed that heuristic analysis leads to bounded rationality and self-satisficing. However, artificial intelligence draws on computational rationality to access and process limitless real-time data, increasing optimization in decisions on value creation and adaptation. We examine how AI assists MNEs to create and adapt value in institutionally [culturally] diverse settings and how computational rationality can impact optimized value creation and bounded rationality in international context. Through in-depth examination of cases using AI systems, workshops on AI-driven firms, and interviews with AI experts, we explore how "condition" and "construction" factors in AI-systems affect AI's ability to make optimal "rational" and "non-rational" choices on value creation, while optimal value creation in adaptation remains critical in international business. AI influences choices and helps provide an optimal value if "condition" and "construction" factors are considered with due diligence and domain expertise. We argue that AI presents a double-edged sword, influences choices and behavior in a predictable way, and may discriminate if constructed imperfectly. It also complements heuristic and bounded rationality and can replace more limited approaches to learning and decision-making. We contribute to AI-enabled value creation mechanism and inspire studies to revisit bounded-rationality in international business.

AI systems to facilitate internationalization of firms: The role of modularity

R. Hasan

University of Vaasa, Finland

Digitalization powered by artificial intelligence (AI) systems is revolutionizing businesses in the value creation process in both domestic and foreign markets. This phenomenon is being compared with other general-purpose technologies (e.g., electricity, steam engine, and the internal combustion engine). AI systems assume significantly and differential (positive and/or negative) roles in international business (IB) environments. While IB literature advances internationalization theory at the intersection of digitalization which spins around digital platforms and artifacts, research on such complex and advanced intelligence machines like AI systems is very limited. In this paper, we contribute to the growing body of literature on the impact of digitalization on international expansion/scaling by focusing on AI systems. Drawing on concepts borrowed from internalization theory, the network model of firm internationalization, and the modularity of intelligence machines, we extend theoretical and practical understanding of the AI systems-driven internationalization process. We report on multiple case firms that develop and/or use AI systems, facilitating them to expand internationally.

Biases, Incentives, and Trust in AI: An Experimental Study

P. Gruenwald, T. Lindner

Vienna University of Economics and Business, Austria

IB decisions are generally characterized by uncertainty and imperfect information. Digitalization and the advent of new technologies have boosted the implementation of artificial intelligence (AI) in MNE operations and have altered how we deal with uncertainty. Therefore, this study examines how country variation, intrinsic factors (i.e. human cognitive biases), and extrinsic factors (i.e. financial incentives) affect decision-makers' trust in AI in a price estimation task that resembles MNE managers' effort to estimate the price of international investment decisions. Based on a large sample of more than 800 participants, we observe that human biases such as familiarity and overconfidence lead to lower trust in AI. Our findings show that in an augmented decision-making environment individuals who make a decision in the context of a foreign country are more unfamiliar with the context, yet more overconfident in their decision than decision-makers who make a decision in their home country. We find partial evidence that there is a difference between trust in AI and whether individuals make a judgment in the context of their home country versus a foreign country. Our results suggest that compared to a fixed compensation, financial incentives consistently lead to more trust in AI.

C1.2.05: Institutions & Internationalization Strategies

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · Location: B2-060

Session Chair: Eliane Choquette, Aarhus University, Denmark

A BEHAVIORAL PERSPECTIVE ON INFORMAL CROSS-BORDER TRADING

M. M. Larsen^{1,2}, R. Namatovu¹

¹Copenhagen Business School, Denmark; ²BI Norwegian Business School, Norway

Informal cross-border trade (ICBT) is a highly prevalent business practice in developing countries. It involves trade by formal and informal firms that wholly or partly evade payment of duties and charges, and is therefore considered illegal. We focus on the persistence of ICBT despite government interventions to increase formalization, and explore how informal traders' behaviors influence their appreciation or adoption of interventions for formalization. Based on a qualitative case study of the introduction of a simplified trade regime (STR) at the Busia trading post between Uganda and Kenya –the oldest border town in Uganda with the highest amount of formal and informal trade traffic – we argue that the potential for formalizing ICBT depends on how the informal traders evaluate the prospects of remaining informal versus changing to formality. We contribute by explicitly acknowledging the role of socio-economic behavior in explaining the persistence of informality even when simple interventions of formalization are introduced.

An Examination of the Causal Effect of Chinese Managers' Perceptions of Institutional Distance on Foreign Location Choice: A Vignette Experiment

G. Azar¹, G. Batsakis², R. Drogendijk³, A. Pakseresht⁴, R. Geng⁵

¹Brunel University London, United Kingdom; ²The American College of Greece; ³University of Groningen; ⁴Novia University of Applied Sciences; ⁵Cardiff University

Extant research has incorporated boundedly rational decision makers' perceptions into the study of distance to explain location choice strategies. Yet, methodological impediments have given rise to questions on the validity of their findings, as those studies rely mainly on observational data and cross-sectional tests, i.e., measuring the decision-makers' perceptions ex post. Responding to these calls, we designed a unique vignette experiment to survey Chinese managers' perceptions of the institutional environment in foreign markets in conjunction with and prior to a decision about a foreign location choice being made. Our study makes theoretical and methodological contributions to the foreign location choice and distance literature.

State Agencies and SME Internationalization: A Review and Research Agenda

Y. Sima^{1,3}, T. Lawton^{1,3}, J. Doran^{2,3}, N. McCarthy^{2,3}

¹Global Competitiveness Institute, Department of Management and Marketing; ²Spatial and Regional Economics Research Centre, Department of Economics; ³Cork University Business School, University College Cork, Ireland

The role of institutions like state agencies in firm internationalization remains contentious and under-researched in international business. We lack agreement within the field as to the nature and impact of institutions. In this paper we provide a systematic literature review of the interplay between state agencies and SME internationalization by examining 53 articles published from 1998 to 2022 in leading international business, entrepreneurship, strategic management, and marketing journals. Through our review, we categorize the main processes and impact mechanisms through which state agencies in the home country impact SMEs' internationalization and growth. We discuss and classify the theoretical perspectives informing this research, identify challenges, and advance future research avenues. This review provides a platform to address some of the limitations in institutional theory, and international business theory more broadly, when applied to the growth and internationalization of SMEs.

DOES BRIBING ENABLE FIRMS TO LEARN FROM EXPORTING IN WEAK INSTITUTIONAL CONTEXTS?

E. Choquette¹, M. Møller Larsen²

¹Aarhus University, Denmark; ²Copenhagen Business School, Denmark

It is generally acknowledged that firms can learn from exporting. We explore how firms' experience with bribing in contexts of weak institutions influence the productivity gains of exporting. We develop competing hypotheses on how firms' experience with bribing in their home countries moderates the relationship between exporting and labor productivity. Based on extensive firm-level data from Sub-Saharan Africa, we find support for the notion that bribing constraints learning from exporting. We interpret our findings as evidence that, even in contexts of weak institutions, bribing can be regarded as a fee which raises the general costs of doing business and thereby crowd out (part of) the resources needed to exploit foreign knowledge gained through exporting and convert it into higher productivity.

C1.2.06: EMNEs and the Institutional Effects

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · *Location:* C2-060
Session Chair: Renfei Gao, University of Manchester, United Kingdom

Emerging market firm in developed markets: The moderating role of home institutional support

H. Khan¹, N. Zahoor², R. Lee³, Z. Khan¹, M. Christofi⁴

¹University of Aberdeen; ²University of Strathclyde; ³University of South Australia, Australia; ⁴Cyprus University of Technology

Recently, there has been a rising scholarly interest in understanding the efficacy of non-market strategies. However, this topic remains relatively under-explored when it concerns how emerging market firms perform in advanced or developed markets. This study investigates how emerging market firms' non-marketing strategies may impact their customer responsiveness speed in advanced markets. It particularly focuses on the role of home institutional support in building connections with host (advanced) market governments, thereby helping them to perform better in the host markets. Using survey data from Pakistani companies (n = 91) across different industries who export to advanced markets, the findings suggest that non-market strategies positively influence customer responsiveness speed in advanced markets. Furthermore, this relationship is strengthened under medium and high home-country institutional support. This finding underpins the importance of emerging market firms seeking assistance from their home government to improve their competitiveness in advanced markets, where they have to compete not only against local firms but also other foreign firms in the market. The study contributes to non-market strategy literature in the international export management context and offer practical and policy contributions.

State-Owned Multinationals' Ownership Strategies and Multiple Interdependencies in Greenfield FDI: A Resource Dependency Perspective

B. James¹, R. J. Sawant²

¹St. Mary's University, United States of America; ²Florida Atlantic University, United States of America

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

CYCLES AND WAVES OF FIRM INTERNATIONALIZATION: AN EVENT SYSTEM THEORY PERSPECTIVE

L. Campos¹, S. M. Freeman¹, S. T. Cavusgil², C. Axinn³

¹University of South Australia, Australia; ²Georgia State University, USA; ³Ohio University, USA

Numerous studies have explored antecedents and outcomes of firm internationalization in the international business (IB) and international entrepreneurship (IE) fields, yet limited knowledge of long-term behavior and evolutionary processes remains. Increased attention is capturing firm growth but a neglected area is the role of events in post establishment. Most studies are variance-based with limited attention given to big emerging markets (BEMs). Building on these limitations, we extend research by exploring how events impact firm internationalization using longitudinal data and a process-based approach of the internationalization evolutionary process of Brazilian exporters. At a macro level, exporters express cycles of reactive and proactive internationalization; yet at a micro level, irregular pathways, through exiting, and (re)entering markets highlight how waves of internationalization ensue. We also explain why this occurs, and what triggers push and pull exporters to move from cycles of reactive to proactive internationalization, through waves of exit and re-entry into overseas markets. Offering a new theoretical lens, the Event System Theory, we present a conceptual model of internationalization pathways of firm evolution processes integrating IB and IE. We demonstrate how firm cycles evolve, why they change, and the role of events in their waves of internationalization.

Outward FDI of Indian firms: Impact of subnational institutional fragility, inward linkages and firm performance

V. Shirodkar¹, R. Nayyar¹, S. Varma²

¹University of Sussex, United Kingdom; ²University of Delhi, India

Prior research on the outward foreign direct investment (OFDI) of firms from emerging economies has emphasized the importance of home country institutional factors. In this paper, we suggest that institutional fragility at the subnational level impacts the OFDI of Indian firms such that firms from more fragile institutional environments are less likely to engage in OFDI. We also suggest that this effect is moderated by inward linkages at the industry and firm-level and by firm' performance. We test our hypotheses based on the analysis of an unbalanced panel dataset comprising of 2,435 observations of 275 Indian listed firms over the period 2008-2018. Our study contributes to the literature on the internationalization of emerging market multinational enterprises by focusing on the issue of institutional fragility – a new concept that advances our understanding of institutional complexities in emerging markets.

C1.2.07: Influence of Institutional Configurations, Ecosystems and Networks on SMEs and Internationally Entrepreneurial Firms

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · Location: A2-090

Session Chair: Stephan Gerschewski, Heriot-Watt University, United Kingdom

The Human Capital Puzzle and Ambitious Entrepreneurship: A Comparative Institutional Approach

V. Martin-Sanchez¹, M. Epure², S. Aparicio³, D. Urbano³

¹University of Southern Denmark; ²Universitat Pompeu Fabra; ³Universitat Autònoma de Barcelona

We propose a conceptual model in which pro-market institutions dampen the growth aspirations of entrepreneurs with transmitted human capital, while they augment the aspirations of entrepreneurs with human capital acquired in the marketplace. Further, we posit that this mechanism is active when the entrepreneurs' socio-cognitive trait of fear of failure is low, which could otherwise preclude a role of institutions. We test our predictions on a multilevel dataset of individual- and country-level characteristics obtained from the Global Entrepreneurship Monitor and World Development Indicators for the period 2005–2016. Results confirm our predictions, and are robust to interacting human capital with relevant macroeconomic factors, using matched samples, as well as accounting for selection into entrepreneurship. Altogether, our findings and pave the way to institutional adaptive policymaking.

A PROCESS MODEL OF SME CONTRIBUTION TO GLOBAL VALUE CHAINS

L. Kano¹, J. Li², R. Shams³, D. Vrontis⁴

¹University of Calgary, Canada; ²Hong Kong University of Science and Technology; ³Northumbria University, UK; ⁴University of Nicosia, Cyprus

Most global value chain (GVC) research focuses on the lead firm, typically a large multinational enterprise (MNE). Small and medium-size enterprises' (SMEs') participation in GVCs has garnered less scholarly attention, yet SMEs play diverse roles in GVCs and are often important sources of innovation and value creation in the network. In this perspective paper, we draw on three research streams—entrepreneurship, GVC, and international business—to explore the nuances of SMEs' participation in GVCs. We argue that an SME's participation in a GVC is a dynamic process, which starts with developing a set of capabilities to support the SME's overlapping identities: those of an entrepreneurial actor, GVC participant, and international player. These capabilities facilitate the SME's engagement in two meta-processes, orchestrating and value co-creating. The extent to which the SME is able to engage in these processes determines the outcomes of its participation and the specific roles it plays in the network. The SME's ability to orchestrate and co-create value is influenced by external factors, including various dimensions of GVC complexity and dominant macro-level trends such as digitization, volatility, and the increasing societal pressure toward a full chain responsibility approach to GVC governance.

Trust, State Fragility, and Entrepreneurial Export Activity

J.-L. Capelleras¹, I. Contin-Pilart², M. Larraza-Kintana², V. Martin-Sanchez³

¹Universitat Autònoma de Barcelona; ²Universidad Pública de Navarra; ³University of Southern Denmark

This paper investigates how state fragility affects export-oriented entrepreneurial activity. Drawing on the institutional logics perspective, we first argue that a non-favorable home-country institutional configuration in the form of state fragility will negatively influence the internationalization decisions of entrepreneurs. We subsequently suggest that the presence of role models and generalized trust, will positively moderate such negative relationship. We test our hypotheses on a multisource dataset that combines individual- and country-level observations. Our multilevel analysis covers 43 countries for the period 2005-2016. The results support the hypothesized direct and moderating effects. Implications from the findings are discussed.

Towards a holistic model of SME internationalisation: A systematic literature review

C. Fernandes^{1,2,3}, P. M. Veiga^{2,4}, S. Gerschewski⁵

¹Universidade da Beira Interior, Portugal; ²NECE Research Unit in Business Sciences, Portugal; ³Centre for Corporate Entrepreneurship and Innovation at Loughborough University, UK; ⁴Escola Superior de Educação de Viseu - Instituto Politécnico de Viseu e Universidade Católica Portuguesa; ⁵Heriot-Watt University, UK

Small and medium-sized enterprises (SMEs) generally make a crucial contribution to local and national economies. As the market has increasingly become globalised over the past two decades, SMEs often feel the need and/or the push to internationalise their business activities. Accordingly, given that the literature on internationalisation is rather extensive and at the same time seemingly too fragmented, this study seeks to systematically understand the scientific structures of research on SME internationalisation, and how it is organised.

We used a bibliometric approach and data co-citation to identify and systematise the scientific publications, intellectual structures, and research trends related to SME internationalisation.

Our research reveals five approaches that theoretically support the internationalisation processes of SMEs: (1) internationalisation and networks; (2) internationalisation and venture capital; (3) internationalisation and intrinsic characteristics; (4) internationalisation and transaction costs; and (5) internationalisation and firm resources and capabilities. Based on these findings, we develop a new, holistic model of SME internationalisation.

This study has important implications for academics and practitioners who are likely to benefit from a holistic understanding of the different aspects of SME internationalisation.

C1.2.08: Global Mobility

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · *Location:* A2-070
Session Chair: Ivar Padrón-Hernández, Hitotsubashi University, Japan

Identities under threat: Identity work of skilled migrants in Japan-based multinational corporations

J. Xie, V. Peltokorpi

Hiroshima University, Japan

While increasingly valuable resources, relatively little is known about skilled migrants' identity threats and work in organizations. We use the identity work perspective and interviews with 163 skilled migrants in Japan-based MNCs to examine how and why use identity work to respond to identity threats. Our analysis shows that migrants responded to identity threats in terms of value conflict, cultural homogeneity, and stigmatization by protective identity work (i.e., detaching, differentiating, distancing, disengaging) and adaptive identity work (i.e., shifting, revising, extending, suppressing). This study contributes to IB research by specific types of migrants' identity threats and identity work in MNCs.

Success as a learning journey: how the characteristics of expatriates' jobs influence the career capital of different types of expatriates.

R. Mello

University of Vaasa, Finland

Taking into consideration career capital development abroad (CC-development) as a successful career outcome, the present study investigates whether the job characteristics of expatriates' jobs, expatriate type and job market type influence the perceived CC-development of expatriates five years after the first survey. The study presents findings from a 2020 follow-up study among 327 expatriates, including assigned expatriates and self-initiated expatriates, who worked abroad in 2015 and 2016. 186 had continued their international career while 141 had repatriated. A structural equation modelling (SEM) with robust maximum likelihood (MLR) estimation was used to test the hypotheses. In this analysis, the MPlus 8.6 software was used. The results provided evidence that the Job Characteristics Model is indeed connected to CC-development abroad through experienced meaningfulness of the work (skills variety, task identity, task significance), while the experienced responsibility for the outcomes of the work (autonomy) and knowledge of the results of the work activities (feedback) was not relevant. Second, the expatriate type did not influence CC development. Finally, repatriates perceived a lower degree of CC-development abroad than expatriates continuing in international job markets.

“An expatriate walks into a bar in Japan...”: Talk about humor as a lens to understand the experiential development of intercultural competence among globally mobile individuals

M. J. Lehtonen¹, A. Koveshnikov²

¹Rikkyo University College of Business, Japan; ²Aalto University School of Business, Finland

Building on the idea that for expatriates to be communicatively effective in international settings host country language proficiency is not the only and often not the most important factor, in this paper, we examine expatriates' talk about humor as a lens to understand the experiential development of their intercultural competence. Drawing on our analysis of 42 interviews with Nordic expatriates living and working in Tokyo, Japan, we identify four functions of humor as used by expatriates ranging from more basic coping and disarming and to more advanced mingling and shaping their social environment. We also develop a model explaining the advancement of expatriates' intercultural competence as experiential learning from their engagement with the sociocultural environment of the host country through the social practice of humor.

Reactions of self-initiated and organizational expatriates to sudden and prolonged external threat

I. Padrón-Hernández

Hitotsubashi University, Japan

How do different types of expatriates react to immediate disaster risk? This study seeks to acknowledge expatriate diversity by mapping reactions while paying special - albeit not blind - attention to expatriate type. I interviewed 12 expatriates in the Tokyo area one year after the 2011 Tohoku disasters. While the earthquake and tsunami caused regional destruction and there was immense uncertainty regarding how the nuclear meltdown would develop, Tokyo remained largely unscathed. Thus, my sample is suitable to study reactions to sudden and prolonged external threat. Analyzing their behavior through the lenses of expatriate type, cross-cultural adjustment and social attachment theory, I unpack the different push-and-pull factors that determine evacuation decisions. Reactions and responses were highly varied, ranging from business as usual to overseas evacuation. Findings indicate that expatriates relate to a variety of stakeholders when responding to increased levels of external threat and making evacuation decisions. For well-adjusted expatriates, these stakeholder maps grow in complexity and importance to the expatriate, reducing the likelihood of evacuation. The study contributes to a nuanced view of different expatriate types and sheds light on the fairly common occurrence of heightened but unrealized threat.

11.2.01: Global Strategy in Context

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · Location: A2-005

Session Chair: Pamela Sharkey Scott, DCU, Ireland

MANUFACTURING RESHORING AS A STRATEGIC CHOICE IN THE INTERNATIONAL CHESSBOARD: EMPIRICAL EVIDENCE FROM VENETO, ENGLAND AND CALIFORNIA

D. Pegoraro¹, L. De Propriis², A. Chidlow²

¹Politecnico di Milano, Italy; ²Birmingham Business School, United Kingdom

The aftermath of the Global Financial Crisis enacted a series of events that are drastically reshaping firms' international business strategies. Due to the increasing uncertainty and complexities at global level, production location decisions are pivotal. One option is to reorient their focus on their home country by adopting a Manufacturing Reshoring Strategy (MRS).

This paper investigates the MRS by adopting the framework of the GVC as a bridge between Economic Geography and International Business by studying firms established in Veneto (Italy), England (United Kingdom) and California (United States). Manufacturing Reshoring is envisaged in three not mutually exclusive strategies: (i) In-House; (ii) Insourcing; and (iii) Full. The importance of factors influencing the probability of adopting a MRS over another one were collected via a web-based survey. Data were analysed first with a confirmatory factor followed by a multinomial logit model. Results suggest that factors related to efficiency-seeking (i.e. investment in automation, digitalisation of the production process, partnership with key suppliers, proximity with final market and favourable public policies) are statistically significant for adopting a full MRS. This reveals the indirect importance of a wealthy local supplier system that is able to support the manufacturing reshoring strategy adopted by the firm.

Future trajectories of international production and global value chains put to test – the influence of digital technologies and global developments

S. Kinkel

Karlsruhe University of Applied Sciences, Germany

The future shape of international production and global value chains is currently the subject of intense debate. Several exogenous shocks have shown that global supply chains are vulnerable to disruptions and that aspects of resilience need to become more important. In addition, new digital technologies hold the potential to fundamentally transform the configuration of international production and global value chains. Possible trajectories are the increasing reshoring, diversification, regionalization or replication of the production activities of multinational companies. This paper examines the influence of digital technologies and external global developments on these trajectories, using a large-scale empirical dataset of 655 manufacturing companies from 16 industrialized countries. Of the external drivers examined, the assumption of disruptions in global supply chains has the most diverse impact on future production constellations. The firm-specific advantages (FSAs) that result from the use of different digital technologies, in particular additive manufacturing (AM), digital support for automation, and artificial intelligence (AI), have a clear impact on the future design of international production configurations. Overall, customer-side and competitive developments seem to result in more local and regional constellations, while disruptions to the supplier-base might also point to further diversification of value-added activities.

The contribution has been withdrawn.

Nonmarket factors and strategy development for emerging markets multinational enterprises

D. Fjellström¹, W. Bai², L. Oliveira³, T. Fang⁴

¹University of Gävle, Sweden; ²Uppsala University, Sweden; ³University of Dalarna, Sweden; ⁴Stockholm University, Sweden

“Transform to adapt” or “resilient by design”? How MNEs and innovation driven organizations respond to disruptive events

S. Denicolai, M. Grego, G. Magnani

University of Pavia, Italy

There is no doubt that the vast majority of established firms need to significantly reconsider their business models to react to major disruptions of our times. However, the issue is much more controversial when it comes to innovative and multinational companies. Indeed, being a ground-breaking organization or being present in several markets may work as factors that protect the business against big shocks and, therefore, mitigate the need for profound transformations. Alternatively, these aspects could even alter the way in which

patterns of change take place. Given this scenario, this study investigates the effect of business model transformation on firm resilience over the pandemic in 2020, by exploring if and how firm innovativeness and international scope influence this relationship. The empirical analysis relies on a proprietary database consisting of 180 companies prone to innovation. Findings show that business model transformation is beneficial for all companies, no matter the level of innovativeness, the international or the domestic outlook. However, the need for transformation in front of grand challenges like pandemics could be incremental for MNEs and - especially - for firms used to constant

renewal, whilst non-innovative and domestic organizations have no option: profound transformation at a large scale, or fall.

Platform-based ecosystems as mediation in the goal conflict relating to the global footprint

H. Proff, L. Kraus, A. Jeppe, C. Festing

EIBA 2022 Conference Proceedings

University of Duisburg-Essen, Germany

A tendency towards deglobalisation is increasingly evident, especially as a result of nation-alism and the debates on sustainability, partly overlaid by a discussion about the disaggregation of global supply chains as a consequence of the Covid-19 pandemic. At the same time, the growing markets for MNEs continue to be in countries outside of Europe, North America and Japan. This causes a goal conflict between a deconstruction and an expansion of the global footprint. To mediate this goal conflict, we propose a link to the discussion about a paradigm shift in the global strategies of MNEs towards business ecosystems across national boundaries. The rationale behind this is that, for the same capital input, benefit can be increased by an exchange of complementary resources and capabilities in the ecosystem. Hypotheses are theoretically derived and then empirically tested using structural equation modelling in a quantitative study of 286 internationally active automotive companies.

Global Value Chain Reconfiguration: A systematic literature review and future research agenda

N. Lutskes

Wirtschaftsuniversität Wien, Austria

This article reviews the literature on the rapidly growing domain of global value chain reconfiguration by descriptively and qualitatively analyzing, structuring and comparing publications. We enrich the discourse on GVC reconfiguration by a framework that helps to classify future research and hereby connect a variety of international business literature. We propose to conceptualize the reconfiguration process as being comprised of three distinct steps: GVC reconfiguration drivers that lead to GVC reconfiguration responses which bring about GVC reconfiguration outcomes. For each dimension, we add structure to reduce the complexity rooted in the endless linkages of the topic. We qualitatively analyze relevant literature to identify commonalities and differences and to give an overview of the status quo of the academic discourse. We find that the dominance of firm's motivation to seek cost-advantages abroad by offshoring is incrementally overshadowed by the need for more GVC resilience, compliance and sustainability.

11.2.02: Speed, Flexibility, Growth and Performance in Small and Entrepreneurial Firms

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · *Location:* A2-010
Session Chair: Johannes Kleinhempel, Copenhagen Business School, Denmark

Growth as a Double-Edged Sword: Long-Term Performance of High Growth Initial Public Offerings

M. Shahriari

Erasmus University of Rotterdam, Netherlands, The

This study investigates the long-term performance of pre-initial public offering (IPO) high growth firms. Despite the extensive knowledge on drivers of high growth, we know little about the market outcomes and boundaries of such strategy. Our findings suggest a negative relationship between pre-IPO high growth and long-term performance. We also find that while growth-orientation and scalability reduce the negative reaction of investors to pre-IPO high growth, profitability-orientation and intensity of acquisition intensify their negative reactions. We use a sample of US IPOs during 2002-2015 to empirically test our hypotheses.

The double-edged nature of international marketing capabilities in manufacturing SMEs, a two-country study

I. Kowalik, L. Danik, A. Pleśniak

Warsaw School of Economics, Poland

There are mixed results concerning the SME's marketing capabilities' relationship with performance and few explanations of interactions between different capabilities in the international B2B markets. This study aims at answering how marketing capabilities and their interaction may influence the SME's market effectiveness within different country contexts.

The study was conducted in 2020/2021 using a CATI/CAWI method, in 300 Polish and Finnish SMEs. We applied logistic regression to check whether pricing, product development, promotion, sales service, exploratory, and exploitative product innovation capabilities are related to performance. These relationships were compared between local and exporting SMEs.

As we found, the exporting SMEs can compete successfully abroad if they have the capability of a flexible pricing policy. In addition, the often-overlooked capability of image formation is crucial in their effectiveness abroad. However, it works when paired with exploratory innovations. The sales capability is counterproductive at a high exploratory innovation level.

The study's contribution concerns examining the joint influence of different types of marketing capabilities' on small exporters' performance. The study also contains important insights for practitioners, because the SMEs usually emphasize technical capabilities at the expense of the marketing ones. The double-edged nature of marketing capabilities is revealed thanks to analysing their interaction.

PER ASPERA AD ASTRA An exploratory study of Finnish SMEs scaling to international markets

J. Mäkelä, N. Nummela, E. J. Paavilainen-Mäntymäki

University of Turku, Finland

Though Finnish SMEs seemingly have the needed resources and skills to scale their operations to reach international growth, something seems to hold them back. Our study set out to unravel this gap of what impacts SME scaling and posited the research question of how SMEs are able to scale their operations in order to enter international markets as well as to optimize their operations post-entry? Our preliminary findings are based on a case study of 12 industrial, knowledge-intensive and service SMEs that builds on a dataset combining interview and secondary data. These findings indicate, among others, that modularity of the company offering, availability of technically skilled and committed employees, ability to balance adequate finances to reasonable scaling operations, agility and resilience to scale up and scale down in reflection to the business environment changes, strategic networking with committed and reliable partners, and the branch of the companies directing them to either more effectual or more causal strategizing play a central role in scaling, and thereof also in international growth. Our study contributes to the existing literature by broadening our typically linear, growth-oriented interpretation of scaling with a view of scaling as a multidimensional, contextual and temporally varying process.

Schumpeterian entrepreneurship across countries: Expectations, manifestations, and overoptimism

J. Kleinhempel¹, S. Estrin²

¹Alliance Manchester Business School, United Kingdom; ²London School of Economics, United Kingdom

Do cross-country differences in high-growth expectations entrepreneurship translate into manifest high-impact Schumpeterian entrepreneurship? Comparative international entrepreneurship research typically relies on survey-based measures of high-growth expectations entrepreneurship as a proxy for manifest high-impact entrepreneurship because it is very difficult to collect harmonized cross-national data on manifest high-impact entrepreneurship, yet little is known about their association. We revisit this practice. First, we show that high-growth expectations do not readily measure manifest high-impact entrepreneurship; we find no evidence of a positive linear association as one could have expected a priori. Second, we develop an avenue for overcoming the potential analytical and inferential challenges arising from the imperfect association between expectations and manifestations by deriving a cross-country measure of entrepreneurial growth over-optimism. Third, we demonstrate that conditioning on entrepreneurial growth overoptimism helps recover the original association between manifest high-impact entrepreneurship and its antecedents (or outcomes) when manifest high-impact entrepreneurship is not directly observed but proxied for using high growth expectations. This has important implications for entrepreneurship theory and policy which we discuss in-depth.

Service product offerings and entry mode choice - Modularity and SME internationalisation

R. Jack¹, J. Zhu²

¹Macquarie University, Australia; ²University of Newcastle, Australia

Our findings reveal that previous research may have underestimated the way that small to medium size businesses (SMEs) breakdown their service activities and look for more flexible options in relation to their international delivery. Although firms seeking to expand internationally commonly have access to a considerable collection of potential entry modes, ranging from exporting to establishing a subsidiary in the host market, certain product characteristics, considered synonymous with services, are assumed to limit the modal options available, or at least the flexibility in the (likely or potential) sequence in which they are undertaken. Based on a qualitative case study of five international SMEs our study reveals something different - product inseparability, which is often considered an important determinant affecting the entry mode choice of firms in international markets, may not necessarily restrict entry mode choice in an international market and there could be different ways and requirements of delivering any attribute or activity that is deemed inseparable from a firm's product offerings.

Drivers of international sustained high – growth: Unicorn start-ups in Europe

D. Kabbara, B. Hagen

University of Pavia, Italy

This paper aims to explore the international sustainable growth of Unicorn start-ups, with a particular focus on the European unicorns in the fintech industry. We compare a matched pair of fastest growth ventures to understand drivers and patterns, and in particular the role of longer-term factors and their importance for (international) growth. The findings confirm well-known drivers of entrepreneurial internationalization but they also evidence that closer examination is needed to fully appreciate their influence in a context of a rapidly changing landscape and dynamic industries. The role of digital business models is emphasized but more than their digital nature, it is the value proposition and 'market' strategy which accounts for overall success. This study contributes to studies on international entrepreneurship and, more specifically, sheds light on a less explored topic which is sustained high (international) growth.

I1.2.03: Opportunities & Success Factors in Higher Education Institutions

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · Location: A2-060

Session Chair: Sachin Kumar Raut, Fortune Institute of International Business, New Delhi, India and University of Agder, Norway

Scholars & Sustainability: Opportunities for Business Schools in a Post-COVID World

A. S. Duncan¹, A.-L. Duncan²

¹Burgundy School of Business, France; ²Institut Paul Bocuse

Due to the COVID-19 pandemic, most Higher Education Institutions were forced to move classes online and to cancel student exchanges for the academic year. Business schools, particularly French business schools, place a major emphasis on international student mobility as part of the curriculum. As we move into a post-COVID era, many schools are reviewing how the processes learnt from the pandemic may influence their long-term international and sustainable development strategies. The goal of this research is to explore how French business schools with international branch campuses (IBCs) may adapt their international student mobility operations.

SOFT SKILL PEER-TO-PEER EVALUATIONS: Benefits for Higher Education Institutions through Measurement Instruments.

E. Talavera¹, N. U. Salcedo^{2,3}

¹Education Quality Accreditation Agency - EQUAA; ²ESAN Graduate School of Business, Peru; ³Department of Business, Universitat Autònoma de Barcelona, Spain

This paper tests and analyzes the results and benefits of a soft skill peer-to-peer evaluation instrument and platform for students from higher education institutions. The first step was selecting the most relevant soft skills from the three main categories established by the National Research Council and the National Academy of Sciences of the United States for 21st-century skills: cognitive, interpersonal, and intrapersonal skills. Once selected, the most critical soft skills were grouped within the study to determine five as "core soft skills." A peer-to-peer methodology was applied and analyzed, involving from 40 to 100 evaluations (for graduate and undergraduate programs, respectively) for each soft skill, for students, group projects assigned throughout each semester, and program durations.

Implementing peer-to-peer soft skill measurements provides higher education institutions with rich information regarding students' core soft skills' current progress and capacity building. Working with higher education institutions allows student improvements at individual and aggregated levels. Furthermore, incentives for soft skill development create a powerful tool with positive impacts for students, HEIs, and firms worldwide.

A systematic literature review on PhD success factors

F. Yeasmin¹, Z. H. Munim², R. Mersland¹

¹University of Agder, Norway; ²University of South-Eastern Norway

Despite the rigorous and structured training during PhD, many students still struggle to complete their education. This study presents a systematic literature review (SLR) of studies on the drivers of PhD success. PhD success broadly refers to the completion of PhD degree within the pre-determined duration. This SLR uses the Web of Science and Scopus databases to identify relevant studies for analysis. A total of 91 studies were found relevant, which were published during 2000 to early 2022. These studies are mostly occupied with qualitative, quantitative, and mixed methods. This review also analyzed case studies in existing research with diverse samples to get a precise idea of the factors behind PhD success. The synthesis draws attention to the fact that PhD success is influenced by many factors such as supervisor-student relationship, feel of affinity, degree of work independence, type of workload, institutional environment, peer influence, source of PhD funding, future career opportunities and among others. Future research directions include recommendations in the form of research questions on the PhD success factors and their connections. In this paper, the findings are useful for students and PhD program leaders among other stakeholders in making the right decisions leading to successful completion of PhD degrees.

The Contribution of X Culture Academy to The Development of Career Ready International Business Workforce: What Do We Know, How Do We Know and Where Should We Be Heading?

S. K. Raut

Fortune Institute of International Business, New Delhi, India and University of Agder, Norway

This study was conducted using a qualitative approach. First, we utilize a systematic literature review to identify and determine the salient characteristics of the articles contributing to the development of the topic, identify new research streams addressed on the topics and uncover the gaps for future research. Based on the systematic literature review, the characteristics examined and identified include the following: communication skills; adaptability, open-mindedness to foreign environments, strong technical skills; stress management; ability to work well with others, social intelligence, and valuing diversity and multicultural framework. The study found that the sample of the business students feel the top five global managers skills are: strong desire to go overseas; specific knowledge of overseas culture, the ability to adapt the time differences, the capacity to deal with expatriate work assignments, and overseas experience. In terms of the future readiness, computer skills, communication skills, knowledge of worldwide networks and contacts, knowledge of home culture, and the ability to understand cultural dynamics are the most important skills. The results will help in defining the major characteristics of future desired business managers in the International Business domain.

11.2.04: Perspectives on International Alliances

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · *Location:* A2-035
Session Chair: Guus Hendriks, University of Amsterdam, Netherlands, The

Asymmetric Alliance: A literature Review and Research Agenda

M. S. Gupta, D. Wang

Aalborg University

Alliances can be seen as one of the most popular ways to utilize and access a new set of skills, diffuse innovation, and, subsequently, keep pace with the rapidly changing business world. Among different alliances, the asymmetric alliance between large and small firms has received special attention from scholars with its increasing popularity. Large firms with material advantages ally with innovative and flexible SMEs with certain expectations. However, with existing power dynamics and dependency imbalances, such alliances are characterized by volatility and risk. To make such an alliance work, extensive energy and effort need to be put. To investigate many dimensions, this review article will give a general overview of the existing literature. It sought answers in three stages- Pre alliance stage (motivation, partner selection and choice of structure or governance), Alliance management stage (different management techniques as opposed to several emerging tensions), and evaluation stage (performance measurements). The paper is still in its preliminary stage and incomplete. Plans are discussed in the methodology section.

Trust and relational capital in international alliances: An empirical evidence from Portuguese industry

S. C. Silva¹, K. Shahzad², F. Figueira-de-Lemos³, T. Ali²

¹Universidade Católica Portuguesa, Católica Porto Business School, Portugal; ²University of Vaasa, Finland; ³Fundação Getúlio Vargas, Brazil

International alliances (IAs) are popular yet complicated collaboration strategy as it involves cross-border partnership. Successfully managing such alliances has been remained debatable for long. Therefore, the purpose of this paper is to investigate the antecedents and determinants of trust and relational capital in the success of IAs. The analysis of survey data drawn from 232 Portuguese firms engaged in international business activities suggests that the performance of IAs is dependent on socially embedded mechanisms of mutual trust and relational capital that facilitate the cross-border collaboration. This means that trust and relational capital are accumulated after years of experience with partners and can be considered as assets. Moreover, we found that when shared values are aligned and embedded in social exchange approach and an increased reciprocity of information between partners exists, it leads to bridge distance and foster trust. While perception of the risk encapsulated in a particular relationship has a negative effect over trust, explaining that perceived relational risk is an important ingredient in the evaluation of the quality of a relationship. These findings have important theoretical and managerial implications in the context of cross-border alliances.

ALLIANCE MANAGEMENT ISSUES: A REVIEW OF THE LAST THREE DECADES

M. Dhaundiyal¹, J. Coughlan²

¹O P Jindal Global University, India; ²Maynooth University, Ireland

For businesses across industries and locations, strategic alliances are a critical means of conducting business. Nonetheless, a considerable proportion of alliances fail to achieve their declared goals for one or more partner firms. In this context, there is broad consensus in the academic literature that the post-formation management phase of an alliance is the most important period for increasing the success rate of strategic alliances. Therefore, it is crucial that academics and practitioners are aware of the major issues that have the potential to derail an otherwise successful alliance during the alliance management phase. We address this large vacuum in the literature by evaluating, examining, and structuring the difficulties partner firms confront throughout the post-formation alliance management phase, which have been emphasised in the leading management journals over the past three decades. We classify these difficulties as relational risk and performance risk and, in doing so, demonstrate that it may be prudent to devote more time and attention to relational risk issues, given that they vastly exceed performance risk issues. Therefore, we contribute to the rich and expanding literature on strategic alliances.

THE EMERGENCE OF INNOVATION ECOSYSTEMS - A Sensemaking Perspective on the Formative Beginnings

M. Storm¹, P. Zettinig¹, Z. Vincze²

¹Turku University, Finland; ²Umeå University, Sweden

This paper focuses on the genesis of an innovation ecosystem. We are interested to find out what are the unfolding processes in the early stages of innovation ecosystems' emergence that enacts a potential international market opportunity. An adoption of sensemaking perspective in the study of the emergence of a co-innovation ecosystem will support the understanding and analysis of ecosystems and alliances as internationalization strategies. A development of contribution to international business research is supported with an empirical case, a 2-year project aiming for internationalization and growth through the innovation ecosystem. At this phase, the focus in the emerge phase is to understand What determines the choices of involved actors to engage in the innovation ecosystem as an international growth and an expansion strategy.

Thinking strategically about how to shift entry mode

B. Petersen¹, G. R. Benito²

¹Copenhagen Business School, Denmark; ²BI Norwegian Business School, Norway

EIBA 2022 Conference Proceedings

The mode shifting process – i.e. how switches from one mode to another unfold – has only been described scarcely, and we lack a systematic outline of this process. In this paper, we take the first step towards such an outline. Adopting the established distinction between the formation and implementation phases of strategy making, we identify and describe critical strategic decisions managers in international firms have to make as to how a mode switch is implemented. Regarding the formation phases, we discuss the identification and consideration of entry mode switches as viable options, and whether companies plan or not for such shifts. Regarding the implementation phases, we differentiate between the integrating, collaborating, and stretching decisions that together define the type of switches ultimately made by companies.

P1.2.01: Walking the Talk in Cities: How International Business Can Help to Build Sustainable Cities of the Future

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · *Location:* A2-030
Session Chair: Tiina Ritvala, Aalto University School of Business, Finland
Session Chair: Iiris Saittakari, Aalto University, Finland

Panelists: Björn Ambos, University of St. Gallen, Switzerland Valentina De Marchi, University of Padova, Italy Ram Mudambi, Temple University, USA Discussant: Sarianna Lundan, University of Bremen, Germany

WALKING THE TALK IN CITIES: HOW INTERNATIONAL BUSINESS CAN HELP TO BUILD SUSTAINABLE CITIES OF THE FUTURE?

T. Ritvala¹, I. Saittakari¹, B. B. Nielsen², V. De Marchi³, R. Mudambi⁴, S. Lundan^{5,1}

¹Aalto University School of Business, Finland; ²University of Sydney, Australia; ³University of Padova, Italy; ⁴Temple University; ⁵University of Bremen

In this interactive panel, we propose a redirection of IB research towards grand global challenges in cities—a nexus which has received relatively limited scholarly attention to date. Our aim is to initiate a conversation on how the IB scholarship can expand the field's intellectual core and conceptual foundations through engagement with future-facing research agenda in urban settings. Some of the most established scholars on global cities and sustainability in IB will offer their perspectives on why zooming in the city level is important and discuss the catalytic role of the MNE in furthering urban sustainability. We will engage the audience in the discussion and offer some promising avenues for future IB research and methodological implications in order to facilitate further development of the field.

P1.2.02: Talking the Walk: A Perspective of the EIBA Conferences in Oslo

Time: Friday, 09/Dec/2022: 10:30am - 12:00pm · *Location:* A2-020

Session Chair: Vitor Corado Simões, ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon, Portugal

Panelists: Nuno Fernandes Crespo, ISEG - University of Lisbon, Portugal Klaus Macharzina, University of Hohenheim, Germany Sami Saarenketo, Laaperanta University of Technology, Finland Vitor Corado Simões, ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon, Portugal Carl Arthur Solberg, BI Norwegian Business School Khadija van der Straaten, Rotterdam School of Management, Netherlands

‘TALKING THE WALK: A PERSPECTIVE OF THE EIBA CONFERENCES IN OSLO’

V. C. Simões¹, N. Crespo¹, K. Macharzina², S. Saarenketo³, C. A. Solberg⁴, K. Van Der Straaten⁵

¹ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon; ²University Hohenheim, Germany;

³Laaperanta University of Technology, Finland; ⁴BI, Norway; ⁵Rotterdam School of Management, Erasmus University, Netherlands

Rephrasing the motto of the Conference, our Panel will talk about EIBA's walk to hold three Conferences in Oslo as well as about our main recollections from them. To do so, we invited two colleagues who made in Oslo their debut as long-term EIBA participants: Carl Arthur Solberg (1983) and Sami Saarenketo (2005). They will share with us their first-time EIBA experiences in Oslo. We also hope that Klaus Macharzina will be able to join us. Klaus is an EIBA member since 1976 and an EIBA Fellow. He will join us to provide his own views about EIBA's walk, and his vision for the future of EIBA. Transitioning towards a sustainable world will be addressed by Khadija van der Straaten and Nuno Crespo.

By 'talking EIBA's walk' from Oslo 1983 to Oslo 2022, through Oslo 2005, I am confident that the Panel will be a very good opportunity for a wide set on EIBAians, from different vintages, to share their EIBA experiences, and to reflect about the future of EIBA and IB's contribution towards a more sustainable world.

Posters 1: Poster Session 1

Time: Friday, 09/Dec/2022: 12:30pm - 1:30pm · Location: D-block alley

The Potential of the Northern Sea Route in a Rapidly Changing Environment

B. Verhaagen, L. Van Hoof

University of Antwerp, Belgium

Initially the Northern Sea Route (NSR) was hailed as a disruptive maritime development. Up to 37% in distance could be saved compared to the Suez Canal Route (SCR), although the anticipated traffic growth failed to materialize. Yet the Chinese invest into the NSR as part of their Belt and Road Initiative, and climate change will only increase the future potential of the NSR.

Preliminary research revealed that many restrictions, such as higher operational cost, limited economies of scale, lack of infrastructure and route seasonality, hinder the economic potential of the NSR. However, the NSR is the preferred route in case fuel prices are high, transit fees are low and holding cost are high, which might trigger opportunistic transits.

Looking ahead, uncertainty surrounds the future of the NSR. On one hand, events such as the Ever Given, increased demand for resources (found in the Arctic) and worsening climate change, showcase great potential for the NSR. On the other hand, Western sanctions, a fragile Arctic ecosystem and uncertainty regarding Chinese investments, make the realization of the NSR look complex and unlikely. Further research is required in order to determine if the NSR is a viable alternative to the SCR.

Do special economic zone operators matter? The evidence from Poland

T. Dorożyński, J. Świerkocki

University of Lodz, Poland

The objective of the study is to find out whether and why some zone managing companies (ZMCs) are more successful in developing their special economic zones (SEZs) than others. Specifically, we address the following research questions: Do individual zone administrations matter? And, if so, how exactly do they make a difference? Do they matter because of the resources they have, or is it due to the services they provide and institution-building efforts? In the literature on special economic zones, only a handful of studies have tackled the issue (e.g. Aggarwal, 2005), partly due to the limitations of data concerning variables relevant for comparing zone administrations with each other. We employed statistical and econometric methods at the level of the ZMCs to explain the relative performance of SEZs in Poland over the period 2004-2018. Summing up, our findings on the relative importance of individual ZMCs in the overall design suggest that: (1) zone administration does matter; (2) competition between the ZMCs may be an important aspect, especially as they can open subzones in different macro-regions; (3) zone location determines the ZMC performance in the first place.

MULTIVARIATE ANALYSIS TO STUDY THE PERFORMANCE OF MASTER'S AND DOCTORAL STUDENTS

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This study proposes to carry out a multivariate analysis that allows identifying significant relationships between the different factors that intervene in the admission and training process, and their impact on the academic performance of students. Through the design of a multivariate analysis that will allow to extract the relationship between the factors that are evaluated in the admission process and the different ones.

Organizational and Individual level outcomes of remote working: models and human resource practices

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Remote work became a reality for a significant amount of the global workforce during the COVID-19 pandemic, changing companies and individuals expectations about work arrangements.

Efficiency has been the primary focus of existing literature on remote work. Yang et al (2021) argue that remote workers increase communications with their stronger ties, and decrease communications with weaker ties. The latter being those that bring new information to the network and drive innovation.

Recently, Lazarova et al (2023) identified multiple positive and negative effects of remote work at the firm and personal level in the multinational enterprises (MNEs) context. For organizations, remote work has implications on company culture, coordination and collaboration. For individuals, working remote can impact their career mobility, motivation and retention.

Our research proposal focuses on identifying human resources mechanisms and practices that can enhance or mitigate remote work effects at the organizational and individual level. In addition, we analyze how different work models (full vs partial, synchronous or asynchronous remote work) will moderate remote work positive and negative effects.

Looking ahead, our findings will help companies implement remote work models that are best fit to teams and individuals given their unique characteristics.

Partner Selection Criteria In International Joint Ventures in Africa: A Resource Base View Perspective

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ABO AKADEMI, Finland, School of Business

Partner selection criteria is industry-specific (Rumpunen 2011), specific to institutional environment and varies depending on the origin of the foreign partners. While the few studies by Ngowi (2007) and Adebajo et al., 2013 on Botswana and supplier selection are information for theorizing and management implications on the African context, they are few and far between. We need not only more studies, but studies on different businesses and African countries in order to be able to theorize on the basis of the African context, as the African context has the potential to contribute to improving theoretical and contextual understanding of international business.

Our study seeks to answer the question "What is the impact of foreign partner resources and capabilities on their partner selection criteria in IJVs in Africa? We operationalize the resources and capabilities as knowledge-based resources (target specific experience, host country experience, Africa regional experiences, FDI experience in Africa) and property-based resources (degree of product diversification, R&D intensity, and firm size).

Our methodology will be both quantitative and qualitative. The initial data will allow us to test hypotheses based on international business partner selection and IJV literature. Interviews, we will dig deeper into factors, processes, and relationship development in partner selection.

The border between us: Sustainable development discourses on Finnish and Kazakhstan entrepreneurship scene

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Sustainability and United Nations (UN) Sustainable Development Goals (SDGs) form a major cornerstone of today's dialogue in international business and international entrepreneurship. While the stance towards sustainability and sustainable development in developed countries is well established, companies originating from such markets also operate internationally in emerging markets, where the perspective on sustainability is often different. Contributing to the body of research in comparative international entrepreneurship and to the budding stream of studies employing discursive paradigm in international business, we focus on a comparative international entrepreneurial perspective on the discursive construction of sustainability in emerging and developed markets. The paper focuses on how the phenomena of sustainability in entrepreneurship is understood in the business media in developed (Finland) versus emerging (Kazakhstan) economy contexts. We also examine how the socio-cultural context affects the framing of entrepreneurial sustainability and SDGs in those countries. To reach our aims, we conduct a comparative discourse analysis of the largest outlets of business media in Kazakhstan and Finland during 2017-2022. We particularly look at what the UN goals appear the most in media discourses, which could affect how the entrepreneurs in both countries understand sustainability and consequently carry out their activities in that regard.

The Effect of Competition Policy on Inward FDI

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Competition strengthens business confidence and encourages companies to constantly give their best to avoid losing market share to their competitors. Thus, competition policy affects productivity, which is the first lever for economic growth. Nevertheless, the role of a host country's competition policy in improving the business climate for potential entrants has been overlooked by international business (IB) scholars. Studies still lack consistent findings and an explicit conceptual focus on competition policy. Thus, it is daunting to negate or confirm the existence of a correlation between these two fields.

This research focuses on exploring the relationship between national competition policy and FDI inflow through resorting to new proxies and composite indicators capable of comparing in a systematic way the competition policy enforcement levels of countries worldwide. The research contributes to the discussion on the effects of competition policy for inward FDI considering the new world changes (digitalisation, Covid-19), which is relevant for foreign investors, and policymakers. Moreover, it guides the state's intervention, especially for emerging economies, which is central to a favourable environment for investments. Additionally, it is essential to identify the roles MNEs play in regulatory reforms because they could actively shape regulations.

The impact of migrants on International Joint Ventures

J. Mittermayr

Vienna University of Economics and Business, Austria

International joint ventures (IJVs) have become a key element in most companies' growth strategies when expanding into foreign markets. Yet IJVs can be difficult to manage which is reflected in a high number of poorly performing IJVs. Cultural conflicts between partner firms are being cited as one of the main reasons for these difficulties. Drawing on the social identity theory (SIT) as a conceptual anchor, we discuss whether international migrants given their knowledge about their country of origin and its culture could be a vehicle to ameliorate the conflict potential within IJVs, thereby positively impacting IJV performance. We empirically test a framework using regression models on data from more than 3,000 IJVs formed between Austrian firms and at least one international partner. First findings indicate that migration positively affects IJV performance and that this effect is even stronger the higher the share of female migrants. The age of migrants does not appear to be a significant moderator of the effect. Our empirical results shed light on previously unexplored areas in the IJV literature, while contributing to a better understanding of the SIT in the context of foreign business activities.

Missing Aspects of Government Support to Facilitate Exports: Implications of Type 1 and Type 2 Errors, and Evolution

P. Tinitis

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In this poster proposal, I put forth three propositions introducing some rarely discussed aspects relevant to government export support and to the policymaking capability of the agencies. I challenge the assumption of many empirical studies that the efficient use of public funds can be evaluated by simple intervention-performance relationship tests. I discuss the government agency-beneficiary firm relationship through decision accuracy (true positive; true negative; type 1, or leakage, error; and type 2, or exclusion, error). In this two-by-two matrix, I explore and illustrate the evolutionary buildup of routines in firms and agencies, leading to needs for different types of export support services. Whereas this framing has been used in development economics, addressing poverty alleviation, it has not, to my knowledge, been used in discussing export support, or generally in strategic management and international business literature.

Opportunity Recognition in Internationalization of SMEs: The Role of Network Capabilities and Bricolage

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The concept of opportunity recognition is at the heart of international entrepreneurship and offers substantial potential for advancing the field. Similarly, the role of networks and decision-making logic in entrepreneurial internationalization is acknowledged, yet studies have tended to examine the impact of networks and decision-making in international entrepreneurship separately from the concept of opportunity recognition. This is a crucial omission, since entrepreneurial opportunities in general have been found to be intertwined with both entrepreneurial decision-making and networks, which may have an impact on how different types of networks and networking activities impact opportunity recognition of internationalizing enterprises. Therefore, this study explored the role of decision-making logic in the networking – international opportunity recognition relationship. For entrepreneurial decision-making logic, this paper focuses on bricolage, which recent studies have noted as a key complementary decision-making logic in international entrepreneurship, yet which has received substantially less attention in the domain compared to effectual logic. The analysis, based on the data collected from 150 internationalizing firms in a developing country, finds support for the model positing both direct relationships from network exploration and exploitation to opportunity recognition, as well as for bricolage behavior moderating both types of the relationships.

The effect of various diversity dimensions on team performance in a dynamic task-complexity setting

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Diversity's inconclusive effects on performance have been researched and discussed by many IB scholars in the past. Applying these theories to real-life, large-scaled, granular data from soccer helps generating answers in a multifold and complexity-dependent manner. We analyze ten seasons of the top five European soccer leagues. Diversity coefficients of physical, demographic, experience and performance attributes are calculated for 40,166 team appearances with their respective impact on team performance defined by goal difference. Specific attention is paid to the circumstance of increased task complexity determined by a lower point difference compared to the opponent prior to the game. Our analysis suggests an overall positive impact of diversity as a combined measure of all mentioned traits, mainly driven by diverse tenures of the team. Varying performance, age, and culture reduce the chances of winning the game. In the light of higher task complexity, we observe how diversity in performance and age become positively related to overcome difficulties and achieve a positive goal difference.

The Influence of Migrants on MNC Workforce Well-being

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Global migration is a phenomenon that is affecting more and more countries, having an impact at individual, organisational and societal level. The increase in international migratory movements, diversification and greater politicisation of this phenomenon have led to this period being defined as the "Age of Migration." Only in recent years, however, have international business and management researchers started to show interest in refugees and skilled migrants. Early research shows that, despite companies' efforts, company policies may still fail to integrate migrants, thus leading to negative effects for the organisation and working teams. Therefore, further research is needed to investigate staffing policies and practices implemented by multinational companies to manage migrant workers, to identify the motivations of organisations to hire migrants, and to establish how these motivations may affect the wellbeing of immigrants and that of the wider workforce. Drawing on social identity theory and symbolic structural interaction theory, we argue for an interdisciplinary approach which incorporates research on diversity and inclusion climates for well-being into our notions of human resource management in the MNC. We ask "How is the well-being of different classes of employees (highly skilled versus less skilled; migrant versus non-migrant) supported by diversity and inclusion climates?"

Attracting and hosting FDI in post-transition economies in digital transformation time

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Advanced digital technologies of Industry 4.0 (I4.0) have a profound impact on existing socio-economic structures and processes reshaping the pattern of international production. This research touches upon the challenges related to attracting and hosting foreign direct investments (FDI), crucial for post-transition (DME) dependant market economies, where FDI proved critical in transformation processes. Much is being said about the impact of I4.0 on MNEs as the main orchestrators of change and related reconfigurations of global value chains (GVC). This study takes the perspective of the host economy - (post)transition V4 countries and argues that attracting technologically advanced investment which can be adequately embedded in local economy would become priority. The focus of this research are the antecedents of investment attractive locations in the I4.0 era - factors determining attractiveness of

places during digital transformation. This paper based on critical literature review diagnose and identifies major issues of hosting FDI by transition economy in digital transformation.

The role of managers' overconfidence in SMEs' foreign location choice

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The Internationalization Process model proposes a gradual internationalization path, where firms move from psychically proximate to more distant foreign locations during the course of their internationalization. However, we cannot sufficiently explain, why SMEs opt for path-breaking foreign location choices in psychically distant foreign locations without experience in proximate markets. This behavior increases the firm's liability of foreignness, which exposes the SME to additional risk. In order to understand SMEs' path-breaking foreign location choices, we adopt a microfoundations lens and explain firm-level decisions with differences in the cognition of managers. To this end, based on the model of risky decision-making behavior, we present a mechanism that considers managers' overconfidence as an antecedent of SMEs' path-breaking foreign location choices. We propose that managers' risk perception mediates this relationship. Methodologically, we seek to collect data from SME managers and employ a discrete choice experimental design, following recent best-practice examples from the IB literature. We enrich the field's understanding of SME internationalization by offering a theoretical explanation for path-breaking foreign location choices. Additionally, we complement extant literature by adopting a microfoundations lens and emphasize the relevance of managers' cognition in SMEs' foreign location choices.

Biculturalism and Leadership: Latin American Leaders

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In today's globalized and interconnected world, internationally operating organizations need multicultural leaders with a global mindset to facilitate international collaboration and organizational development. Research on the skills and characteristics of biculturals has been conducted in recent years, but how and to what extent they can perform in the context of leadership is a topic that has been little explored to date. Therefore, the term bicultural leaders refers to individuals who, in virtue of having at least two internalized cultural systems, possess unique cognitive and cultural competencies and skills that they can bring to leadership positions. However, if bicultural leaders have the insights and understanding of person-oriented leadership, as is common in the Latin American context, this could have a different kind of impact when combined with other aspects of global leadership. The dissertation aims to explore this topic using a dynamic approach that includes self-perception, the interaction of Latin American bicultural individuals with the context in which they evolve and the development of leadership dynamics. For this purpose, a qualitative research method is particularly useful, as it can provide valuable insights on cross-cultural leadership dynamics, in this case with a special focus on Latin America.

CULTURAL DIMENSIONS OF HOFSTEDE: A STUDY OF ITS APPLICABILITY IN ORGANIZATIONS

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The target is to verify the Hofstede's first dimensions of national culture to understand better the cultural differences in a workplace and its influences on the modern global organizations. A theoretical frame was based on the first dimensions of national culture from Geert Hofstede. The methodology was done on personal and depth interviews with 16 members working in Brazil, Colombia, England and New Zealand, from multinational organizations. The number of interviewers was selected by a theoretical saturation technique. Sample was based on the non-probabilistic purposeful sampling method, as it is a qualitative research. Content analysis was used to interpret how and why the Hofstede's dimensions was influencing activities of the organizations. The results shows to the assertion that Hofstede's studies are still applicable today, since the dimensions address perspectives experienced in daily life. Conclusions points that the contributions of Hofstede to understand national culture are undeniable; however, it must be considered that although it is possible to use it to identify cultural patterns, those may change over the years as the organization and the individuals changes, suggesting longitudinal trajectories' studies to help to understand better the application of Hofstede's dimensions and its evolutions in a contemporary world.

Emerging multinational enterprises and reverse knowledge transfer: industrial upgrading and technological catch-up in cross-border M&As

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Asset-seeking strategies are considered the main motivation for cross-border M&As made by emerging economies, but efforts to relate that motivation to reverse knowledge transfer and to industrial technological upgrading at the aggregate level remain scarce. The aim of this paper is to analyze whether M&As carried out by EMNEs are related to asset-seeking strategies, through assessment of the extent to which learning processes in host countries may contribute to industrial technological upgrading and catching-up at home. Making use of panel data techniques, we test the impact of M&As on patent applications for 36 industries in China. Results show that cross-border M&As carried out by Chinese MNEs contribute notably to the country's innovative industrial performance, confirming the hypothesis of reverse knowledge transfer, which is favored by the absorptive capacities of an industry, and specially in the case of M&As carried out in developed and more advanced developing economies. Results also highlight the importance of analyzing these M&As according to the nature of a firm's ownership, since private MNEs show higher learning capabilities abroad

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than do State-owned MNEs, thus contributing to a greater extent to the innovative performance of their industry as well as to prevailing asset-seeking strategies in their internationalization processes.

Fashions in international business theory

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Where do theories in international business come from, and why does this matter? In this paper we address an influential source of seemingly new theories: that is, management fashions. We examine how management fashions arise, and why understanding the management fashion "lifecycle" can better equip IB scholars to engage critically and productively with these ideas. We do so by means of a multiple case study of fashions in international business (IB), using Born Globals (BGs), Talent Management (TM), and Equality, Diversity & Inclusion (EDI) as examples. We select these cases on theoretical grounds: 1) a fashion that is in decline (BGs), 2) one that is well-established (TM), and 3) one that is gaining ground (EDI) in IB.

How Does Business Network Improve Product Innovation among Exporters?

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Innovation is essentially critical for firms' competitive advantage. Faced with economic and political constraints, competing with global rivals has become increasingly difficult for exporters from transitional economies; therefore, product innovation is particularly crucial. Drawing on social network and resource-advantage (R-A) theory, this research aims to investigate how exporters from Myanmar, a country characterized by continual political unrest, can improve product innovation. A conceptual model explicating the relationships between business network ties, financial resource accessibility, export market-oriented capability and product innovation was developed. A quantitative survey-based research design was implemented. A final usable sample size of 161 exporters from different industries were used to test the hypothesized relationships via path analysis. Results indicate that the exporters' access to financial resources can be enhanced by the number, and the closeness, but not the frequency of business ties. The exporters' access to financial resources help improve export market-oriented capability and product innovation intensity. Export market-oriented capability has a positive effect on product innovation intensity. The findings confirm the premises of social capital and R-A theories and extend them to innovation literature. Business network ties are social capital endogenous to firms' capabilities, crucial for resource accessibility, which eventually enhances product innovations.

Integrating the 'Do-no-harm'-principle into social networks of internationalizing start ups

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When preparing for or engaging in international business, new ventures use their social networks as a gateway to resources such as foreign market information, access to collaborations, or capital. These network relationships with internal and external stakeholders are dynamic, and thus constantly evaluated and restructured according to a venture's needs. Lately, acting responsibly towards stakeholders, the society at large, and the ecological system has become a fixed cornerstone in the international marketplace. Implementing this demand for corporate social responsibility (CSR) through reporting systems, or certifications can be quite costly, and time-consuming for new ventures, especially on an international level. To overcome this predicament, this study suggests to implement a new filter into the evaluation and choice of international network ties: the 'Do-no-harm'-principle (DNH). Essentially, it means to avoid relationships that will have a negative impact on the economic, ecological, or social footprint of the startup. From another angle, it calls for the support and search of ties that demonstrate a clear commitment to practices that benefit the society, and the planet at large. Eventually, the outcomes of these relationships should lead to a better fit between international market demands and the new venture's resources.

Earth Is Our Only Shareholder

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In August 2022, Yvon Chouinard transferred all the shares he and his family held in the company he started, Patagonia, to a trust and a non-profit organization. All voting shares in the company are now owned by a charitable trust – Patagonia Purpose Trust. The trust is to oversee the operations of the company he founded, and ensure that it continues to be a for-profit business that generates a strong profit stream. The profits generated will go to a newly created nonprofit organization, Holdfast Collective. Holdfast is tasked with distributing the funding it receives to fight the climate crisis. This organizational and ownership structure is unique, and designed to meet the perhaps unusual preferences of Chouinard and his family. But is it a model that other business owners may want to follow if they hold the view that a business should have a purpose beyond making a profit and enriching shareholders – a purpose that a profitable business can help fund.

As the focus of the 2022 EIBA Conference is on sustainability, the example of one family's initiatives to encourage sustainability are illustrative. Yvon Chouinard is an individual who "walks the talk."

Gender Equality in Global Entrepreneurship: International Business Exporting and Sustainability in Context

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The prevalence of globalization presents a unique challenge for countries to enter international Business and maintain a strong market position. In this situation, the marginalization of half the population can be a barrier to business opportunities, and an obstacle to the achievement of the United Nations Sustainable Development Goal 5, represents gender equality. The purpose of the study is to check gender quality level in international business export participation.

In this study, we quantitatively investigate gender participation in international business; In particular, we have highlighted exporting, it is an easy and common method of entering the international business. Study reveals that country-level gender equality moderates gender participation in international business, distinctive categories of control variables, which trigger responses to research findings. We collect secondary data from the Global Entrepreneurship Monitor (GEM) website to share our ideas. These data help us construct a diagram and mechanize its structure on selective attention. We follow complexity theory on social phenomena combined with a positivist perspective. This study is a piece of knowledge for readers and policymakers to understand the status of women's participation rate in international business exports, devise strategies to promote women exporters with the necessary training, and implement legal flexibility.

Unity Index, an alternative method to analyse the authors production in bibliometric analyses Poster

C. A. PLATA

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Traditionally, the indicators to rank and position authors within bibliometric analyses are linear and show a lack of interaction between them. Assessing the researcher's production exclusively on linear indicators, such as the number of publications, H-Index, and number and citation have created a publish or perish culture. The Leiden Manifesto, as a response to this culture, promises a revised assessment of scientific production based on the utility and the push of scientific cooperation. Yet, this and other similar initiatives, look for a systematic change. The change proposed by initiatives like the Leiden Manifesto will take generations to take place. As a short-term response, I propose a new way to assess scientific production using the existing indicators for production, acceptance, and impact but breaking the aforementioned linearity and generating relationships between them.

GO FAST GO TOGETHER: HOW FIRMS MANAGE THE LONG-TERM ENERGY TRANSITION

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The long-term energy (LTE) transition is a grand challenge that requires firms to adapt and change. Yet, IB literature has shed little light on the phenomenon thus far. Extant research has provided limited insights into how firms build, develop or leverage their resources and capabilities to deal with challenges and capture opportunities arising from this transition. We addressed this gap by studying how firms manage the LTE transition, drawing on new internalisation theory. We conducted a longitudinal, single-case study of the largest Norwegian energy firm, Equinor, collecting and analysing publicly available data from 2010 to 2022. Findings show that while FSAs guide portfolio priorities, relational FSAs and collaboration across multiple levels and actors are key success factors in the LTE transition. The highlighted role of collaboration shifts the focus on FSAs. Extant theory assumes that firms make decisions to develop and protect key FSAs. In contrast, the LTE transition pushes actors to collaborate. Traditional FSAs are now openly shared, and the success of a firm is contingent on joint competitiveness. The shift from protecting FSAs to building joint competitiveness is the theoretical implication in our present study.

The role of target firm mobilizing and mitigating actions in acquisitions

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We examine the role of target firm agency in acquisitions. More specifically, we develop hypotheses concerning the antecedents (identity threat) and outcomes (expected and serendipitous value creation) of target firm managerial actions (self-promoting mobilizing actions, self-preserving and complying mitigating actions), as well as the moderating effect of cultural distance. We will test our hypotheses on a sample of acquisitions (international and domestic) conducted by Norwegian firms. This study adds to the acquisition literature by highlighting the important role of target firm agency during post-acquisition integration. Specifically, we contribute by highlighting positive effects of target firm managerial 'resistance', negative effects of target 'compliance', and the amplifying effect of national cultural distance on these effects.

The impact of public pressure on sanctions' compliance - the case of Russian - Ukraine military conflict

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Poznan University of Economics and Business

The goal of this paper is to find out the impact of public pressure on the companies' approach (compliance/over-compliance/avoidance etc.) to sanctions and discover the antecedents and scale of avoidance/voluntary extension of sanctions by companies operating in Russia and Belarus and originating from sanction sending countries.

The focus of attention will be to explore how companies read the attitudes of consumers/citizens regarding their actions in sanctioned areas and how the level of social pressure affects their behavior, the extent and nature of changes that take place, and subsequent financial performance of firms as they make readjustments – both regulatory and voluntary – to economic sanctions. The empirical research in a form of an e-survey covers European Union and US companies registered in Poland, Germany, USA with economic ties to Russia and Belarus. Preliminary data reveal that: the type of operations (B2C or B2B sector), proximity to the conflict area and the level of international business engagement differentiate companies' susceptibility to public pressure and their strategic reactions in the conflict zone.

A multistakeholder qualitative assessment of sustainable entrepreneurship development in Oman

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It is an established fact that sustainability transition globally has resulted in challenges for both firms and countries. Such transition becomes further challenging in countries like Oman (and other Gulf countries), which have built their economic prosperity in the last few decades based on carbon-based resource exploitation and exports. However, the analysis of this specific aspect in academic discourse has been rather limited in this region. Our paper aims to fill this gap in literature by focusing specifically on sustainable entrepreneurship in Oman using a qualitative exploratory lens. Based on qualitative interviews with stakeholders from multiple sectors (entrepreneurs, policy, and education/skills development), the preliminary findings reveal that despite some positive improvements, several critical challenges remain, which hinder sustainable entrepreneurship development. We further found the role of FinTech to be critical for both local and international entrepreneurial activities in Oman, though its usage and acceptance has been rather low. The preliminary findings also reveal both challenges and potential of skills development for sustainable entrepreneurship in Oman, along with highlighting the critical importance of cross-sector collaboration in this concern. Finally, the paper offers several tangible practical and policy implications.

Supply Chain Risk, Disruption and Resilience; Comparison of SMEs and Large Enterprises

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Supply chain (SC) disruption risks and SC resilience have received extensive attention from researchers and practitioners, becoming increasingly relevant to businesses of different sizes and industries in maintaining their competitiveness and continuity (Sinha et al., 2004; Hendricks and Singhal, 2005; Ali et al., 2017). Globalization, technological changes, and efficiency imperatives amid turbulent business environments expose businesses to a range of internal and external supply chain risks and disruptions, leading to growing interest in supply chain resilience (Ali and Gölgeci, 2019). Supply chain resilience is increasingly acknowledged as a critical capability to respond, recover, and adapt in the face of severe adversities and disruptions. Our systematic literature review shows that most studies have been conducted without paying enough attention to organizational size and industry. First, our analysis reveals that research on SC risk and resilience for SMEs and startups remains embryonic and needs further development.....

Does Internet Reduce the Need for Experiential Knowledge? - A Case Study about the Importance of Online Marketing Capability Development in a Retail SMEs' International Marketing Processes

A. Safari, E. Rovira Nordman

Mälardalen University, Sweden

There are two different types of firm online internationalization retailers, default, and active online retailers. Previous research has shown that it mostly is managers who decide if firms participate in international markets as a default or an active online retailer. There are, however, a lack of previous studies about the development processes of international SMEs that move from being default into becoming active online retailers. Therefore, this paper studies this process by analyzing a case-study from the Swedish retail industry. The results imply that an international retail SMEs that wants to change from a default into becoming an active online retailer needs to develop an online marketing capability. International retailing SMEs need an online marketing capability to develop the kinds of websites and business concepts that they need to support their internationalization journeys.

A Conceptual Framework of Multinationals Promoting Through Digitalization

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This article deals with the international development of multinational firms through digitalization. Digitalization is playing an increasingly important role in business and society, and all institutions are facing a fundamental need for radical changes in their strategy, structure, and corporate culture. To succeed in global markets, the use of digital infrastructures presents new opportunities for international MNEs. However, undoubtedly, internationalization and global expansion come with a huge setup cost and promotion expenses. Therefore, many businesses are taking the cost-effective digital route for marking their footprints in the new foreign markets. The digital economy and digital business models are two megatrends of digitalization due to which multinational companies are embracing the digital route for marketing and promotions. Through this conceptual paper, the authors discuss the digitalization efforts of Multinational firms willing to operate and enter into new foreign markets. We study digital promotional sources and tools adopted by multinationals to enter and do business. Further, this article aims to present a comprehensive framework that helps in identifying and screening new markets for MNCs, understanding the mechanism of how MNCs promote through digital sources and how multinationals create a global image for themselves.

Defending tourism destinations' reputation with tourists' attribution trajectory

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During holiday preparation or reservations, daily tourism demand requires answers on the best destinations to travel to with an intense certainty. One of the influences that satisfy the tourism demand requires is the destination's reputation. However, there is a challenge in tourism marketing and management literature to study tourists' defending behavior of destinations' reputation as a new approach to tourist behaviors toward destinations. Hence, we propose expanding the tourist behavior literature by the concept of defending behavior through the locus of causality theory (LOC) lens. LOC theory refers to how individuals attribute the events' outcomes causes to internal causes (Internal LOC) or external causes (external LOC). Empirically, we have found crucial insights by surveying experienced tourists in the Red Sea resorts. We have found that tourists who attribute events' outcomes to an Internal LOC compared to an external LOC tend to defend the destinations' reputation. However, with the tourists' perceptions that service providers engage in corporate social responsibility (CSR) initiatives, tourists who have external attribution with no tendency to defend destinations change their attribution to defend them. Moreover, we have found that information adequacy about CSR initiatives moderates/strengthens tourists' defending behavior. Lastly, theoretical and managerial implications are provided.

POSITIVE PERFORMANCE FEEDBACK AND RISK RELATIONSHIP; DOES NATIONAL CULTURE MATTER?

A. Alipour

Ozyegin University, Turkey

This study investigates the cultural boundary conditions of positive performance feedback and risk relationship. The behavioral theory of the firm (BTOF) literature has strongly supported the argument that performance decline below aspirations increases firms' risk-taking behavior. However, the findings regarding the impact of performance rise above aspirations have been inconsistent. While some studies support the motivation-based logic, i.e., performance rise above aspirations reduces firms' risk-taking behavior, others have shown that the opposite is the case, lending support to the slack search argument. This study posits that cultural values, namely indulgence vs restraint (IVR) and long-term orientation (LTO) as two national culture dimensions change the nature of this relationship. We specifically argue that while positive performance feedback and risk relationship will be negative in indulgent societies given their strong emphasis on gratification and short-term orientation, LTO as a national culture dimension will make it positive given the strong attention to long- rather than short-term contingencies and rewards in these societies. Our results on a sample of 4,333 firms across 43 countries support our arguments. We extend the literature on the informal institutional boundary conditions of performance feedback and risk relationship.

The Hidden Focus of Corporate Political Activity: The Case of Big Tech

L. Shalev

Saint-Petersburg State University, Russian Federation

Each year, lobbying groups spend much resources to influence the state's domestic and foreign policies, and in turn, the country's economy. However, the focus of such activity is not always visible or even clear. The "agenda" is constantly changing, but it's interesting to see which becomes relevant and which is not. This is especially true for large technology companies, which are becoming very important players for promoting their interests not only on the world stage. In this paper, we contribute to debate of Corporate Political Activity aims' selection. Using case-study on large technological companies (Big Tech), our early finding show, that despite the wave of indignation and scandals, Big Tech has firmly entrenched itself in the market and at the same time maintain strong positions with parties. However, the list of the most important lobbying issues is not the same between companies. Our study thus offers important insights, which presents a platform for future research providing more nuanced theoretical explanations of the corporate political strategy formulation and searching new ways to enhance or predict it.

Technology Investments from China into other Emerging Economies: A comparative analysis between the Eurasian and the Latin American region

A. Castelló Esquerdo, A. Panibratov

GSOM, Spain

This research aims to identify country-level factors of Chinese OFDI into Latin American and Eurasian regions. Several objectives were formulated: to study Chinese outward technology FDI, to identify the role of macroeconomic environment and institutional distance in their FDI location choice and to reveal the key country-level effects of Chinese OFDI into both regions. The results indicate that the host country's economic development measured by GDP per capita along with Free Trade Agreements positively influences Chinese investments into Latin America, while the host country's natural resources play a significant role in attracting Chinese OFDI into the Eurasian region. However, the institutional and political environment, measured by and institutional and cultural distance China-host country and host country political risk, seems not to influence Chinese investment into both regions. Our findings suggest that Chinese OFDI toward both region is strongly driven by state-owned enterprises (SOEs) and thanks to the support provided by the Chinese government might be less affected by the host country's political and institutional environment. This supporting role of the Chinese government may well explain the unconventional behavior of Chinese MNEs' foreign investments location choice into both regions.

The interplay of wasta and formal institutions in Lebanon

R. Helal¹, S. Ali², D. Weir³

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Based on the institutional theory perspective, this paper explores the use of wasta as an example of informal social networks prevalent in failed states and its reinforcing effects. The authors conducted a qualitative study proposing that wasta, a form of informal networks, is being used in Lebanon to overcome the difficulties of living in a failed state.. An analysis of the interviews allowed the authors to examine the circumstances and situations that govern the use of wasta from an institutional perspective paving the way for a better

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understanding of the process of waste practice and the challenges resulting from its use in Middle Eastern countries, specifically in Lebanon. The findings confirm a reinforcing relationship between using waste and weak formal institutions in failed states, highlighting the needs and sometimes preference to use waste to navigate business transactions. Thus, managers and international organizations seeking to work in Lebanon and Arab Middle Eastern countries need to be aware of the prevalence and nature of this informal practice and be prepared to navigate and utilize it in their business transactions.

WHAT HINDERS NEWBORN BUSINESSES' EXPORTING? APPLYING THE HIERARCHICAL LINEAR MODELLING APPROACH

B. Akatabanuse

University of Agder, Norway

The purpose of this study is to examine the association between entrepreneurial international networks and business exporting, and how this association can be moderated by the macro factors modern culture and country openness. Having a large entrepreneurial international network is an important indicator that differentiates businesses in exporting, innovativeness and above all, competitive advantage. However, the association between entrepreneurial international networks and business exporting can be moderated due to the contrast between traditional and modern culture and globalization, in the context of a country's openness to trade. We will argue on the association between entrepreneurial international networks and business exporting by exploring data from the global entrepreneurship monitor (GEM) using the hierarchical linear modelling (HLM) approach. Next, we explored how the macro factors modern culture and country openness moderate the association between entrepreneurial international networks and business exporting using data containing 112869 businesses from 72 countries. The findings show a positive association between entrepreneurial international networks and business exporting. In addition, the findings show that modern culture and country openness have a negative association with business exporting but when these macro variables are moderated with entrepreneurial international networks enhances business exporting.

Internationalising in a post-Covid19 and post-Brexit world: The case of Kent-based SMEs

F. Filippaios¹, C. Stoian², Z. Stone²

¹University of East Anglia, United Kingdom; ²University of Kent, United Kingdom

This paper investigates the internationalisation status of SMEs located Kent, UK. In particular, the study assesses the impact on exporting activities of Kent SMEs since the start of the Covid-19 pandemic. Further, the study assesses the effectiveness and relevance of internationalisation business support policies and services against the evolving needs of SMEs in the context of the current economic climate, whilst identifying gaps and opportunities for policy making. Finally, the study makes recommendations about how to increase export activity and capacity among Kent firms in a post-Brexit, post-Covid-19 environment with a particular focus on the types of business support interventions which would boost exports levels among businesses in Kent and the identification of key markets on which to focus.

Engaging Government towards the Entrepreneurial Co-Creation of Markets for Emerging Technologies

J. V. Mumford¹, P. Mumford²

¹University of Turku School of Economics, Finland; ²Ministry of Business Innovation & Employment (MBIE) New Zealand

We explore entrepreneurial new ventures developing new and emerging technologies with the government as a key stakeholder providing new forms of support to foster technology and create new international markets. Our research is focused on the very proactive end of the spectrum, and on entrepreneurial firms that are operating at or beyond the threshold of current technology, but where there is significant new international market potential if the technology is successful. Our study is based upon an exploratory case study investigation of three highly illustrative cases from New Zealand in which the government acted as a key stakeholder with international entrepreneurial firms to develop markets with emerging technologies at their centers. Drawing on the emergent topic of co-creative entrepreneurship (Karami & Read, 2021) with a particular focus on market creation through effectuation processes (Sarasvathy, 2001; Sarasvathy & Dew, 2005), we will examine how entrepreneurial ventures and government proactively combine their resources, interact through their decision-making, and balance their respective goals while pursuing common ends.

Perceived effective and ineffective managerial practices in foreign subsidiaries in Vietnam

C. JIANG

Kedge Business School, France

This research investigates how expatriates and Vietnamese employees perceive the effectiveness of managerial practices adopted in the subsidiaries of multinational companies (MNCs) in Vietnam. In-depth interviews were used to collect examples from 23 MNCs. By developing further knowledge on perceptions towards managerial practices in subsidiaries of MNCs, we advance the understanding of how employees from emerging market (such as Vietnam) perceive expatriates and their practices, how expatriates perceive the local employees, what are the possible misfits in their perceptions towards each other and how to cope with the misfits. Managerial implications are outlined at the end of this research.

Consumer Privacy, Autonomy and AI-Based Recommendations: A Cross-Cultural Study

M. Pasquine

NTNU, Norway

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The nature of marketing has changed dramatically due to digital technologies. A significant driver of this change is the increasing use of artificial intelligence (AI) to perform traditionally human-driven marketing functions and to interact with consumers to provide personalised recommendations. This raises several ethical issues, among them threats to consumer privacy and autonomy. Consumers concern for privacy and autonomy are not universal, however, as they have been shown to differ across cultures. Therefore, we intend to explore the relationship between culture, personalised AI-based recommendations, privacy and autonomy. Measuring culture at both the aggregate and individual level in an experiment, we expect cultural dimensions to exert differing influences on perceptions and need for privacy and autonomy. Findings from our proposed research should have something to say about contrasts in prior research, suggest nuances in how personalised data should be used in AI-based recommendations in different cultures and provide some idea of an acceptable level of the trade-off between data collection and usage for recommendations based on personal information.

C1.4.01: Towards Sustainable and Resilient Value Chains

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · Location: B2-010

Session Chair: Tina Ambos, University of Geneva, Switzerland

THE IMPACT OF SUSTAINABILITY ON MNC SUPPLY CHAIN STRATEGY – A Top Management Perspective

K. Blomkvist, P. Kappen, F. Tell, F. Nilsson, A. Schmuck

Uppsala university, Sweden

Sustainability is pressing the world to change business operations and promote green growth. The UN SDG framework, turned into laws and regulations, together with consumer demands for better and more sustainable products are making sustainable transition a top management priority of multinational corporations (MNCs). This sustainable paradigm is transforming how firms organize their supply chains. More specifically, in this paper we argue that their activity strategies with regards to control, location and value creation are evolving and adapting in response to this sustainability paradigm. Drawing upon an inductive case method approach we use data from MNC executives to identify potential shifts in MNC supply chain strategies. The findings allow for the creation of a framework delineating how MNCs supply chain strategies respond for calls for a sustainable transition. Particularly, we elaborate on what seems to be three sustainability strategies in the form of (1) Regionalization because of sustainability issues, (2) responsibility withdrawal and shifting of activity location (3) value creation through green premium products. Taken together, these aggregate dimensions suggest a shift for the MNCs towards increased regional solutions and a focus on high end premium products.

Reshoring Literature: Analyzing the Past and Present to Predict the Future

K. Makri, I. Leri, E. Plakoyiannaki

University Of Vienna, Austria

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

The contribution has been withdrawn.

Global Value Chains resilience: A perspective from lead firms-suppliers dynamics

F. Sacco, G. Magnani

University of Pavia, Italy

Reflections on the role of Sustainability in Manufacturing Backshoring Decisions

L. L. Halse

Molde University College, Norway

Even though sustainability appears to be a relevant driver for the relocation of production, this has only to a limited extent been studied as an independent motive and a result of backshoring. This study explores the literature on backshoring and sustainability and discuss some empirical cases to shed light of the connection between sustainability and backshoring. Studies exploring backshoring have mainly applied theoretical frameworks that are based on economic considerations, while sustainability involves issues that may require companies and researchers to take a broader perspective. This study suggests including institutional theory for analyzing how sustainability can play a role in companies' strategic decisions concerning backshoring.

C1.4.02: Collaboration and Innovation

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · Location: B2-030

Session Chair: Jill Josefina Juergensen, Henley Business School, University of Reading, United Kingdom

COLLABORATION IN INNOVATION BETWEEN FOREIGN-OWNED FIRMS AND LOCAL ORGANIZATIONS: A COMPARATIVE ANALYSIS BASED ON LATIN AMERICAN COUNTRIES

I. Alvarez¹, N. Albis², D. Moraes³, H. Mora⁴

¹Universidad Complutense de Madrid, Spain; ²Universidad de Talca; ³Sivis Institute; ⁴Observatorio Colombiano de Ciencia y Tecnología

This paper explores the patterns of collaboration in innovation that foreign firms establish with local partners in selected Latin American countries (LAC). Using microdata of nine countries from the harmonized Latin American Innovation Surveys dataset -LAIS- and the Spanish Technological Innovation Panel -PITEC- as a comparative point of view, the approach adopted underlines the relevance of considering factors at the micro, meso, and macro level to explain knowledge flows between local and foreign firms in host countries. The empirical evidence presented here confirms the relevance of technological strategies of foreign subsidiaries, sectoral innovation patterns, and national innovation conditions, as key dimensions to explain local innovation collaboration in foreign-owned firms. However, micro and country side effects dominate over sector differences. This comparative perspective in the region also provides new insights for the definition of Foreign Direct Investment (FDI) attraction and innovation policies in the region.

Paradoxical Practices and Product Innovation Performance

X. Xu¹, C. Fey², J. Birkinshaw³

¹Aalto University, Finland; ²BI Norwegian Business School; ³London Business School

New product development (NPD) is a complex process that requires effective management of key managerial tensions. While many studies have focused on the tension between exploration and exploitation, there are other potentially-important tensions that have not been explored. In this study we use Smith and Lewis' (2011) paradox framework to hypothesize how four pairs of paradoxical practices (performing, organizing, learning, and belonging) are positively associated with NPD performance (product effectiveness and process efficiency). We also argue that country context moderates the effectiveness with which paradoxical practices are implemented. Using empirical data from multiple respondents to a survey of 200 firms in China and 164 firms in Finland and Sweden, the results indicate that the performing paradoxical practice is positively related to product effectiveness, whereas the organizing paradoxical practice is positively linked to process efficiency. Moreover, the learning paradoxical practice is positively linked to both product effectiveness and process efficiency. Finally, the moderating role of country context is significant in several of our analyses, indicating that Chinese firms are better able to deal with paradoxical tensions present in new product development than Nordic firms.

Cross-border intrafirm R&D collaboration for knowledge appropriation: Codified and Complex Technologies

R. Belderbos^{1,2}, J. Park³, B. Leten^{1,4}, G. Santangelo⁵

¹KU Leuven, Belgium; ²UNU-MERIT; ³Neoma Business School, France; ⁴Hasselt University, Belgium; ⁵Copenhagen Business School, Denmark

We argue that both the value and adoption costs of cross-border intrafirm R&D collaboration (CIC) strategies depend on the characteristics of the technology developed - its codification and complexity. Costs decline in the ease of task division (complexity) and intrafirm communication (codification). While a major advantage of CIC is that it can safeguard against the risks of knowledge misappropriation in countries with weak intellectual property rights protection, this advantage is less pronounced when a technology domain has inimitability properties due to its high complexity or low codification. Evidence on the adoption of cross-border intrafirm R&D collaboration strategies by 92 leading MNEs across 102 technology domains in 530 foreign R&D units in 50 host countries broadly confirms our hypotheses.

Friend or foe: Which types of strategic alliances foster organizational innovation?

J. Juergensen¹, R. Narula¹, I. Surdu²

¹Henley Business School, University of Reading, United Kingdom; ²Warwick Business School

Organizational innovation (OI) has become vital in explaining firm renewal and performance, as new firm routines and practices act as important catalysts for organizational change in light of external shifts. Yet, organizational innovation is prone to inert firm behavior and therefore requires a clear impetus and legitimization. In this paper, we use panel data from the German contribution to the Community Innovation Survey (CIS), to explore how different types of strategic alliances affect a firm's propensity of adopting OI. While technological innovation outcomes associated with strategic alliance use have received substantial scholarly attention, less is known about whether and how these inter-firm arrangements trigger wider changes in managerial practices at the organizational level. Our findings show that horizontal international alliances (i.e., alliances with market rivals) provide insufficient impetus for firms to adopt OI, while vertical international alliances (i.e., alliances with customers and suppliers) tend to foster it. Further, we find that international and domestic vertical alliances together act as complements in triggering OI, pointing also to the importance of global value chain (GVC) integration for the adoption of new business and management practices. Overall, our findings confirm that there is an important and nuanced relationship between strategic alliance use and adopting organizational innovation.

C1.4.03: International Business Strategies: An Historical Perspective

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · *Location:* B2-040
Session Chair: Rolv Petter Amdam, BI Norwegian Business School, Norway

Multinational Enterprises Nonmarket Strategy: A View from History

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The aim of this paper is to identify MNE nonmarket strategies developed by firms when they encounter challenging host country environments, especially during periods of increasing hostility to firms based on their foreignness or country of origin. We carry out a comparative historiographical review of archival-based historical texts which allows us to identify four broad categories of nonmarket strategies: (1) alignment with the host country agenda; (2) circumvention of hostile policies; (3) brokerage through diplomacy between home and host country; and (4) alignment with home country interest groups to elicit support abroad. Several of these categories involve multiple sub-types which we describe with reference to exemplary illustrative cases from across a range of time periods and geographic regions. This paper contributes to the nonmarket strategies literature by bringing it into dialogue with business history.

Internationalization of a national heritage enterprise: A historical case study of Harvia Sauna & Spa

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Extant international business (IB) literature mostly considers firms' national heritage identity as having a constraining effect on internationalization. However, there are several accounts in business history in which a national heritage is at the core of firms' international success. We study a national heritage enterprise – i.e., a firm that stands for or contributes to the living historical and cultural practice of significance for a single nation – to explore how firms turn their national heritage identity from constraining to enabling internationalization. We develop a theory-building historical case study about the internationalization of Harvia Plc.—a firm whose history is entwined with the Finnish heritage of 'sauna bathing.' Drawing from oral history interviews and archival documents, we find three internationalization periods, characterized by distinct ways Harvia's growing strategic ambitions contradicted the meanings ascribed to its 'Finnishness.' We identify three mechanisms – adapting, defending, decoupling – through which a national heritage identity is transformed to develop a more instrumental approach to national identity aligned to global ambitions. We contribute to IB scholarship by developing novel theory about the durability of an MNE's national heritage identity and, in doing so, responding to calls to bring history back into IB research.

Understanding strategic management in international NGOs: A historical case study of Greenpeace from 1986 to 2001

Y. Plourde

HEC Montréal, Canada

Strategic management in international NGOs has been overlooked in the literature. In this paper, I revisit Greenpeace history to understand how it became a more effective global influence. My findings highlight the important role of organizational frames in the identification and pursuit of opportunities. It emphasizes the interconnections between the frames that are used to define the goals of the organization and the importance of the system in place that come in support to those frames for the pursuit of novel opportunities. It introduces the notions of cognitive flexibility and center of attention as missing elements of current research on attention dynamics in organizations.

From 'red globalization' to the global market economy: expansion of Polish Navimor to Sub-Saharan Africa

A. Wasowska¹, K. Obłój², D. Kopiński³

¹University of Warsaw, Poland; ²Kozłowski University, Poland; ³University of Wrocław, Poland

Despite numerous studies related to the transformation of former communist enterprises, it remains unclear whether the resources and competencies that these organizations developed over time vanished or were reconfigured and reutilized during the transformation period. More specifically, we do not know how the 'heritage' or 'imprint', developed in the times of 'red globalization' shaped the internationalization patterns of companies venturing from post-transitional economies of Central and Eastern Europe (CEE). Against this backdrop, we ask: How resources and capabilities developed in the times of 'red globalization' have been reconfigured and used under the conditions of a global market economy? We address this question by offering a longitudinal case study of a Polish company Navimor. In the communist times, Navimor operated in Sub-Saharan Africa, among many other 'red multinationals'. As of 2022, Navimor International is a prominent player in Sub-Saharan Africa. We reveal that foreign market knowledge and network ties accumulated in the communist times have become an important asset, contributing to the internationalization of CEE firms in the post-transitional period. The 'red globalization' experience has shaped, to some extent, international opportunities followed by private companies in the post-transitional period.

C1.4.04: International Sales, Growth and Performance in Small and Entrepreneurial Firms

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · Location: B2-060

Session Chair: Antonio Majocchi, Luiss University, Italy

The Role of Business Cluster Ecosystems and Productivity in achieving high growth entrepreneurship: Evidence from Germany

Y. Temouri¹, V. Pereira², H. Rammal³, H.-P. Luong⁴

¹Khalifa University, United Arab Emirates; ²NEOMA Business School, Reims, France; ³University of Adelaide; ⁴Aston University

This paper examines the role of business cluster ecosystems and drivers of productivity in achieving high growth entrepreneurship. We draw our insights from three strands of literature (the knowledge-based perspective (Hoskisson et al., 1999; Maskell, 2001), insights from economic geography (Krugman, 1991) and the institutions perspective at the regional level (Spigel & Harrison, 2018) as a theoretical lens, which combined offers a more unifying understanding of how business cluster ecosystems and productivity drivers play a role in fostering high growth entrepreneurship. Drawing on a sample of 11,360 German incorporated firms across 89 clusters over the period 2011-2013, we find a significantly important role of cluster ecosystem on firm to become a high-growth entity. In specific, being located in business clusters increases the likelihood of becoming high growth firms (HGFs) by 2.2 percent - 4.49 percent. Additional insights suggest that some drivers of productivity (high-tech cluster membership; total factor productivity; and investment in intangible assets) act as moderators in the relationship between business cluster ecosystems and high-growth firm status. The findings of this paper shed more light on the role of business cluster ecosystems and productivity in achieving high growth entrepreneurship and hold theoretical and managerial relevance.

Learning from fast-growing international ventures: Strategic agility at scale

V. Macovej, B. Hagen

University of Pavia, Department of Economics and Management, Italy

The objective of the given study was to understand the capacity of new ventures that achieve early and high-growth due to their international operations. These companies manage successfully both the inherent uncertainty of their new business and the complexity arising from a dynamic international environment. When putting such internal complexity together with the dynamic international environment, entrepreneurs must act creatively and strategically to shape companies' growth path drawing on strategic agility. The sample of eight Italian high-growth companies was used for inductive qualitative multiple case-study research. The analysis results (Gioia methodology) show that underlying dimensions of strategic agility of young high-growth companies are flexibility, responsiveness, stability and continuity which reinforce each other and are interdependent. The identified dimensions are reflected in seven strategic managerial patterns - planned, ideological, entrepreneurial, umbrella, process, consensus, and imposed which companies are able to leverage by means of strategic agility. Thus, to achieve growth (internally and internationally) companies follow a hybrid strategy consisting of all seven strategic patterns. Consequently, strategic agility is a mechanism by which high-growth companies select and implement simultaneously or consequently the optimal strategic options to cope with dynamic international and internal environments and achieve growth.

Export promotion programs: which firms really need them?

A. Majocchi¹, N. Dominguez², U. Mayrhofer³

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The purpose of this study is to investigate the effectiveness of export promotion programs (EPPs). More specifically, we analyze the effect of EPPs on export intensity. The empirical study is based on a survey of 599 European manufacturing companies who are using EPPs for internationalizing their activities. Our findings show that EPPs tend to increase foreign market sales, but that this positive relationship is negatively moderated by firm size and the technology-intensity of their industries. They indicate that EPPs appear to be less effective for larger and technology-intensive firms. Our study contributes to enrich our understanding of the impact EPPs have on export performance.

Testing the direction of causality between international commitment and profitability: A cross-lagged panel model for accessing the binomial relationship

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Previous research has questioned whether the association between internationalization and financial performance indicates causality. International business (IB) theories, including the Uppsala model and the International Entrepreneurship (IE) perspective, have provided explanations linking the level of the firm's international commitment to organizational performance. We add arguments based upon on the earliness of internationalization (how soon after inception a venture becomes an international player) to suggest a more complex relationship where financial performance provides feedback on the implementation of internationalization strategies in the form of resources, particularly in firms that start internationalizing at a later stage. This feedback generates both the data and the slack resources needed to support an adaptive process during the post-internationalization process. Thus, the aim of this study is to explore how the organizational age at the time of the first international market entry can determine the direction of causality in the binomial internationalization-profitability. We performed a multigroup analysis testing the causal associations between international

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commitment and financial performance in a longitudinal data set with five time points. Our findings showed that past profits positively contribute to future internationalization attempts in late internationals, but the reverse was not proven for early internationalizing firms.

C1.4.05: Knowledge & Innovation in International Business Teaching

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · Location: C2-080
Session Chair: Emil Velinov, SKODA AUTO University, Czech Republic

Can the West learn from the East? Case study on reverse knowledge transfer

S. Ferencikova, T. Hluskova, D. Krajcik, S. Zabojsnik

University of Economics in Bratislava, Slovak Republic

Reverse knowledge transfer has not yet been sufficiently studied in Central and Eastern Europe. Therefore, our paper focuses on analyzing contribution of a Slovak subsidiary to MNC knowledge. We analyze the story, success and failure of the operation in digital banking as well as learnings from this case that were transferred to the parent company in Austria. The article deals with the case of Raiffeisen Bank International headquartered in Vienna, operating in Central and Eastern Europe for 30 years, and its subsidiary ZUNO Bank established in Slovakia in 2010 as a modern digital bank. The plans of RBI were to expand from Slovakia to the Czech Republic, Hungary and Poland. ZUNO Bank was closed in 2017 with a significant loss. We summarize the learnings from this case in digital banking, operational and strategic management that were transferred to the parent. We discuss them in relation to ZUNO's entry mode and management. We also study subsidiary integration within MNC, alignment of its structure and processes with the parent company and new knowledge generation. The case can be used in international business classes for demonstration of many different aspects related to knowledge transfer and managerial challenges when expanding to foreign markets.

Pandemic, Pressure, and Pedagogy: A Digital Transformation of French Business Schools?

A. S. Duncan¹, A.-L. Duncan²

¹Burgundy School of Business, France; ²Institut Paul Bocuse

The global pandemic of 2020 had a major impact on industries throughout the world, including higher education. According to UNESCO, the closure of academic institutions impacted almost 99.9% of the world's student population. Many schools and universities were forced to scramble to move classes online. Due to this sudden shift, there has been a distinction between Emergency Remote Teaching (ERT) and Online Learning. The purpose of the article is to explore how four French business schools managed this change and to propose a rudimentary framework based on the Technology Acceptance Model.

Antecedents of international business competence: an exploratory analysis of university-business linkages' knowledge transfer factors

C. Boafo

Leipzig University, Germany

Entrepreneurial internationalization is a person-driven phenomenon. In Africa, many firms remain in an entrepreneurial state that depends more on the individual skills and aspirations of entrepreneurs and managers than on organizational structures and capabilities. In this light, the competences that drive internationalization advance from personal to an organizational level. The exploratory study investigates how university-business knowledge transfer factors activate in-service training postgraduate business students' international orientation toward entrepreneurial ventures abroad.

Evidence is based on a thematic analysis of semi-structured interview data of 33 elite informants in four public university business schools in sub-Saharan Africa. Through individual social capital theory, findings illustrate that exposure- and cognitive-driven knowledge transfer factors influence in-service training international knowledge transfer. On the one hand, students' absorptive capacity fuels the exploitation of cognitive-driven factors into increased international knowledge transfer. On the other, highly intrinsically motivated in-service students engaged in exposure-driven factors that are individual initiatives, costly, and time-driven. Further, job autonomy, shared understanding, and innovative culture in a working environment that favors international motivation influence students' international orientation toward entrepreneurial ventures abroad. The findings contribute to understanding international entrepreneurship and university-business linkages nexus and offer business school management insights on developing international professionals.

Students' perception on global virtual project through the lenses of experiential learning

J. Bleicher¹, E. Velinov², P. Forrester³

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The paper sheds a light on the students' perception of global virtual project, which involves five countries. The study focuses on how the technology, which is involved in the learning-teaching process at different business schools, has affected the experiential learning of undergraduates and graduates during digital era. Furthermore, the paper discusses how the global virtual collaboration of students has been increasing their engagement in the studies. The paper is based on experiential study involving almost 140 students in global virtual collaboration through different digital platforms in classes on International Business and Cross-Cultural Management. The study results show that with the support of the computer-supported collaborative learning learners have been committed and motivated highly in conducting their tasks across all the universities in the sample. The paper shows that by implementation and utilization of digital platforms in the face-to-face and online classes within this virtual collaboration, the students have gained new knowledge and they were motivated throughout the entire project.

11.4.01: Cultural Intelligence and Culture Learning

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · Location: A2-005

Session Chair: Mikael Søndergaard, Aarhus BSS, Denmark

Leaning Effects from Cross Cultural Simulations. A Quasi-Experimental Study of a Classic Simulation of the Collectivist and Individualist Divide.

M. Søndergaard

Aarhus BSS, Denmark

Intercultural simulations represent an affordable and efficient instrument to improve cross-cultural competencies. We analyze the effects of a classical intercultural simulation on participants' behavioral intentions in an Asian and a Western context. We evaluate learning effects through a quasi-experimental pre- and post-design with 152 students in a business economics master program at a Danish university. Paired sample t-tests show that intercultural simulations with artificial cultures significantly change participants' behavioral intentions and lead them to opt for culturally more appropriate behavior. We provide insights for more effective preparation, design, and evaluation of intercultural simulations

A configurational approach to Cultural Intelligence: What can IB scholars learn from an intercultural leadership coaching context?

N. G. Fey¹, J. Ighani²

¹Hanken School of Economics, Finland; ²The Humanitarian Coaching Network, USA

Intercultural leadership coaching is emerging and increasingly important type of organizational coaching that involves a coach and a coachee, in a leadership position, from different cultures. In recent years the role of a coach's intercultural competence in intercultural coaching effectiveness has attracted increased attention among scholars and practitioners alike. However, our theoretical understanding of the foundation for its impact is limited, and no quantitative studies on the subject exist. Further, there is dearth of studies on the role of a coachee's intercultural competence and their joint effect on intercultural coaching effectiveness. This study fills these voids and examines to what extent a coach's cultural intelligence (CQ) and a coachee's CQ predict coachee learning in an intercultural coaching dyad. The study leverages social exchange theory and the concept of CQ and highlights the impact of context. Rather than advocating for high levels of CQ to be relevant per se, we suggest a more nuanced perspective focusing on configurations of coach's CQ and coachee's CQ. The interactional mechanisms we aim to advance will be relevant for other fields where intercultural competence is essential such as global leadership, multicultural teams, global virtual teams, intercultural mentoring, and leader-member exchange in intercultural settings.

The Role of Intelligences in Teams: A Systematic Literature Review

M. Davaei, M. Gunkel

Free University of Bozen-Bolzano, Italy

With organizations moving towards team-based structures, there is a great interest in studying organizational teams. Using a comprehensive, thorough, and systematic literature review, this study reviews the existing studies that have contributed to the importance of intelligences in various types of teams. This study intends to structure existing research, identify its current trends, and provide an overview of recent research strands and topics on the role of intelligences in organizational teams. Searches were conducted of Web of Science and EBSCO databases. 44 eligible studies, published in Chartered Association of Business Schools (ABS) ≥ 2-star journals, were identified to map a thematic evolution of research on the role of intelligences in organizational teams. The results indicate that cognitive ability, emotional intelligence, and cultural intelligence can be considered as important factors contributing to various team-related outcomes. Furthermore, the findings demonstrate a growing interest in research on global virtual teams, which is a trend that is predicted to continue. Suggestions for future research directions are discussed.

Toward a novel approach to survive the culture shock syndrome: the role of responsible leadership and emotional intelligence in enhancing expatriates' performance

T. M. G. Marques¹, C. F. Crespo¹, J. Jesus², C. Miska³

¹CARME, School of Technology and Management, Polytechnic of Leiria, Portugal; ²School of Technology and Management, Polytechnic of Leiria, Portugal; ³WU Vienna University of Economics and Business

Expatriates are increasingly being challenged to execute their roles with a higher sense of responsibility. However, there is a lack of studies that have empirically examined the impact of the recent responsible leadership (RL) approach on expatriates' performance. Using Anxiety and Uncertainty Management Theory, this study examines the relationship between RL and expatriates' performance and the influence of the culture shock on the relationship. In addition, the moderation effect of both emotional intelligence and cultural intelligence are also examined. A web-based only survey was administered to collect data from a sample of 204 expatriates and SEM-PLS was used to analyse the data. The results show that RL is negatively associated with culture shock and culture shock is negatively associated with expatriate performance. Moreover, RL is positively associated with expatriate performance and the results show that this process is sensitive to the expatriate's emotional intelligence. Overall, we emphasize the reducing anxiety and uncertainty ability of expatriates' supervisors when they demonstrate RL, and despite cultural intelligence has been emphasized considerably in extant research it seems less relevant than emotional intelligence when RL is concerned in the expatriation setting. Thus, we provide a different perspective for studying leadership complexities in the expatriation context.

Relativizing the moral compass - International experience and cultural intelligence as roots of unethical behavior?

M. Brand¹, G. K. Stahl¹, V. Taras²

¹WU Vienna, Austria; ²University of North Carolina at Greensboro, USA

This study evaluates the roles of international experience (IE) and cultural intelligence (CQ) in fostering individuals' tendencies to engage in unethical behaviors. Drawing on ethics positioning theory, we suggest that individuals' experiences abroad not only develop their CQ but subsequently motivate them to evaluate morally charged situations in a relativistic way, which thereby facilitates unethical actions. We make use of a large multicultural data sample (n = 698) to test our hypotheses by means of covariance-based structural equation modeling. Our results show a good fit of the model to the data and confirm that deep IE and particularly high levels of CQ foster unethical intentions in the form of a mediation through moral relativism. Thus, our findings introduce a novel perspective on 'going abroad' by presenting both IE and CQ as double-edged swords that can lead to detrimental outcomes. Consequently, we discuss the implications of our findings for research and practice by suggesting a stronger integration of ethical considerations and moral philosophy theories into cross-cultural research and propose various future research avenues.

Biculturals are Gifted Organizational Boundary Spanners. But How Does It Show? A Research Design to Demonstrate a Link between Skills and Behavioral Intent

M. Søndergaard¹, H. Lorenzen²

¹Department of Management, Aarhus BSS, Denmark; ²Department of Management, Aarhus BSS, Denmark

We find that the perceived soft skills of biculturals from the border regions of Denmark and Germany largely match the skills of successful organizational boundary spanners. In a descriptive analysis, we indicate the nature of the overlap between a model of a successful boundary spanner and the perceived boundary spanning activities of our biculturals. In four critical incidents, biculturals select boundary-spanning solutions. Soft skills such as trustworthiness, listening skills, respectfulness, diplomacy and reliability relate to the solutions made by the biculturals.

I1.4.02: International Corporate Governance

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · *Location:* A2-010
Session Chair: Bruce Hearn, University of Bradford, United Kingdom

Board Performance in Strategic Monitoring: Cross-Country Evidence from Portugal

M. Amaral-Baptista¹, V. Carneiro², M. A. Melo³, T. D. Macedo-Soares³, J. P. Esperança⁴

¹Africa Business School - Mohammed VI Polytechnic University, Morocco; ²Universidade Europeia; ³PUC-Rio; ⁴ISCTE-IUL

Despite the growing interest in the performance of boards of directors, most studies in the field concentrate on board structure instead of the ways they work. Few studies have shed light on how the work practices of boards influence their performance on strategic tasks. This paper examines the influence of non-structural factors that may affect the effectiveness of Portuguese boards in the task of strategic monitoring. To do so, we conducted a replication study with basis on the model developed by Amaral-Baptista (2013) in the context of Brazil. To test the model, we surveyed 105 non-executive directors of Portuguese companies. Our findings were generally consistent with those of Amaral-Baptista (2013) for Brazilian firms. They indicated that 67% of the variance observed in Board Effectiveness in Strategic Monitoring was explained by Chairperson Leadership, Attention to Strategic Monitoring, and Work Dynamics. Although Access to Information had a significant and positive influence on Business Knowledge, the effect of these factors on Board Effectiveness in Strategic Monitoring was not confirmed. Our paper adds to the international corporate governance literature by extending Amaral-Baptista's (2013) model and findings to two countries with different governance frameworks and institutional settings--Portugal and Brazil.

THE IMPACT OF FOUNDER OWNERSHIP ON OUTSIDE INVESTOR TRANSACTION COSTS: EVIDENCE FROM CARIBBEAN OFFSHORE ECONOMIES

B. Hearn¹, T. Randoy², L. Oxelheim³

¹University of Bradford, United Kingdom; ²Copenhagen Business School, Denmark; ³Lund University, Sweden

Ceding ownership to outside investors provides a control dilemma for founders. In less developed capital markets with weaker formal institutions, we argue that retained founder director ownership can lower the transaction costs of external capital. Our argument rests on incomplete contracting and institutional theory, particularly highlighting the elevated status of the founding entrepreneur. Based on a longitudinal study of 146 listed Caribbean firms, we find that retained founder ownership reduces information asymmetry vis-à-vis outside minority investors. The reduced information asymmetry is even stronger for firms with a related party/subsidiary within a tax haven, and for firms with strong shareholder rights

Corporate Governance and FDI in Latin America

J. Lombana¹, N. U. Salcedo^{2,3}

¹Universidad del Norte, Colombia; ²ESAN Graduate School of Business, Peru; ³Universitat Autònoma de Barcelona, Spain

Hitherto, several Latin American countries have pinned their hopes for growth on international markets through foreign direct investments (FDI). However, much investor confidence is defined by perceptions of the country's corporate governance pillars, such as accountability, board efficacy, and investor protection. Thus, the literature review studies research between FDI and corporate governance in other regions, as they are still scarce in Latin America, to justify three hypotheses of corporate governance from two perspectives of the bilateral flow of FDI: home and reporter countries. The research design is a causal longitudinal non-experimental empirical study that uses the gravity model of the FDI bilateral flow from 17 Latin American countries from 2007 to 2017, obtained from 272 bilateral flows 2992 observations. The Arellano-Bond two-step GMM system generates the dynamic panel data estimates. The findings are robust concerning previous gravity models. The study shows that accountability and board efficacy from home and reporter countries significantly influence the increase in FDI bilateral flows in Latin America. While investor protection only has a positive influence on the FDI bilateral flow if it is from the home country. Additionally, we present theoretical and policy implications with a future research agenda.

11.4.03: Firms and the Natural Environment

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · Location: A2-060
Session Chair: Zibang Chen, The University of Manchester, United Kingdom

Remittances as a Channel for International Money Laundering – An Ethics Perspective

E. A. Isolauri, N. Nummela, P. Zettinig, M. Aleem

University of Turku, Finland, Finland

In this study, we investigate how microsocial contracts affect money remittances from Finland to Pakistan by migrants and how they create an understanding for moral norms for international money laundering. In order to answer our research question, we construct a plausible fictional case by using causal layered analysis as a methodological tool to detangle the different levels that shape human behaviour and ultimately institutions. We advance research on business ethics by exploring the problem of international money laundering through the theory of social contracts and demonstrating how macro and microsocial contracts influence occurrence of money laundering in the context of developing countries. With the help of causal layered analysis, we propose a new construct of regulation paradox, challenging the idea that designing formal institutional controls based on the letter of the law should be considered as the only effective mitigation mechanism of international money laundering.

Can institutional quality hinder firms' performance? An analysis of emerging economies

N. R. Reis¹, J. C. Santos¹, A. Oliveira²

¹CARME, Polytechnic of Leiria, Portugal; ²CARME, Polytechnic of Leiria & CEBER, University of Coimbra, Portugal

Institutions consist of both informal and formal constraints. Proposing a conceptual model with the relationship between formal and informal institutions, and firms' performance, this research aims to understand the effect of institutions on performance in emerging economies. We analyze 241 publicly traded firms in the main stock exchange indexes from the BRICS (Brazil, Russia, India, China, and South Africa) economies over three years (N=709), using secondary data. We find a negative relationship between formal and informal institutional development, and firms' performance. Furthermore, we find a positive moderating effect of firms' size on the relationship between institutions and performance. These results do not follow the conventional theoretical predictions that more developed institutions lead to better firms' performance. Thus, we refine the understanding of institutional development in emerging economies.

Cultural distance, policy uncertainty and Chinese SMEs' establishment mode choice: An Institutional Perspective

Z. Chen, A. Giroud, A. Rygh

The University of Manchester, United Kingdom

Prior studies have reached a consensus that MNEs tend to enter culturally distant countries via greenfield investment rather than acquisitions, drawing on transaction cost economics. Nevertheless, this may not explain the establishment mode choice of Chinese SMEs due to these firms' unique attributes. In this study, drawing on the institutional perspective, we investigate the influence of cultural distance on Chinese SMEs' choice between acquisitions and greenfield investments and probe the moderator of policy uncertainty. Based on the database of 218 FDI in 32 countries through greenfield investments or acquisitions by 118 Chinese SMEs from 2011 to 2017, we find that a large cultural distance would encourage Chinese SMEs to opt for acquisitions against greenfield investments and that policy uncertainty could strengthen this relationship. We contribute by providing another angle in terms of how MNEs would choose establishment mode to deal with cultural distance and by highlighting that policy uncertainty could influence MNEs' pressure of conforming to the normative institution and thus their establishment mode choice.

Being good after doing bad: a neo-institutional perspective on the Fundão tailing dam disaster

T. Brezighello Hojaii¹, T. Temer²

¹The University of Manchester, United Kingdom; ²Fundação Getulio Vargas, Brazil

This article investigates what BHP, Vale and Samarco account for on the Fundão failure, which occurred in Brazil in 2015, in their sustainability reports. It draws on neo-institutional theory and the constructs of corporate social irresponsibility (CSI) and corporate social responsibility (CSR) to analyse the practices the companies say to have adopted in reaction to the event. It argues that, on the one hand, these measures underscore compliance with formal institutional pressures, indicating to different stakeholders the companies' disposition to reconstruct their legitimacy to operate. On the other hand, they accentuate fragilities of the process to repair the societal and environmental harm, denoting weaknesses of the regulatory constraints on the companies. Thus, this article contributes to the International Business Literature by tackling CSR adoption in the aftermath of an irresponsible behaviour.

How top managers mediate institutional pressures towards eco-innovation? From attention based view

Q. LI¹, J. YAN², J. XIONG³, L. XU⁴

¹Shanghai International Studies University; ²Grenoble Ecole de Management; ³ESSCA School of Management; ⁴ESC Clermont Business School, CleRMA-UCA

The mechanism of how top managers of focal firms to convey external pressure, such as institutional pressure to eco-innovation is less studied. From the institutional theory and attention-based view, we conducted a questionnaire of 208 senior executives based in China to examine such mechanisms, followed by the influence of eco-innovation on firm performance. Moreover, we also investigated the mediating effects of top managers' environmental attention on the correlations between institutional pressure and eco-innovation. Our results enrich the understandings of the mechanisms of translating institutional pressure to eco-innovation, under the help of top managers' environmental attention management. This study also provides insightful implications to both policymakers and executives who aim to develop a sustainable society by innovation.

I1.4.04: New IB Perspectives on Emerging Markets

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · Location: A2-035

Session Chair: Fahim Anwar, Norwegian University of Science and Technology, Norway

The Internationalisation of InsurTech Platform Companies: A Latin American Perspective

V. C. Simões¹, E. Herrera²

¹ADVANCE/ISEG; ²ISEG

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

Beyond the Covid-19 pandemic: are resilient supply chains enough to build company's resilience capacity?

K. Mroczek-Dąbrowska, A. Matysek-Jędrych, A. Kania

Poznan University of Economics and Business, Poland

The outbreak of the coronavirus pandemic has severely disrupted businesses around the world. To address the impact of operational and strategic business disruptions, this paper contributes to the practice of a firm's management in terms of identifying the determinants of organizational resilience and creating a hierarchical model of the potential sources of a firm's adaptive capability.

A novel research framework integrating Pareto analysis, grey theory, and total interpretive structural modeling has been applied to first, identify the sources of a company's resilience, second, determine contextual relations among these sources of companies' resilience – regardless of their size or industry.

The findings of the survey highlight three primary sources that allow companies to build their resilience: access to financial resources, digitization level, and supply chain collaboration. Our model shows that resilience cannot be viewed as a particular feature but rather as a dynamic intertwined network of different co-dependent sources.

The study takes an original investigation on cognitive grounds, touching on the problem of firms' resilience to the unique nature of the crisis caused by the pandemic. It also represents one of the few attempts to use integrated Pareto analysis, grey theory, and TISM to examine this critical area of firm management.

DIVERSE HUMAN RESOURCE SLACK AND FIRM INNOVATION: EVIDENCE OF POLITICALLY CONNECTED FIRMS

T. Chen, H. Park, T. Rajwani

University of Surrey, United Kingdom

This study explores how political connections enhance firm innovation as a source of external resources and knowledge in emerging markets. Given the unpredictable nature of external resources from political connections, we argue that the availability of internal resources, especially human resource (HR) slack, plays a significant role to utilize the external resources and facilitate innovation activities. Considering the employee's accumulated experience and knowledge, we specify two types of HR slack that have different capacities to absorb external resources and knowledge. We explain that highly-skilled HR slack promotes firm innovation by helping firms to better utilize the external resources and knowledge acquired from political connections. On the contrary, codified HR slack hinders firm innovation due to their limited capacity to allocate the external resources and knowledge efficiently. Using 24,779 firm-year observations from 3,229 Chinese listed firms between 2006 and 2017, our findings show the importance of an appropriate type of HR slack for firms to adequately allocate and absorb the unpredictable resources and knowledge from political connections to enhance firm innovation.

Varieties of internationalization configurations: a taxonomy of emerging market multinationals' internationalization

B. M. Postma¹, R. Drogendijk¹, R. Maseland²

¹University of Groningen, Netherlands, The; ²Radboud University, Netherlands, The

The literature on internationalization is fragmented into different streams of literature addressing each internationalization decision in isolation. We argue that the internationalization process should instead be seen as a bundle of interrelated decisions. This study addressed this research gap by developing a taxonomy of a variety of internationalization configurations. Studying a large dataset of 11,772 foreign direct investments conducted by emerging market multinationals (EMNEs) between 2013 and 2020, we conducted cluster analysis on four key internationalization decisions: location choice, entry mode, establishment mode and level of commitment. We found seven distinctive internationalization strategies applied by EMNEs. Wholly-owned greenfield with a low level of resource commitment and high geographic distance are the most commonly used configuration, contradicting the idea that EMNEs primarily internationalize through acquisitions. Acquisitions seem to be favoured by firms owning fewer patents and trademarks, which may indicate that these firms seek strategic assets through foreign direct investments (FDI). This study contributes to the international

business literature by providing a real strategic approach to internationalization. Moreover, we contribute to the literature on EMNE internationalization by studying the group of emerging markets at large and looking beyond frequently studied emerging markets (e.g., China or India).

Science mapping of IB literature on Internationalization of R&D: A bibliometric review

F. Anwar, B. B. Nujen, H. Solli-Sæther

Department of International Business, Norwegian University of Science and Technology, Norway

Focusing specifically on international business (IB) literature, this paper aims to identify different research themes where IB scholars have already contributed regarding internationalization of R&D and to highlight further research scopes to develop the IB research front on this phenomenon. We have adopted a quantitative approach for reviewing the existing literature. Based on our bibliometric analysis, more specifically keyword co-occurrence analysis, we have identified five research themes. Each research theme is represented as different clusters and contains interconnected topics. Building on the keyword co-occurrence analysis, we developed a conceptual framework surrounding a specific context - emerging countries. While different elements of this conceptual framework have been widely studied in the context of advanced/developed economies, our bibliometric analysis shows that more emphasis is needed on the investigation of the same elements within the context of emerging countries. We conclude our analysis by emphasizing on the need for more comparative studies on internationalization of R&D between advanced and emerging countries.

P1.4.01: Challenges and Opportunities for Involving GVCs in MNE Sustainability Efforts

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · *Location:* A2-030

Session Chair: John Raymond Dilyard, St. Francis College, United States of America

Panelists: John Dilyard, St. Francis College, USA Louise Curran, Toulouse Business School, France Lilian Miles, University of Westminster, UK Anil Yasin Ar, Monterrey Institute of Technology and Higher Education, Mexico

Challenges and Opportunities for Involving GVCs in MNE Sustainability Efforts

J. R. Dilyard¹, L. Curran², L. Miles³, A. Y. Ar⁴

¹St. Francis College, United States of America; ²Toulouse Business School, France; ³University of Westminster, United Kingdom;

⁴Monterrey Institute of Technology and Higher Education, Mexico

Taking the point of view that the MNE and its GVC should be active partners in how its sustainability efforts are accomplished and, following a discussion explaining why this view is taken, will use specific examples to demonstrate how this can be done. These examples include how improved transparency in the fashion industry's is improving outcomes for workers in its supply chain, how a collaborative effort to address the reproductive health concerns of migrant women workers in Malaysia is contributing to SDGs 3 and 5, and how emerging market small and medium enterprises (SMEs) are tapping into their GVCs to leverage their own sustainability goals. Implications with respect to how GVCs should be governed underlie all these discussions. These implications about GVC governance are expected to generate both vibrant discussion among the panelists and between the panelists and attendees, but also lead to future collaborative research.

P1.4.02: Methodological Benefits of Importing Conceptual Paradigms: IB as Translation

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · *Location:* A2-020

Session Chair: Rebecca Piekkari, Aalto University School of Business, Finland

Session Chair: DOROTHY ELEANOR WESTNEY, MIT, Canada

Panelists: Kaisa Koskinen, Tampere University, Finland Kjell Arne Røvik, UiT The Arctic University of Norway Kerstin Sahlin, Uppsala University, Sweden Susanne Tietze, Sheffield Hallam University, UK Linda Wedlin, Uppsala University, Sweden Udo Zander, Stockholm School of Economics, Sweden

Methodological Benefits of Importing Conceptual Paradigms: IB as Translation

D. E. WESTNEY¹, R. PIEKKARI², K. KOSKINEN³, K. A. RØVIK⁴, K. SAHLIN⁵, S. TIETZE⁶, L. WEDLIN⁷, U. ZANDER⁸

¹MIT, Canada; ²Aalto University School of Business; ³Faculty of Information Technology & Communication Sciences, Tampere University; ⁴Dept. of Sociology, Political Science & Community Planning, UiT The Arctic University of Norway; ⁵Department of Business Studies, Uppsala University; ⁶Sheffield Hallam University; ⁷Department of Business Studies, Uppsala University;

⁸Stockholm School of Economics

The proposed panel is an interactive roundtable discussion that addresses the tight connection between theory and methods and explores the development of methodologies that advance new conceptual frameworks. It takes the emerging translation approach to crossing organizational, knowledge domain, and linguistic boundaries as its starting point. Developed in another field (Organization Studies), the translation approach has recently made its way into IB, bringing not only a new theoretical approach but also methods and models of empirical research that must be adapted ("translated") into research in the IB context. The discussion will focus on the methodological challenges of empirical research that uses the translation framework in the complex context of cross-border business, especially the multinational corporation. The panel brings together three IB scholars with four scholars from Organization Studies who have been key contributors to the development of the translation approach and a leading researcher from Translation Studies with deep expertise in the evolving research methods in her field. This is an arena where IB can not only benefit from adapting concepts and methods from another field in order to understand key IB phenomena but also, through sound empirical research, contribute significantly to the field in which the approach originated.

P1.4.03: Reconfiguration of Business Models and Ecosystems: Decoupling and Resilience

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · *Location:* A2-070

Session Chair: Svetla Marinova, Aalborg University, Denmark

Session Chair: Marin Marinov, Aalborg University, Denmark

Panelists: Jean-Francois Hennart, Tilburg University, Netherlands; Politecnico di Milano, Italy; Aalborg University, Denmark Stefano Elia, Politecnico di Milano, Italy Ernesto Tavoletti, University of Macerata, Italy Mika Yrjölä, Tampere University, Finland

Reconfiguration of Business Models and Ecosystems: Decoupling and Resilience

S. Marinova¹, M. Marinov¹, J.-F. Hennart¹, S. Elia², E. Tavoletti³, M. Yrjölä⁴

¹Aalborg University, Denmark; ²Politecnico di Milano, Italy; ³University of Macerata, Italy; ⁴University of Tampere, Finland

This panel session is based on the main chapter contributions of the book Reconfiguration of Business Models and Ecosystems: Decoupling and Resilience, edited by Svetla T. Marinova and Marin A. Marinov to be published in 2022 by Taylor & Francis.

The term 'resilience' refers to the capability of a system to adjust itself to the changes shaping the processes of change preserving the structure and characteristics of the system itself. Business model resilience is the capability of firms to adjust their business models because of external pressures, meanwhile preserving their identity.

To fill in the gaps in the extent studies and corresponding publications, the suggested book refers to a broad variety of relevant issues including but not limited to the reconfiguring of digital business models, resilience of business models across innovation and platform ecosystems, barriers and enablers of value co-creation in business model interaction, decoupling in data-driven business model innovation, multi-level analytical investigation on firm-, country- and industry-specific drivers of business model reconfiguration, Value creation and decoupling in business-to-business platform business models, and value creation in ecosystems considering customer preferences. The presentations of the panel will refer to the essence of the book content.

P1.4.05: Blockchain Technology as a Transitional Tool Towards Sustainable Futures?

Time: Friday, 09/Dec/2022: 3:30pm - 5:00pm · *Location:* A2-080

Session Chair: Rudolf Sinkovics, University of Glasgow, United Kingdom

Panelists: Ilan Alon, University of Agder, Norway Jurgita Butkeviciene, Kaunas Technology University, Lithuania Olli Kuivalainen, Lappeenranta-Lahti University of Technology, Finland Aušrinė Šilenskytė, University of Vaasa, Finland Rudolf R. Sinkovics, University of Glasgow, UK

Blockchain technology as a transitional tool towards sustainable futures?

R. R. Sinkovics^{1,4}, I. Alon², J. Butkeviciene³, O. Kuivalainen⁴, A. Šilenskytė⁵

¹University of Glasgow, United Kingdom; ²University of Agder, Norway; ³Kaunas Technology University, Lithuania; ⁴Lappeenranta-Lahti University of Technology, Finland; ⁵University of Vaasa, Finland

The panel is set up to define and introduce blockchain technologies as an emerging tool to streamline and enhance transparency and reliability in business transactions. Above and beyond economic considerations, we examine whether and how blockchain could facilitate and promote sustainable development. The panel will draw on conceptual work and ongoing empirical work to facilitate discussions about how to take empirical work in this domain forward and contribute to the overarching conference theme “Walking the talk? Transitions towards a sustainable world”.

C1.5.01: Dynamics and Resource Commitment in the MNC

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · Location: B2-010
Session Chair: Ed Gillmore, Jonkoping international Business School, Sweden

The Traveling Headquarters: The New Phenomenon of Temporary Headquarters Relocations

J. Schmitt

University of Amsterdam, Netherlands, The

Many headquarters (HQs) of multinational corporations (MNCs) that have substantial growth outside their home country or region face the problem that they have a limited understanding of their distant business and thus struggle in their value-adding parenting role. The existing solutions to this wide-spread problem, such as building up sophisticated control methods with expatriates, creating additional organizational layers with intermediary HQs, or creating a more diverse top management team, often give rise to new challenges that impair firm performance. In this study, I provide a new perspective on how HQs can deal with shifting market growth to distant host regions and also fulfil their value-adding parenting role to those subsidiaries. By drawing on the unique case of Starwood Hotels Inc., I elaborate a process analysis of how this specific organization temporarily relocated the HQ from the US to Shanghai and Dubai to improve its HQ's value-added and contribute to the firm's success in those new growth markets. In particular, I shed light on the process and the multi-level outcomes of this highly innovative undertaking. With my findings, I contribute to literature on HQs and their location choices, new organizational design approaches in MNCs, and strategic organizational change.

UNDERSTANDING SCRIPTING BY MNE EXECUTIVES: A STUDY OF EARNINGS CONFERENCE CALLS IN THE UNITED STATES

S. Miller¹, S. Khan², D. Krasikova¹, S. Hyde³, E. Bachura¹

¹University of Texas at San Antonio, United States of America; ²University of Louisiana - Lafayette, United States of America; ³Boise State University, United States of America

This study develops a framework to examine cross-border communications of executives – that is, when executives speak to host country stakeholders in a nonnative language. Specifically, we draw upon communication accommodation theory and expectancy violations theory to explain how CEO linguistic distance influences CEO scripting. We also examine the implications of scripting. Using earnings conference calls as a context, we explain the relationships between CEO linguistic distance, CEO scripting, host country analysts' positive (negative) tone, and investors' reaction. Using structural equation modeling, we found that linguistic distance has a curvilinear relationship with CEO scripting which in turn influences both analysts' negative and positive tone. However, only analysts' negative tone influences investors' reaction. Supplemental analysis reveals that linguistic distance has an indirect effect on investors' reaction via CEO scripting and analysts' negative tone and the linguistic distance has an indirect effect on analysts' positive tone via CEO scripting.

How Subsidiaries Manage Resources in The MNE To Survive and Thrive

E. Gillmore¹, U. Andersson²

¹Jonkoping international Business School, Sweden; ²Malardalen University

This paper provides insights into the dynamics of subsidiary mandate loss from fully-fledged foreign subsidiaries in Swedish multinational enterprises. Through 4 longitudinal cases we investigate the how subsidiaries manage and recombine resources, we teased out the critical events that center on the interplay between the drivers of mandate development and subsidiary activities post mandate loss.

Our main contributions are to the literatures on subsidiary evolution and the resource based view. Firstly we tease out that mandates have both resource and relationship dimensions and these connect R&D mandates to other mandates in the subsidiary charter. Our second contribution is to the resource-based view of the firm by identifying the subsidiary processes undertaken to create slack in capital and knowledge resources. Our third contribution is to the capabilities literature as we evidence that the re-combining processes concerning mandate resource and routine combinations allow subsidiaries to evolve post mandate loss. From our study we develop a process framework consisting of mandate influence, mandate resource management, and mandate resource recombination.

C1.5.02: Digitalization and Technological Innovativeness in Small and Entrepreneurial Firms

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · Location: B2-030

Session Chair: Sui Sui, Toronto Metropolitan University, Canada

Export-financial effects of digital capability development in SMEs: Why immigrant ownership matters

H. Morgan¹, S. Sui²

¹University of Waterloo; ²Toronto Metropolitan University

Small and medium-sized enterprises (SMEs) in developed countries are increasingly investing in digital technologies in the face of accelerating technological change. They could reap benefits that compensate for the costs and risks involved. For exporters, this could mean improved export and financial outcomes. But these accounts overlook the global digital divide and strategic costs associated with the lack of digital market fit: more digitally capable SMEs can forego relatively high returns to a superior non-digital capability, such as export capability, because their digital capability is incompatible with digitally-delayed foreign markets in which this non-digital capability is optimally deployed. We integrate these neglected factors into a dynamic capabilities framework to explain why digital capability development will improve SMEs' export and financial performance; and why immigrant-owned SMEs will realize smaller export-financial gains than non-immigrant-owned SMEs. We use a representative sample of 7,723 Canadian SMEs to empirically validate our framework. Our novel insights and findings contribute to multiple research streams spanning entrepreneurship and international business.

Narrating of international venturing in social media blogs

T. Mainela, V. Puhakka

University of Oulu Business School, Finland

The present study contributes to research on international entrepreneurship through examining the entrepreneurs' narrating of international venturing in social media. Drawing on an analysis of entrepreneurs' storytelling in their public blogs, the study conceptualizes six positionings of the actors in venturing. The analysis differentiates between three narratives that present different rights and obligations for the actors. Within these narratives, entrepreneurs invite their global audience to participate in international venturing for a better future, which gives rise to collective international entrepreneurial identities. Overall, the study illustrates social media as a global platform for constructing international entrepreneurship.

Process-based approach of entrepreneurial digital scaling

I. Mihailova

University of Eastern Finland, Finland

The international entrepreneurship literature has become increasingly interested in examining entrepreneurial digital scaling. While the possibilities for scaling enabled by digital technologies have been discussed, the process and underlying assumptions of digital realized international scaling are not well understood. I conduct an exploratory case research of Finnish born digital firms in cultural industries to unveil the process of realized scaling, and examine how concerns of location choice, localization pressures, and liabilities challenge born digital firms' international scaling. I extend the emergent research on international digital scaling and discusses the relevance of traditional international entrepreneurship assumptions for the digital scaling process.

Competitive Behavior in the Attention Economy - The Case of Twitch Streamers

M. Reindl, P. Wollborn, T. Ehrmann

University of Münster, Germany

In recent years, more and more individuals derive income from online work, often relying on platforms to distribute their products and services. An interesting industry in that context is that of user-generated content platforms. To create maximum user attention, these platforms typically require their contributors to grant users free access to their content. Professional contributors can therefore only monetize their content subsequently (e.g. through advertisement deals), with the income potential being highly dependent on the user attention they create. To study the competitive behavior of these individual contributors, we use the live streaming platform Twitch, where users broadcast a diverse portfolio of entertaining and interactive live video content. In the absence of price competition, professional contributors (streamers) can only choose what type of content they offer and when to do so. Furthermore, streamers have complete information on the moves of their competitors and can adapt in a timely manner, whereas viewers face relatively low switching costs. In this context, we provide empirical results, showing that streamers tend to pursue temporary clustering strategies in timing and content choice, similarly to the basic ideas of the Hotelling-model. However, not all components of these strategies seem to actually increase audience size.

C1.5.03: Digitalisation and the Sharing Economy

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · Location: B2-040

Session Chair: Ulrike Mayrhofer, Université Côte d'Azur, France

How do export managers share information in digital networks?

U. Mayrhofer¹, C. Obadia², D. Triki²

¹Université Côte d'Azur, IAE Nice, GRM, France; ²ESCE International Business School, INSEEC U. Research Center, France

Export promotion organizations often create digital business networks in which export intelligence can be exchanged among members. Recent literature indicates that experienced managers are reluctant to exchange information in such networks. We draw on self-regulation and network theories to investigate this phenomenon. Using structural equation modeling, we analyze survey data from 317 export managers who are members of a digital business network. The findings confirm that experienced members are less willing to exchange export intelligence in digital business networks. However, this negative relationship can be mitigated by members' sense of belonging to the network and by including younger members. This research provides novel insights into the acquisition of export intelligence by analyzing information exchange practices in digital export networks.

A cross-cultural comparison of social media marketing strategies development: Evidence from Finland, China, and Brazil

F. F. Li¹, J. Larimo¹, S. Silva²

¹University of Vaasa, Finland; ²Universidade Católica, Portugal

Despite the dramatically increasing number of social media marketing strategies (SMMS) studies in recent years, the research on social media strategies in the international context remains scarce. This study aims to fulfill the research gap and responds to calls for appropriate strategies for companies to deal with social media in this changing landscape. Through the explorative and comparative study between companies from Finland, China, and Brazil, we show the key elements in the SMMS developmental process. We further explore the impact of cultural dimensions on SMMS development. We propose a framework that offers guidance to firms in developing SMMS and provide a theoretical understanding of the moderating role of cultural values. The proposed framework and findings in the development of SMMS can serve as a basis for future research and give insightful managerial implications, namely for firms acting in different cultural settings.

Why customers and providers engage in the sharing economy and how this differs between countries – A meta-analysis

O. Rossmannek, M. Chen

University of Freiburg, Germany

Building on 152 input studies, this meta-analysis investigates customers and providers intention to engage in the sharing economy (SE). In total, we examine the influence of 26 different factors (e.g. trust, perceived ease of use, altruism, price) on sharing intentions. Our re-sults indicate substantial differences with regard to these sharing antecedents. Moreover, we perform sub-group analyses and study the moderating effect of the a) sharing sector (ride sharing, home sharing, fashion sharing, car sharing), b) locations (China, Europe, South/South East Asia, USA), and c) platform side (customers, providers). These findings are helpful for platform managers in order apply potential segmentation criteria for their users. Finally, we identify several avenues for future research in the SE.

The Influence of Sustainability Orientation on Consumers' Cross-Border Online Shopping Intentions

A. Fota, J.-L. Selter, H. Schramm-Klein

University of Siegen, Germany

Consumers are increasingly buying products online abroad to benefit from lower prices, a wider product selection, or unlimited product availability. However, longer transportation distances and increased returns that go around the world are likely to increase the environmental impact and weaken the sustainability value of cross-border e-commerce. Thus, the benefits that cross-border e-commerce brings to consumers may result in a disadvantage for the environment. But, also a positive trend towards more sustainable consumption can be observed among consumers. In addition, due to the increasing popularity of regional and local products, ethnocentric consumption tendencies are becoming more and more visible, which focus on strengthening the domestic market and thus want to favour less foreign products and retailers. This increasing consumer attention to sustainability issues and the simultaneously increasing environmental impact of consumers' growing cross-border e-commerce activities represent two opposing trends that need to be investigated. With the help of a quantitative study (N=296), we show that environmental knowledge and subjective norm surprisingly have a positive effect on the cross-border e-commerce attitude, which in turn has a positive effect on the cross-border e-commerce purchase intention, while negative effects of environmental awareness and ethnocentrism on the cross-border e-commerce attitudes can be found.

C1.5.04: Leaders and Leadership

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · *Location:* B2-060
Session Chair: Karina R. Jensen, NEOMA Business School, France

The contribution has been withdrawn.

A Typology of International CEOs and CFOs

S. Baldermann, S. Schmid
ESCP, Germany

Perceived TMT Dissimilarities and Innovation Capability

S.-A. Roessig

Otto von Guericke University Magdeburg, Germany

TMTs are typically composed of experts from different functional areas who hold unique working values. In this paper, we assess perceived dissimilarity - the degree to which TMT members view themselves as different from other members - to understand its influence on innovation capability. While previous studies investigated objective TMT composition, only a few studies examine the direct effect of perceived TMT dissimilarity on innovation capability. Therefore, this study investigates how perceived self-to-other TMT dissimilarity influences incremental and radical innovation capability. We examine the relationship drawing upon upper echelons theory and previous literature. We surveyed 85 top managers from multiple industries to test our hypotheses empirically. The PLS-SEM analysis shows that perceived informational TMT dissimilarity positively influences incremental innovation capability. Perceived work value dissimilarity harms it. Further, we find that perceived work value dissimilarity relates positively to radical innovation capability. The findings shed light upon the role of perceived TMT dissimilarity for innovation capability. Based on the findings, we suggest how organizations can utilize the perception of dissimilarities to foster innovation.

Twenty years of Chinese leadership research: A systematic literature review and future research agenda

Y. Hu¹, O. Mihalache^{1,2}, S. Khapova¹

¹Vrije Universiteit Amsterdam, Netherlands, The; ²Athabasca University, Canada

As the Chinese economy has grown over the past decades to take a prominent place on the world stage, so has research on Chinese leadership. The growing research provides much needed breadth in our understanding of Chinese leadership. However, the research is quite fragmented as it has developed in several largely disconnected areas. This study develops an integrative framework of Chinese leadership, based on a systematic review of peer-reviewed articles published in the last 20 years. We synthesize insights from 268 articles to develop a comprehensive understanding of traditional Chinese leadership practices and Western leadership theories applied in Chinese organizations. Furthermore, we advance research on Chinese leadership by proposing that future research needs to focus on at least five areas: a) Chinese leadership theories; b) Chinese leadership in non-Chinese contexts; c) exploring boundary conditions; d) Chinese leadership and organizational governance; and e) Chinese leadership in the digital age.

Orchestrating Innovation in a Changing World: Leaders as Knowledge Facilitators

K. R. Jensen

NEOMA Business School, France

A rapidly changing global business environment is creating new challenges for leading innovation in a multicultural and digitally connected world. The capacity to act on market insights and create increased value for people and the environment requires a collaborative and responsive network. It requires integration of global and local team knowledge to improve strategic planning and execution. How can leaders orchestrate an innovation process to optimize the collective intelligence of geographically distributed teams? In addressing this question, the research examines leadership behaviors that facilitate knowledge-sharing throughout the global innovation cycle, from concept to market. The findings are shared from 1) a qualitative study with 105 global project leaders at 36 MNCs based in Europe, Asia, and North America and 2) a global survey in 2020-21 to validate findings from the qualitative study. This research uncovers the role of the leader as knowledge facilitator in applying specific behaviors to each innovation phase when orchestrating global initiatives.

C1.5.05: EMNEs' Innovation Management and Performance

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · Location: A2-095
Session Chair: Yanze Liang, The University of Groningen, United Kingdom

Review of Learning Mechanisms Used by Emerging Economy Firms to Improve their Innovation Performance

P. Thakur-Wernz¹, D. Bosse²

¹Washington and Lee University, United States of America; ²University of Richmond, United States of America

The past decade has seen a dramatic increase in innovation coming from emerging economy (EE) firms. In response to this increasingly popular phenomenon, scholars are examining various mechanisms EE firms use to learn from different stakeholders when seeking to improve their innovation performance. Building on a systematic review of 106 papers on this topic, we present a framework to understand when and why these EE firms use the different learning mechanisms. Specifically, we propose that the choice of learning mechanisms is driven by two key factors: level of institutional formality of the emerging economy and the level of internal capabilities of the EE firm. Building on these two dimensions, we find that EE firms can be classified into social network focused firms, laggard firms, leader firms and cutting-edge firms. The various learning mechanisms used by these four firm types are technology licensing, government R&D support, university-firm linkages, business groups, government affiliation, outward FDI, international collaborations, inward FDI, outsourcing, exporting and importing. We generate new insights based on our framework and overview of the existing studies, identify gaps in the literature, and make recommendations about how to extend this growing stream of research.

Revisiting new drug discovery and development processes: participants, projects and networks in emerging markets

J. XIONG¹, J. YAN², L. XU³, M.-Q. MEI², Z. YUAN⁴

¹ESSCA School of Management; ²Grenoble Ecole de Management; ³ESC Clermont Business School, CleRMa-UCA; ⁴Léonard de Vinci Pôle Universitaire

The current literature on new drug discovery and development focuses on organizational search as organizational performance or activities. We extend the established studies from organization level to project level by examining new drug discovery projects in China's Zhangjiang pharmaceutical zone based on a unique database consisted of 854 official registered new drug discovery projects of 323 organizations between 2009 to 2013. We investigate how patterns of collaborations evolve along with the processes of new drug discovery and development. From process theory, we identify divergent patterns and collaboration characteristics in the stages of identification, development and marketing phases.

The amalgamation process of Chinese multinationals' strategic asset-seeking M&As: A case study of Geely and LEVC

Y. Liang¹, A. Giroud², A. Rygh²

¹University of Groningen, Netherlands; ²University of Manchester, United Kingdom

In this paper, we focus on the amalgamation process of Chinese multinationals in their strategic asset-seeking (SAS) acquisitions. By looking at Geely's SAS acquisitions (e.g. LEVC, Volvo and Emerald Automotive) and its own ordinary resources at home (e.g. low manufacturing cost and suppliers), we advance our understanding in terms of what and how strategic resources and/or ordinary resources are combined for upgrading purposes. A single case study approach is adopted to explore the amalgamation process of Geely's acquisitions while the data was collected by semi-structured interviews with key personnel from multiple sides in the acquisitions, complemented by secondary archival data. We develop a theoretical framework of the amalgamation process by distinguishing the combinations of resources and proposing important boundary conditions.

Innovation in, to, and from Emerging Markets

Y. Zhang Zhang¹, J. Lu², S. Rohlfert³

¹International University of Japan, Japan; ²City University of Hong Kong; ³CUNEF University

This review paper attempts to overview the innovation flow path in, to, from emerging markets (EMs) and provide prospects for future research. This quarter-century literature review contributes threefold. First, we found most the current research focuses are on technology and R&D type of innovation; with a general lack of studies on social and business model innovation. Second, we identified the existence of innovation flow from EMs to advanced economies (AEs) in the early EM development; this coexistence suggests the interconnectivity of innovation flow directions in, to, and from EMs in relation to advanced economies. Third, we suggest a multiplicity of innovation flow channels and mechanisms exists between AEs and EMs, as well as between EMs and EMs from the reviewed researches.

I1.5.01: A Greener Future

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · Location: A2-005

Session Chair: Karen E F Pinto, Unicamp, Brazil

How can financial firms 'go green' and 'walk the talk' ?

J. Holland

Glasgow University, United Kingdom

The research question is - How can large international financial firms go green?

Changes in global banks, fund managers, insurance firms are at the heart of green finance. External change pressures combine with problematic firm predispositions to exacerbate barriers to change and promote scepticism about authentic Net Zero change.

Field research is used to reveal the main elements, connections, and interactions, in case financial firms as complex socio-technical systems (Mitleton-Kelly (2003), and their green change process. An interdisciplinary approach (de Bakker et al, 2019) interprets the empirical change narrative. This forms a conceptual framework or Green 'Behavioural theory of the financial firm' (green BTTF).

This closes knowledge gaps and realigns value in financial markets with values of wider society. They raise awareness about organised hypocrisy and facades (Schoeneborn et al, 2020; Cho et al, 2015; Brunsson, 1993) in financial firms and hence promote 'walking the talk'.

This approach supports research about 'Green Finance' and firm-wide hypotheses for empirical tests (Poterba, 2021) and tests for 'greenwash'.

This holistic narrative approach has potential 'to make a difference' in; learning, knowledge dynamics, thinking, and believing about desirable Net Zero actions (Shiller, 2019; King, Kay, 2020) in financial firms and wider systems.

Climate Change Strategies in Institutional Perspectives: A Reflection on International Business and the Global Value Chain

M. B. Rana

Aalborg Universitet, Denmark

The changing roles of the United Nations and national institutions have made addressing climate change a critical concern for survival and growth in global business. This paper discusses how such institutions, which vary in their nature and characteristics, shape firm strategies for climate change adaptation. Climate change issues pose challenges to firms in both international business (IB) and the global value chains (GVC), but they also provide opportunities to gain a competitive advantage, provided firms can reconfigure and adapt faster than their competitors. However, IB and GVC literatures have downplayed the importance of climate change strategies and the ways in which coherent or dysfunctional institutions affect the reconfiguration and adaptation strategies of firms in a globally dispersed network of value creation. With this in mind, this paper presents a perspective of the institutional conditions affecting firms' choices on climate change strategies regarding OLI and the GVC, with 'investment' and 'emerging forces' playing a significant role. This discussion is illustrated using several examples from the Global South and the Global North with a special emphasis on the garment industry. The aim is to encourage future research to consider the institutional perspective in examining sustainability and climate change strategies in IB and GVC studies.

How Policy and Shareholder Pressures Drive Carbon Performance in Multinational Enterprises

A. C. Kehl, G. Leymann

University of Bremen, Germany

The interplay of firm-level and home country policy factors produces a green transition challenge that is unique to firms operating within a cross-border context. Following a call in the literature (Aragón-Correa et al., 2020), we aim to enrich research on MNEs' transition challenges in the context of climate change exposure. Our core argument is that MNEs face coercive, normative and cognitive pressures from home country policy instruments and negative shareholder sentiments to improve their carbon performance (CP), and that the extent of cross-border operations moderates these pressures. Our analysis is based on a dataset of 1063 MNEs with a maximum panel length of 5 years. We specify a mixed effects model that uses panel averages in the regression to get estimates for both the within-firm, i.e., longitudinal, variation and the between-firm, i.e., purely cross-sectional, variation. We find support for our contentions about regulatory and voluntary policy instruments. The results also support our expectation that increasingly negative shareholder sentiments pressure MNEs to improve their CP. The extent of international operations is found to moderate the effects of economic and regulatory policy instruments on CP. We provide policy implications and an outlook for further research.

Strategic commitment to environmental issues, external innovation linkages and government support for export performance in Crisis, an European perspective

R. Y. Li¹, J. Huang²

¹University Of Essex, United Kingdom; ²Xi'an Jiaotong-Liverpool University

The practice of sustainable innovation (SI) involves bringing environmental, social, and economic considerations into the production and consumption processes of businesses and society in the international trade. Moreover, the environmental commitment, as part of the broader business sustainability agenda. The investment strategic commitment to environment issues in international trade continues to be subdued by the effects of the adapt products, coronavirus (COVID-19) pandemic. The breadth of government support during COVID-19's impact on sustaining strategic commitment to environmental issues is unclear. Further questions arise on the degree of openness to external innovation linkages will enable firm's learning and to help with it committing to resolve environmental

issues. We tested our hypotheses with a sample of 2,626 firms operating across 13 European countries based on World Bank Enterprise Surveys (ES) data and the linked COVID follow-up survey data.

Competitiveness and environmental performance: a stalemate?

K. E F Pinto¹, C. C. Fernandes²

¹Unicamp, Brazil; ²Unicentro, Brazil

This article analyzes the relationship between competitiveness and environmental-related variables at the country level. We provide a quantitative research approach through multiple linear regression and Pearson correlation. As a result, competitiveness showed to have a timid relationship with the ISO14001 certification, but a strong relationship with the Environmental Performance Index (EPI). Amongst the most relevant EPI categories, those with better predictive power concerning competitiveness were Water & Sanitation, Air quality, Air pollution, and Water resources. The outcomes of this study bring about the role of proactiveness involved in the ISO14001 certification and reinforce that the most competitive countries are more industrialized, and more involved with higher levels of air pollution.

I1.5.02: Institutional Context and Global Strategy

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · *Location:* A2-010
Session Chair: Randi Lunnan, STIFTELSEN HANDELSHØYSKOLEN BI, Norway

Investor State Dispute Settlement (ISDS), social licence to operate and anti-globalisation movements: An analysis of controversial cases

L. Curran

TBS, France

In this paper we explore how a controversial yet under researched aspect of Corporate Political Activity (CPA) – the challenging of domestic regulation by foreign Multinational Enterprises (MNEs) through the Investor State Dispute Settlement (ISDS) process – has impacted on the Social Licence to Operate (SLO) of both the involved companies and international business more widely. We draw on prior scholarship to propose a model where four key factors underpin SLO – socio-environmental impacts; quality of relationships; and distributional and procedural fairness. Drawing on nineteen controversial ISDS cases we highlight how issues they raise have interacted with these four factors to undermine the social licence of international business. These interactions have fueled NGOs campaigns against ISDS and investor protection more widely, mobilising large numbers of activists, while also highlighting the imbalance between the legal rights of MNEs and those affected by their operations. This CPA has thus inadvertently contributed to anti-globalisation activism.

Does environmental regulation drive MNE's resource commitment? Considering the impact of the COVID-19 pandemic on MNE's cross-border activities

W. Chun¹, Z. Wang², H. G. Kim³

¹University of Northern British Columbia; ²Saint Cloud State University; ³Rutgers, the State University of New Jersey

The COVID-19 pandemic is an unprecedented exogenous shock in the global economy and has caused noticeable disruptions to international business activities. In this study, we attempt to investigate how COVID-19 influences multinational enterprises' (MNE) strategic decisions in global markets. We find that MNEs commit more resources in host countries with more stringent environmental regulations. This paper's findings also reveal that MNE's environmental capability and environmental regulation distance positively moderate the relationship between MNE's resource commitment and the degree of environmental regulation in foreign markets. An analysis of 3,679 by 1,135 MNEs from 30 countries supports our hypotheses

Multinational enterprises' innovation teams and the paradox of global cities

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¹Henley Business School, United Kingdom; ²Luiss University, Italy; ³University of Amsterdam, Netherlands

Firms often establish linkages to geographically dispersed locations to source diversified knowledge. Not all locations offer similar opportunities for knowledge sourcing. We investigate the relationship between global city locations and the spatial distribution of knowledge networks. Building on literature suggesting that global cities exhibit both properties of local clustering and global bridging, we investigate whether the leverage of global city locations is associated with a lower or higher spatial distribution of knowledge networks. Using data on USPTO patents between 1990 and 2015, our preliminary analyses highlight the critical role of the global city profile and the characteristics of the innovative organization that coordinates the network.

WAR AND DISEASE: A CALL FOR IMPROVISATION

F. Figueira de Lemos¹, T. Anisimova²

¹FGV, Brazil; ²Linneaus University, Sweden

Despite the great disruptions on the business environment, such as the Covid-19 pandemic or the Ukrainian War, the reliance on technologies, production processes, and markets, still render firms inflexible and less responsive to environmental disturbances (Fredericks, 2005; Hassan and Abbasi, 2021; Adobor, Darbi, and Damoah, 2021). This pressure of political, economic and social fragmentation is making managers to be more adaptable and widen their repertoire of skills and strategies.

In this exploratory conceptual study, we present a framework that integrates the concepts such as abnormality, contingency and effectuation. Through these concepts, we sought to assist managers and practitioners in responding to the new demands of a fast digital world, loaded with information. The framework reveals the importance of improvisation and increased creativity towards the predictive planning. The exponential perception of lack-of-knowledge emerges as the fade-out-cause of classical insights on knowledge management. The reasoning points to a new challenge for multinational firms based on dealing with lack-of-knowledge rather than on knowledge management.

Between Geopolitics and ESG norms: How MNEs react to Russia's invasion of Ukraine

V. Avioutsii¹, F. Roth²

¹ESSCA School of Management, France; ²Magellan Research Laboratory, Lyon 3 Jean Moulin University, France

This paper examines the effect of the invasion of Ukraine by Russia on decisions of MNEs on their operations in Russia. It proposes a geopolitical perspective of International Management in the context of de-globalization. It also includes ESG criteria in an institutional and societal framework, in addition to the ESG scores of firms, to explain the decisions of MNEs. We have conducted a regression analysis on a sample of more than 1200 MNEs, testing the effect of selected geopolitical, institutional and ESG variables on the dependent variable 'exit decision'. Our results indicate that the MNEs made their exit decisions in conformity with the decisions made

by their home states. They also show a significant positive effect of the ESG factors, and more specifically those reflecting shared values in their home country (Democracy and Human Rights) on their exit decisions

The COVID-19 Pandemic and the Commitment to Exporting: The Case of Post-Transition Internationalizers from Poland

M. Gorynia¹, J. Nowak², P. Trapczyński¹, R. Wolniak³

¹Poznan University of Economics and Business, Poland; ²European University of Business; ³University of Warsaw, Poland

The COVID-19 pandemic unleashed an unprecedented global economic crisis which – among its numerous consequences – has significantly affected international business operations in their different forms. Earlier crises, notably the financial crisis of 2007-2009, have demonstrated that the internationalization of the firm can be both affected by the exogenous shock, and can be one of the crucial determinants of a firm's affectedness by the crisis, as well as the ability to respond to the crisis more or less effectively. Therefore, in the light of recent developments, the present paper addresses the key research question as to what drives firm commitment to internationalization under the conditions of the COVID-19 crisis.

By drawing from the Penrosian theory of firm growth, internationalization process, and the resource-based view, we introduce a number of propositions on the said relationships. We also provide some preliminary empirical evidence in support of these propositions by drawing from a survey of 500 Polish post-transition internationalizers from the manufacturing sector.

11.5.03: Digital Technologies and Knowledge Sourcing

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · Location: A2-060

Session Chair: Edith Ipsmiller, WU Vienna, Austria

HOW BLOCKCHAIN-ENABLED DYNAMIC CAPABILITIES DRIVE SUSTAINABLE SUPPLY CHAIN TRANSFORMATION

M. Jell-Ojabor¹, M. P. Kramer²

¹LUISS University Rome, Italy; ²Hochschule Geisenheim University, Germany

The components that characterize sustainable business models in the coffee industry – such as fair prices, conducive working conditions, sustainable production, and ecological protection – pose challenges for international coffee manufacturers in maintaining their financial performance. Therefore, sustainable business models must be more competitive than traditional ones. While sustainability strategies are to a large extent public – meaning, they can be imitated by others – when combined with complementary assets, they can yield additional assets, resources, and capabilities, ensuring these firms a long-term competitive advantage. Based on the dynamic capabilities of resource-based theory, our study explains how the use of blockchain technology reinforces critical dynamic capabilities to differentiate the brand as a source of intangible assets and inclusive value creation in sustainable international coffee supply chains. Overall, our study helps balance the distribution of value among the coffee supply chain partners located in industrialized and developing countries.

The Impact of New Digital Technologies on Internationalisation Strategy of Firms

M. Jarosiński, A. Para

SGH Warsaw School of Economics, Poland

Digitization and the use of new technologies is increasingly the subject of research in the field of management, including international management. Despite the fact that new technologies play an increasingly important role, there is still little work devoted to the study of the impact of new technologies and their use on international business. The aim of this paper is to fill the gap in the literature concerning the impact of new digital technologies on internationalisation strategy of firms. After the literature review three individual in-depth interviews were conducted with company managers to understand better the way new digital technologies can influence their internationalisation decisions. They created the foundation for developing several hypotheses to be tested in quantitative research.

Into the “Known Unknown” – Knowledge-sourcing by Multinational Service Firms

B. Dachs

AIT Austrian Institute of Technology, Austria

In recent years, service enterprises, in particular information and computer services, became important players in international knowledge sourcing with large networks of R&D facilities and labs outside their home countries. This shift towards services in international knowledge sourcing, however, has hardly been recognized in the academic literature which still focusses on manufacturing firms – knowledge sourcing by service firms is still a ‘known unknown’.

This paper discusses the drivers of the internationalization of R&D in services, including the diffusion of information and communication technologies, a higher knowledge intensity in services, and a changing division of labor between manufacturing and services. Moreover, I provide empirical evidence for the United States that services are among the most dynamic sectors in international knowledge sourcing, while knowledge sourcing by manufacturing firms have stagnated since the Global Financial Crisis of 2008/09. The paper closes with some suggestions for future research.

Strategic consensus and digital transformation for firm internationalization

A. Safari, E. Yildiz, E. Rovira Nordman

Mälardalen university, Sweden

The aim of this paper is to shed light on the concept of strategic consensus and its development connected to digital transformation for firm internationalization. Based on one in-depth case study we show that strategic consensus develops over time among top managers. Once strategic consensus has been achieved among the top management team (TMT), the work to implement the strategic consensus among the other organization members remains. This paper sheds light on the importance of resource-commitment in achieving strategic consensus, especially connected to digital transformation and internationalization. Resource-commitment is necessary to convince and motivate organizational members to partake in digital transformation processes, which often will have strong implications for the continued internationalization of firms.

A systematic review of the role of the internet in firm internationalization

E. Ipsmiller, D. Dikova

WU Vienna, Austria

In this paper, we systematically review both theoretical and empirical research focused on the use of the internet in firms' internationalization, highlighting its relevance for different types of firms in diverse contexts. We demonstrate how academic literature has discussed internationalization via the internet between 1991 and 2021, and highlight the main takeaways. By systematically reviewing the literature, we arrive at three distinct categories that capture research on the use of the internet in internationalization: Antecedents, phenomena and consequences. We contribute to academic knowledge by, on the one hand, providing a clear picture

about what has been researched so far on the role of the internet for internationalizing firms and, on the other, highlighting gaps in current literature that may constitute promising avenues for future research.

Factors enhancing effective information usage for process improvement in Thailand

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¹Institute of Developing Economies, Japan; ²Sirindhorn International Institute of Technology, Thammasat University, Thailand

This study investigates what factors may enable effective use of ICTs and information to achieve innovations in developing countries. This study develops the following hypotheses: (H1) firms who make use of information more effectively can achieve more innovations; (H2) firms who make more investments in ICT personnel can make use of information more effectively; (H3) firms who make more investments in ICT adoption can make use of information more effectively; (H4) firms whose customers require ICT investments will invest in ICT personnel; (H5) firms whose customers require ICT investments will invest in ICTs; and (H6) firms who have more ICT personnel will adopt more ICTs and (H7) firms who adopt more ICTs will employ more ICT personnel. To empirically examine these hypotheses, this study conducted a questionnaire survey on firms in Thailand in March-April 2019 to collect 141 valid responses. IV regression model and path analysis are developed to examine the hypotheses. The estimation results show that customer-supplier relationship encourages firms in developing countries to invest in ICT personnel and ICT adoption, which results in effective information use and innovations. However, the direction of causality between ICT personnel and the adoption of ICT remained for future rigorous research.

11.5.04: Emerging Issues in International Finance

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · *Location:* A2-035
Session Chair: Konstantinos Bozos, University of Leeds, United Kingdom

Innovative Finance Mechanisms for Biodiversity Conservation: Quantitative synergies with climate change for knowledge sharing

R. Seth¹, P. Majumdar²

¹Copenhagen Business School, Denmark; ²Indian Institute of Technology, Kharagpur

This paper is a first attempt to quantify the linkage of innovative finance with climate change while also exploring the possibility of collaboration and information transfer between different innovative finance mechanisms focused on biodiversity conservation. Biodiversity provides the foundation for ecosystem services and is closely linked with human well-being. These connections are being decimated as the human footprint on the planet increases and biodiversity declines, which leads to biodiversity loss and redistribution. Innovative mechanisms are promoted as sustainable development tools and are usually optimal instruments to finance the recurrent costs of protected areas. They are often used to strengthen environmental organizations, promote a participatory approach to environmental management and are also utilized to balance the limited financial absorption of developing countries. We believe we have made here the first attempt to quantitatively analyze these mechanisms. We do so by investigating synergies between climate change, habitat loss, and investments between an innovative mechanism operating in Africa (Bwindi Mgahinga Conservation Trust) and another in Central America (Guanacaste Dry Forest Conservation Fund). We draw from multiple disciplines to establish synergies between these mechanisms operating in similar environments but different locations.

The effect of the host country's digital level on the financial performance of cross-border M&A

J. Ding¹, Y. Liao², X. Shao³, Y. Li³, S. J. Miah³

¹University of Malaya; ²The University of Sydney, Australia; ³The University of Newcastle, Australia

This study investigates the impact of the host country's digital level on the financial performance of cross-border M&A (M&A) of Chinese listed ICT enterprises. According to the findings, cross-border M&A has a negative correlation with short-term financial performance while having a positive correlation with long-term financial performance. This impact will grow even more as the host country's digital level improves. The host country's market size, on the other hand, has no significant regulatory impact on the host country's digital level or short-term financial performance after M&A, but it does have a significant regulatory impact on long-term financial performance.

Financial Market Enforcement in France

L. de Batz

Prague University of Economics and Business, Czech Republic

This paper puts into perspective enforcement as conducted by the French Financial Market Authority since its creation in 2003 until 2021 with regards to the current state of the literature on financial crimes. We survey exhaustively the three main channels of action: sanctions, settlements (since 2012), and alerts (since 2010). The sample is comprised of 392 sanctions standing for cumulated 365 million euros of fines of 86 settlements standing for cumulated 13 million euros of fines, and of 194 alerts. The analyses stress the complex challenges of information acquisition regarding financial crimes, despite increased efforts of enforcers in terms of transparency. Financial innovations and internationalization of financial markets also contribute to challenge enforcement. The ultimate goal of this survey is to fuel regulatory debates on how to enforce financial regulations more efficiently in light of the recent history, in a European and globalized context.

P1.5.01: Should MNEs Fill the Sustainability Institutional Void Left by Governments? Yes, This is How

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · *Location:* A2-020

Session Chair: John Raymond Dilyard, St. Francis College, United States of America

Panelists: John Dilyard, St. Francis College, USA Jonathan Doh, Villanova University, USA Rob van Tulder, RSM Erasmus University, The Netherlands Elizabeth Yi Wang, University of Leeds, UK

Should MNEs Fill the Sustainability Institutional Void Left by Governments? Yes, This is How

J. R. Dilyard¹, J. Doh², R. van Tulder³, E. Y. Wang⁴

¹St. Francis College, United States of America; ²Villanova University, United States of America; ³RSM Erasmus University, The Netherlands; ⁴Leeds University, United Kingdom

The increased expectations being applied to MNEs regarding their actions on global warming and the SDGs raises some interesting questions. First: Could well-minded, responsibly acting MNEs fill the institutional void that governments have created when it comes to global warming and the SDGs? Second: If the answer to the first question is 'yes', how will this be done? Third: What are some of the obstacles – operational, strategical, philosophical – MNEs have to address or overcome for them to legitimately fill that void? And fourth: Is this even something MNEs should do? This panel is designed to address these questions, working from the underlying assumption that MNEs are fully capable of having a positive impact on addressing global warming and achieving the SDGs. The panel is expected to generate debate about whether or not MNEs really should be taking the lead on global warming and sustainability in the absence of official policy, and also future research on the topic.

P1.5.02: A Tribute to the Memory of Jorma Larimo: A Generous IB Scholar and EIBA Fellow

Time: Friday, 09/Dec/2022: 5:30pm - 7:00pm · *Location:* C2-080

Session Chair: Rebecca Piekkari, Aalto University School of Business, Finland

This panel is organized by the EIBA Fellows. Panelists: Ahmad Arslan, University of Oulu, Finland, Finland Pervez Ghauri, University of Birmingham, United Kingdom Jean-Francois Hennart, Tilburg University, Netherlands; Politecnico di Milano, Italy; Aalborg University, Denmark, Netherlands Niina Nummela, University of Turku, Finland Marina Papanastassiou, University of Leeds, UK Antonella Zucchella, Università Di Pavia, Italy

A Tribute to the Memory of Jorma Larimo: A Generous IB Scholar and EIBA Fellow

R. Piekkari¹, A. Arslan², P. Ghauri³, J.-F. Hennart⁴, N. Nummela⁵, A. Zucchella⁶

¹Aalto University School of Business, Finland; ²University of Oulu; ³Tilburg University; ⁴University of Turku; ⁵University of Leeds; ⁶Università Di Pavia

This panel is a tribute to the memory of Jorma Larimo who passed away in January 2022 after having attended the EIBA conference in Madrid in December 2021.

Jorma was a long-standing member of EIBA and served as the representative of Finland in the EIBA Board for 10 years. He was elected EIBA Fellow in 2014.

This panel is organized by the EIBA Fellows.

C2.1.01: Social and Business Involvement

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · *Location:* B2-010
Session Chair: Stefan Zagelmeyer, Alliance Manchester Business School, United Kingdom

Participatory projects and their impact on immigrants' integration in France: empowering by doing.

N. DOMINGUEZ

iaelyon School of Management - University Jean Moulin Lyon, France

In Europe, the Ukrainian war generated unprecedented migration flows, with more than 5 million citizens leaving the country to escape from military conflicts. These migration flows constitute challenges for both the home and host countries, as home countries lose important shares of young workers when host countries face difficulties in absorbing incoming immigrants. Thus, understanding how to foster immigrants' inclusion is of critical importance. We draw upon the empowerment and participatory literature to understand how some initiatives can foster the socio-cultural and economic integration of immigrants. Our research is based on the analysis of a French housing facility located in Paris. We collected our data through interviews and non-participant observations. We also included immigrants into the data collection and analysis process through photovoice in order to reduce biases and get richer results. Our research shows that participatory projects act on the psychological empowerment of immigrants. They also encourage other stakeholders to modify their habits to implement more inclusive practices. We highlighted the importance of arts as communication drivers and ways to reverse power relations. Finally, we present a process model of empowerment through participatory initiatives. Our research presents theoretical, managerial and ethical implications.

Ethical leadership in the Sustainable Development of MNEs: H&M and Water Management

D. Tolstoy¹, S. M. Hånell², V. Tarnovskaya³

¹Department of Marketing and Strategy Stockholm School of Economics Stockholm, Sweden; ²Stockholm School of Economics Institute for Research (SIR), Sweden; ³Department of Marketing and Strategy, Mälardalen University, Västerås, Sweden.; ³Lund University, Tycho Brahes väg 1, 223 63, Lund, Sweden

ABSTRACT

Multinational Enterprises (MNEs) are increasingly compelled to consider the United Nations Sustainable Development Goals (SDGs). These goals are complex and may cause conflict of objectives. To stay the course, MNEs will benefit from an ethical compass enabling them to take on leading roles in driving the change towards a better future. We argue that ethical leadership in this new business landscape is explained by virtue ethics. MNEs that have ethical groundings in virtue ethics will be equipped to make decisions in complex situations where the needs of a variety of stakeholders must be taken into account. The purpose of this article is to conceptually and empirically explore an MNE's implementation of a particular SDG, through an ethical leadership lens. We contribute to international management and international business literature by offering a framework to analyze MNEs' pursuit of SDGs.

The involvement of firms in Chinese foreign aid projects: A data overview and research agenda

G. Hendriks

University of Amsterdam, Netherlands, The

China's foreign aid efforts in Africa remain contentious. Chinese foreign aid tends to be different from 'traditional' development assistance in that it frequently involves firms as the implementing agents of projects. Firms may bring unique resources to public-private partnerships formed with government agencies, but their possible self-interested nature also gives rise to concerns over their development impact. Yet, on a larger scale, relatively little is known about the characteristics of Chinese public-private partnerships in foreign aid. Using project-level data available for 1,308 Chinese aid projects in 50 countries across Africa, I characterize the projects undertaken by firms and government agencies in a public-private partnership, and contrast them to those executed by government agencies without firm involvement. My exploratory data overview suggests that important differences apply, as Chinese public-private partnerships tend to target different Sustainable Development Goals, work on the basis of distinct aid conditions, and implement projects that tend to be larger than those that are solely run by governments. Such observations raise important questions of an ethical, theoretical and international nature, and warrant further research, so that I develop a research agenda that takes aim at issues particularly important for business ethics scholars, organization theorists, and international business scholarship.

Human Rights Disclosure of Multinational Corporations: Towards an Analytical Framework

S. Zagelmeyer

Alliance Manchester Business School, United Kingdom

International business research is showing an increasing interest in the link between inter-national business and human rights. Despite extensive research on corporate CSR and sustainability reporting, the analysis and discussion of human rights disclosure of multinational corporations is still in its early stages. This paper develops an analytical framework on corporate human rights disclosure of multinational corporations. The conceptual part of the framework draws on legitimacy theory, stakeholder theory and signalling theory. The analytical part emphasises the role of internal factors and aspects in the external environment of corporations. The paper specifically considers organisational and institutional aspects affecting the decision-making of multinational corporations operating in an inter-national business environment.

C2.1.02: Towards a Circular Economy

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · Location: B2-030

Session Chair: Simone Sehnem, Unesco and Unisul, Brazil

Come closer! On transaction costs and location choices in a circular economy

C. Fehlner

BI Norwegian Business School, Norway

This conceptual study analyzes efficiency levels of circular economy (CE) value loops with a focus on transaction costs. Extant CE research is descriptive and lacks theoretical foundation, particularly in terms of understanding CE management. Transaction cost theory explains efficiencies in economic organizing, lending itself to study CE arrangements that maximize resource efficiencies at continued economic virtue. This study examines the governance aspect of closed-loop economic activities and, assuming all-else-equal, finds that transaction costs in a CE are relatively higher for most value chain activities than in the linear economy. The primary reasons are uncertainties evoked by reciprocal dependencies between more numerous actors, the complexity of managing materials re-joining the system, the demand for building and exchanging novel information, and increased bureaucratic contracting efforts. Geographically-bounded and institutionally homogeneous CE initiatives may curb these rising transaction costs. By bringing efficiency concerns into the CE analysis, the paper demonstrates the applicability of transaction cost theory to this novel organizational phenomenon. It also highlights the CE transition's relevance for strategic management literature by pointing out implications for MNEs' location choices.

MNEs meet the Circular Economy paradigm: disentangling the effects of reduce, reuse, and recycle principles on GVCs' activities, configuration, and governance

C. Di Stefano, S. Elia, P. Garrone, L. Piscitello

Politecnico of Milan, Italy

In the last years, several emerging issues are imposing a revision of Global Value Chains' (GVCs) configuration. Among them, sustainability of production and consumption patterns is becoming a central theme given the necessity to mitigate the degradation of the environment and the exploitation of scarce natural resources. In this respect, scholars and practitioners increasingly propose the circular economy (CE) approach as a system solution to overcome the conventional linear "take-make-use-dispose" model underlying the actual structure of the global economy. However, the international business (IB) community has introduced the topic of CE only marginally in its debate. The aim of the present study is to fill this research gap identifying the opportunities for reconciling IB and CE fields of study. Thus, our main objective is to investigate whether and how the adoption of the CE paradigm by MNEs may affect activities, geographical configuration, and governance of the relevant GVCs.

We address the issue from a conceptual point of view, identifying direct and indirect impacts of CE adoption on GVC, the relative enablers and possible broader implications. Lastly, we propose some reflections for future investigations.

Circularity of resources: an analysis supported by innovation

D. Julkivsky¹, S. Sehnem^{1,2}, M. d. C. P. Ramos³, A. Maganda²

¹Unesco, Brazil; ²Unisul, Brazil; ³Uporto, Portugal

This article analyzes how the circularity of resources occurs in Brazilian craft breweries supported by innovation and proposes the creation of alternative craft breweries to promote circular economy. Data were collected through 11 interviews with entrepreneurs in the craft brewery segment, checklist application, and access to the website of the cases investigated. Our results expand the relationship with innovation suggesting that: a) the circularity of resources is still focused on several long-cycle practices; b) short cycles, which are the most desired for the retention of resource value in the production chain, are already present, but demand more attention from the enterprises surveyed; c) innovation practices can become barriers to or drivers for the feasibility of circular economy in the beer context; d) technical cycles are consolidated in most of the researched cases, while biological cycles still demand greater engagement from all stakeholders; e) the nature and content of circular practices imply different adoption stages in the cases investigated; f) companies invest in strengthening the relationship with consumers and suppliers in order to obtain support for current circular strategies in their ventures.

School food waste: an analysis with circular economy perspective

L. Godoi¹, S. Sehnem^{1,2}, F. Simioni³, S. V. Soares¹, C. Martins¹, J. B. S. O. d. A. Guerra¹

¹Unisul, Brazil; ²Unesco, Brazil; ³Udesc, Brazil

Food waste is a situation that triggers a certain controversy, considering that we still have a significant number of people who do not have access to healthy and nutritious food every day. The management of food leftovers from school lunches depends on the creation of measurement mechanisms, thus identifying the current characteristics of schools in order to mitigate and better manage these leftovers. Our study addresses this gap, that is, it seeks to understand how food waste management is carried out in schools from a circular economy perspective. Focusing on the management of school lunches in municipal schools, we aim to build an inductive interpretive theory in order to understand how schools promote food waste management. We identified and explained loss estimates and their monetization, and proposed alternatives for waste recovery using the ReSolve framework. Therefore, we assume the perspective of circularity as a possible and viable way to manage food waste in school lunches. Stakeholder engagement and awareness-raising become the necessary premises for the success in the food circularity journey.

C2.1.03: Business Policy Uncertainties & Location Choice

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · *Location:* B2-040

Session Chair: Ann-Kathrin Herfeld, WU Vienna, Austria

Exiguous multinational enterprise alumni spinouts in an entrepreneurial ecosystem

D. Cho¹, P. Ryan², G. Buciuni²

¹Portsmouth Business School, United Kingdom; ²Trinity Business School, Ireland

Entrepreneurship and foreign direct investment are the pillars of economic development in most economies, especially modern advanced ones. From its origin, the entrepreneurial ecosystem (EE) concept has emerged as a framework to measure the entrepreneurial interdependence between actors within a local community and shed light on those actors and support systems that facilitate new venture creation. Among the actors in an EE, multinationals (MNEs) have been recognized as key anchors to generate entrepreneurial innovation. However, MNEs have also been shown to squeeze out entrepreneurship in the local region by absorbing scarce talent through offering higher wages than indigenous firms. Therefore, the purpose of this paper is to examine whether multinationals nurture or inhibit the formation and evolution of an EE? To answer this question, a qualitative case study was conducted to investigate the impact of MNEs on the emergence and evolution of an EE. This research provides a plausible explanation for why in this particular case of how the presence of MNEs can, on aggregate, lead to exiguousness of new ventures as they more inhibit rather than nurture the evolution of an EE.

INTERNATIONAL BUSINESS POLICY DESIGN - A CASE OF OVERSPILL FROM EXPORTERS TO FOREIGN INVESTORS

M. Torres, J. Clegg

University of Leeds, United Kingdom

We investigate the appraisal of the value of pro-internationalization policy incentives. Using data from a small and open economy, we find, contrary to the prevailing belief, that better-endowed firms place greater importance on incentives, with no evidence for the presumption that, by design, incentives appeal more to export-only firms. Instead, policy appeals almost exclusively to outward investors although, in line with theory, financial incentives appeal to more indebted investors. Our findings suggest an overspill in policy attraction from exporters to foreign investors; that is, foreign investors are capturing support designed for exporters and considering the system's inefficiency, there is a clear need for improved policy design.

The effect of Chinese diaspora for FDI location choice: The information cost perspective

L. Rysakova¹, A. Panibratov²

¹St. Petersburg State University; ²Léonard de Vinci Pôle Universitaire

This paper sheds the light on the role of national diasporas for firms' FDI location decisions. Applying the context of Chinese diaspora and China, we aim at answering the question whether and to which extent national diasporas influence host and home firms' decisions about FDI location choice. This also serves as a foundation for the generalizability of our results to any other situation, where diaspora' homeland is an emerging market. Based on the analysis of the FDI location decisions, the information cost perspective and diaspora literature, we develop a conceptual outline that is supported by propositions. This research provides a holistic insight on the role of diasporas by simultaneously investigating and comparing the effect of foreign diasporas for both their home and host country firms' location choice decisions. We contribute in the FDI location literature and the information cost concept, proposing that Chinese diaspora abroad reduce the home and host firms' costs of information and serve as a necessary source for those companies' decision making investing in a new foreign market by promoting investments outside SEZs or other FDIs facilitation entities.

C2.1.04: M&As by EMNEs

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · Location: B2-060
Session Chair: Dylan Sutherland, Durham University, United Kingdom

The Belt and Road Initiative in the context of the strategy tripod: Acquisitions or greenfield investments by Chinese MNEs?

D. Quer

University of Alicante, Spain

Emerging-market multinational enterprises (MNEs) has pushed institutional factors to the cutting-edge of international business research. As for Chinese MNEs, the importance of institutions has been strengthened since the Chinese government launched the Belt and Road Initiative (BRI), which seeks to promote a comprehensive platform for cooperation among countries. This study aims to investigate the role played by the BRI as an institutional factor moderating the influence of other institutional-, industry-, and firm-specific factors on establishment mode choice by Chinese MNEs. Drawing on the strategy tripod, a perspective claiming that firm's strategies are the result of specific firm, industry and institutional conditions, this study develops a number of hypotheses that are tested with data on 1,006 outward foreign direct investments (OFDIs) of Chinese MNEs between 2013 and 2020. The results show that the BRI moderates the influence of both firm's prior international acquisition experience and Chinese government's OFDI restrictions on the establishment by means of an acquisition. They also report that this moderating effect does not apply for acquisition experience in the host country nor institutional distance.

Springboard trajectories of Chinese MNE

J. Wu¹, D. Wang², D. Morschett¹

¹University of Fribourg; ²Aalborg University Business School

This study aims to extend the springboard view by exploring the dynamic nature of the springboard process and contextualizing it from a strategic angle. To accomplish this, we investigate cross-border strategic asset acquisitions by ten Chinese multinational enterprises over eight years. Four distinct springboard trajectories from four initial strategy types to three post-springboard types are revealed. By putting strategic assets into the context of strategic intent and path-breaking change, we shed light on their critical role in building emerging market multinational enterprises globally. Specifically, we reveal a common value-adding asset-bundling mechanism that contains three progressive and additive asset-bundling processes across the cases. Furthermore, we extend the current strategy typology of emerging market multinational enterprises and discuss the specific ownership advantages and disadvantages associated with each strategy type.

How do Strategic Asset Seeking International Acquisitions of Emerging Market MNEs Impact Long Term Intangible Asset Creation in Target Firms? An International Comparative Analysis with Developed Market MNEs

L. Wu, D. Sutherland, X. Peng

Durham University, United Kingdom

How does the country of origin affect intangible asset creation in firms acquired by different types of MNEs? Springboard theory and related arguments which emphasise the firm-level catch-up imperatives of emerging market (E)MNEs suggest that emerging market MNEs may invest heavily in strategic asset rich target firms so as to use them as their key innovation centres. Critics, however, argue that factors such as inexperience of integrating cultural distant firms may inhibit strategic asset creation in targets. Here we hypothesize that (i) emerging market acquirers positively impact the target firms' post-acquisition intangible asset performance vis a vis DMNEs and (ii) that despite of these positive impacts, the role of cultural distance more negatively impacts target firms acquired by EMNEs. Based on a longitudinal sample from 2010 to 2019, employing 1,736 MNE acquirers and 2,543 intangible asset-rich target firms, using both time-varying difference-in-differences and Propensity score matching approaches to address endogeneity concerns, we find support for our hypotheses. We discuss implications for EMNE-related theorizing and policy-making.

Home country influence in cross-border M&As: A systematic review focusing on emerging market acquirers

G. He, I. Padrón-Hernández

Hitotsubashi University, Japan

Findings in extant research on how the home country matters in cross-border M&As by emerging-market firms are inconclusive. To take stock of extant research and investigate commonalities as well as disparities, we conducted a systematic literature review of 59 empirical articles on this topic. We categorize previous findings according to whether home country factors are home-exclusive or pertain to dynamics between home and host countries, and the role factors play in the pre-, mid-, and post-M&A stages. Additionally, we classify previous studies according to their theoretical lenses and methodologies. Doing so, we synthesize findings on a topic that is gaining increased attention in research as well as practice, while also identifying the reasons for inconsistencies in assumptions and conclusions. We propose several directions for future research, such as clarity of what is studied and measured, alternative measures to strengthen concepts and more research on emerging-to-emerging cross-border M&As.

12.1.01: Institutions and Firm's Performance

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · Location: A2-005

Session Chair: Hubertus Reinprecht, Vienna University of Economics and Business, Austria

The Structure of Value Chain Linkages and Firm - Productivity Growth - The Role of Domestic Value Chains

K. Knez, A. Burger

University of Ljubljana, Slovenia

This paper examines whether deep-rooted integration of domestic value chains into global value chains (GVCs) is an important catalyst for productivity growth. We decompose shares of GVC participation into purely global, global with single-tier domestic stage, and global with multiple domestic stages involved. We examine different channels through which firm dynamics affects industry productivity growth: within-firm and between-firm components of productivity growth. The results of the instrumental variable estimation indicate that industries with higher shares of GVCs with complex domestic chain participation exhibit higher within-firm productivity growth and higher between-firm productivity contribution, with the market shares of the more productive firms increasing over time.

IGOs and the impact of institutional and economic integration on Corporate Social Performance: Evidence from the European Union

E. Moore², K. Brandl¹, L. Marchiori Pacheco², L. Dau²

¹University of Victoria, Canada; ²Northeastern University

Intergovernmental organizations (IGOs), such as the European Union, coalesce a multitude of member countries toward cooperative political, social, environmental, and economic activities to promote the betterment of societies. The level of integration of member countries in an IGO is thereby expected to shape the level of betterment. This integration can be on a variety of levels, i.e., policy and institutional integration or economic integration. To understand the connection of integration levels of countries with IGOs and the betterment of society, we study the impact of the institutional and economic integration of IGO member countries on the Corporate Social Performance (CSP) of its firms. Building on insights from political science and institutional theory, as well as an empirical analysis of the EU and its members, we find that low levels of the institutional and economic integration of IGO member countries reduce the CSP of national member country firms. We also find that a high economic integration moderates the negative impact of low levels of institutional integration on the CSP of firms. We contribute to institutional theory and societal sustainability concerns, by connecting the supranational-, national-, and firm-levels.

The effect of sanctions on macro talent management: The case of Russia

N. Kuleshov², I. Alon³, M. Latukha¹

¹Léonard de Vinci Pôle Universitaire, France; ²St. Petersburg state university, Graduate school of management, Russia; ³Agder University, Norway

When a country is under sanctions, talent outflow takes place creating brain drain and decreasing possibilities for economic and innovation capabilities development, thus destroying competitiveness of firms and states. We employ macro talent management (MTM) concept to create MTM ecosystem to discuss country-level mechanisms of talent management in the context of adversity as a respond to economic embargo and necessity to retain human capital in severe economic conditions. Using a critical discourse analysis based on media publications discussing effects of sanctions and emigration of specialists from Russia starting at the end of February 2022, we investigate how MTM ecosystem is destroyed when a country faces adversity. We find that the context of sanctions systematically damage all MTM functions within its ecosystem. Specifically, we reveal that talent retention is turned to be the most affected dimension with the least support from state aiming to implement initiatives to overcome sanctions' effects.

Moderating effect of business group affiliation in the relation between formal institutional quality and firm performance

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¹School of Technology and Management - IPL, Portugal; ²CARME – Centre of Applied Research in Management and Economics

We investigate the effect of institutional quality on firms' performance in emerging economies, observing specifically the effect of business group affiliation to mitigate the institutional inefficiencies. More exactly, we develop a conceptual model describing the relationships between the quality of two institutional dimensions (formal and informal) and firm performance, also analyzing the moderating effect of business group affiliation on the impact of institutional quality on firm performance. We test the model using a cross-section sample of 5.166 firms from 19 emerging economies (Brazil, Chile, China, Colombia, Czech Republic, Egypt, Hungary, India, Indonesia, Malaysia, Mexico, Morocco, Peru, Philippines, Poland, Russia, South Africa, Thailand, and Turkey), with firm-level data retrieved from the World Bank Enterprise Survey. The findings show that lower informal institutional quality leads to lower firms' performance. The results also show a moderating effect of group affiliation on the impact of formal institutional quality on firms' performance. Considering the effect of institutional quality on performance and the moderating effect of group affiliation, this study contributes to our understanding of how firms from countries with lower institutional quality, can prepare themselves by building a theory that is context-specific.

Political and electoral uncertainty: systematic review and implications for international business

H. Reinprecht

Vienna University of Economics and Business, Austria

EIBA 2022 Conference Proceedings

This systematic review analyzes political and electoral uncertainty from an interdisciplinary perspective, however, with a focus on international business (IB) research. As such, the paper contributes to existing research in this field by discussing and synthesizing theoretical contributions and empirical evidence in both a systematic and in-depth manner. Applying inclusion and exclusion criteria, 1,060 articles from 1976 to 2020 form the basis of the bibliographic analysis. While the research field has been steadily growing, most contributions originate from the finance and economics domains. After further refining the quality criteria and screening the title, abstract and keywords of 153 academic articles for firm-level contributions, I review a sub-set of 79 articles in more detail. Of these, 18 articles carry election-related firm implications of political uncertainty. Conceptually, I develop a framework for reviewing the field of research and define time certainty, heterogeneity of effects and contextuality as characteristics of electoral uncertainty. This review aims to provide researchers and practitioners with a concise but comprehensive overview on firm-level effects of electoral uncertainty and strategies firms formulate towards electoral uncertainty. The study makes a case for further strengthening the IB perspective in political and electoral uncertainty research.

12.1.02: Globalization and Deglobalization and the International Firm

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · Location: A2-010
Session Chair: Mirko Benischke, Rotterdam School of Management, Netherlands, The

The contribution has been withdrawn.

Populist Turnovers and FDI Inflows

H. u. Hag

University of Groningen, Netherlands, The

International Expansion Strategies: Simulation of Firm Performance under Competition

R. Gwosdilin¹, T. Lindner²

¹Vienna University of Economics & Business, Austria; ²University of Innsbruck, Austria

This paper uses a simulation approach to investigate the relationship between firms' international expansion (I) and their performance (P) under competition. First, the simulation investigates the firm characteristics and environmental circumstances that determine the nature of the general relationship between international expansion and firm performance. It finds that environmental and firm characteristics strongly condition the shape of this relationship. Second, the paper introduces variation in the strategies focal firms and competitors employ to govern their international expansion. The paper derives empirically testable propositions regarding the reasons for structural variation in how firms perform when they expand internationally from the simulation results.

Terrorism and International Business: A Critical Review of the literature and Future Research Agenda

M. D. Owens¹, A. Zueva²

¹Sheffield Hallam University; ²University of Huddersfield

Recent years have witnessed an expansion of interest in the phenomenon of terrorism within international business. Yet most IB scholars writing on terrorism adopt an orthodox and state centric view – consistent with the functionalist and positivistic roots of the IB discipline. Despite nearly three decades of research on terrorism/IB, the thinking and assumptions guiding this literature have avoided close interrogation. Based on a critical approach now established in the IB and organisational studies literatures, we provide a unique interrogation of IB-terrorism research. Because our critical position accepts that knowledge is never neutral, our review, in part, questions the motivations and context underlying key knowledge claims established by IB scholars on terrorism. We highlight how 9/11 and related political discourse have encouraged and constrained the analysis of terrorism within IB research. Moreover, the terrorism-IB literature is strongly biased towards non-state terrorism and essentially downplays the state-MNC agenda underpinning state and non-state terrorism. In addition, our paper fundamentally argues for non-positivistic research to capture the subjective nature of terrorism, the role of agency and expand the relevance of IB research to a wider set of stakeholders. We provide a future research agenda.

The impact of Environmentally Sustainable Practices on International Sales Intensity: the moderating effects of open innovation

R. Gonçalves^{1,2}, B. Vlacic^{1,2}, M. González-Loureiro^{3,4}, R. Sousa^{1,2}

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The new context characterized by a stronger emphasis on environmentally sustainable practices is challenging, and internationally operating firms face increasing pressure for immediate results on both sustainable and performance levels. This study integrates open innovation with the orchestration and network approach to internationalization to advance research on environmentally sustainable practices and firms' international sales nexus. The multi-country survey data on 514 manufacturers show that adopting environmentally sustainable practices positively influences international sales intensity. In addition, this study demonstrates that open innovation practices negatively impact this relationship. It means that manufacturers putting effort into international sales are better off internalizing innovation rather than openly innovating with suppliers, particularly when implementing sustainable practices.

Do we need new sets of global strategies to sustain globalisation?

M. W. ZHANG¹, P. Gooderham²

¹Nottingham Trent University; ²Norwegian School of Economics

In light of the slowdown of the current wave of globalisation, MNEs from industrialised economies face unprecedented challenges of managing growth and innovations in the global market. Furthermore, they are confronted with severe competition from a new type of MNEs from emerging markets (EMNEs). Can we identify new sets of global strategies for both MNEs and EMNEs to sustain competitiveness in a transitioning world with uncertain business environment? In this paper we take a historical perspective and revisit Chandler's (1990) work on the institutionalisation of modern industrial enterprises (MIEs) for insight. Some MNEs can trace their roots back to the former MIEs established during the first wave of globalisation 1870-1914. We use the data on international trade and investment as well as anecdotal examples of strategies adopted, and the role played, by MIEs and MNEs during the process of globalisation. We contend that the world is witnessing an inflection point of globalisation, rather than deglobalisation, due largely to the role played by both MNEs and EMNEs.

“What’s the difference between Brexit and a Dyson? Nothing, they both suck!”: What kinds of emotions and national identities are triggered by corporate headquarters relocations?

I. Saittakari¹, P. Kähäri¹, J. Angouri², D. Savolainen¹

¹Aalto University School of Business; ²University of Warwick

Corporate headquarters (CHQ) relocations attract media attention and evoke emotions due to their importance to the national image. Yet, the emotions and national identity discourses associated with CHQ relocations have received little empirical attention in literature. We examine the relocation of global technology company Dyson's CHQ from the United Kingdom (UK) to Singapore in the midst of Brexit in January 2019. We draw on 1,032 postings made by the readers of the British newspaper, The Guardian, on their website on one specific article. We find that national identities were constructed and represented through an emotional division of 'us' vs. 'them'. For example, the division between 'ordinary people' vs. 'elite' was associated with anger and disgust, further leading to populist discourses whereas the division of 'remain' vs. 'leave voters', being associated with smugness and empathy, led to discourses debating the costs of globalization. We contribute to international business literature by shedding light on the role of CHQ relocations in triggering emotions and national identities, and feeding into globalist or anti-globalist discourses.

12.1.03: Overcoming Challenges in SMEs, International Entrepreneurial Firms and Family Firms

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · Location: A2-060
Session Chair: Muhammad Sufyan, University of Turku, Pakistan

Overcoming Country Distances in Rapid Internationalisation: A Literature Review of Born-Global Firms

R. Guncay

Vrije Universiteit Amsterdam, Netherlands, The

The rapid internationalisation of Born global firms (BGs) continues to question how these young, small and innovative firms deal with cross-country distance challenges to rapid internationalise. This article reviews the empirical research on BGs to explain their strategies for overcoming cross-country distances (economic, finance, political, administrative, culture, knowledge, demographic, connectedness and geographic). We then lay out a research agenda that aims to expand our understanding of how these firms resolve cross-country challenges to continue creating value.

Mitigating the Liability of Foreignness and Newness in Capital Markets: VC Firms' International Experience

T. Wang

University of Bristol, United Kingdom

Past research has produced contradictory insights into how VC investment mitigates the liability of foreignness and newness to facilitate the internationalization of invested entrepreneurial companies. In this study, I propose that the effect of VC investment on the internationalization of invested entrepreneurial companies is contingent on the VC firms' international experience. To test the hypothesis, I analyse a comprehensive data set of 5017 entrepreneurial companies in China and find those entrepreneurial companies backed by VC firms which have international experience are more likely to list in a foreign market. The sources of international experience also play a role in overcoming the dual liabilities. More specifically, I find that entrepreneurial companies backed by VC firms which gain international experience from highly reputable and high-status international VC firms are more likely to seek foreign IPO exits. The results are robust to controlling for the endogeneity of cross-border syndication experience by using instrumental variable and propensity score matching methods. Overall, the results indicate that VC firms' international experience can overcome invested entrepreneurial companies' dual liabilities to facilitate foreign IPO exits.

Value Creation among Migrant owned Transnational Digital Enterprises

M. Sufyan¹, W. Degbey²

¹University of Turku, Finland; ²University of Vaasa, Finland

We adopt the concept of value chain fine-slicing, which draws on complexity and modularity theories, as our primary analytical approach in this paper. The empirical setting of this work in progress is based on longitudinal qualitative studies of ten migrant international ventures across Australia, Finland, New Zealand, Norway, Sweden, and USA conducted from 2017 to 2019. Our preliminary findings reveal that migrant international ventures attain competitiveness by engaging four distinct relocation of value chain activities: non-core activities, country of origin based support activities, country of residence-based support activities and core activities to country of origin (COO) and Country of Residence (COR). More importantly, and in contrast to prior studies, our findings show how migrant international ventures modularize strategically the location of critical activities in the founders' COR and COO while also recognizing their interdependencies with operational level activities.

Business families' internationalization enabled by pandemic opportunities: Enhanced by institutionalization of family enterprising

M. Samsami^{1,2}, T. Schøtt^{2,3,4}

¹University of Santiago de Compostela, Spain; ²University of Agder, Norway; ³The American University in Cairo; ⁴University of Southern Denmark, SDU

Purpose - A tradition of doing business is nurtured in family businesses and, more generally, in business families. Traditions give resilience and empower, especially during adversity in crisis. Expectedly, embodying a tradition of doing business empowers businesses to exploit opportunities, especially opportunities emerging with the pandemic.

Research design - A survey in mid-2020 in 60 rather representative countries with varying family business legitimacy, randomly sampling 35,744 businesses, is amenable to hierarchical linear modeling.

Findings - Having the tradition is found to promote exploitation of new opportunities and thereby exports. This benefit is positively moderated by legitimacy of family business in society; contributing to contextualizing family business.

The contribution has been withdrawn.

Family embeddedness of born globals: The institution of family enterprising promoting family tradition and governance

M. Samsami^{1,2}, T. Schøtt^{2,3,4}

¹University of Santiago de Compostela, Spain; ²University of Agder, Norway; ³American University in Cairo; ⁴University of Southern Denmark, SDU

12.1.04: Innovation & Knowledge

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · Location: A2-035
Session Chair: Nuno Fernandes Crespo, ISEG - University of Lisbon, Portugal

Knowledge transfer: a new index and holistic review of the literature

C. PLATA

TSM-Research, University of Toulouse Capitole, CNRS

The objective of the present paper is to understand the industry-university relationships from a soft knowledge transfer perspective. To do so, a bibliometric analysis, with a total of 1496 articles, and a systematic literature review, with 20 papers accepted in the final stage, were conducted. Additionally, the creation of a new index (TopUnity) to categorize the productivity of the authors is proposed. It was found that the knowledge transfer field has been present in the literature for the last decades. Additionally, it has influenced and has been influenced by multiple fields and has become a structural part of the innovation process inside companies. Moreover, the findings show that the academic-practitioner relationship is not limited to a certain sector or discipline, which opens the opportunity to generate additional relationships and increase the positive impacts of this type of relationship. Finally, there is a call to generate research projects to understand the process of knowledge transfer and the impact it could have, as well as the barriers that industry-university relationships could face.

The importance of being multinational: acquisition and use of green knowledge to eco-innovate

E. MANRESA-MARHUENDA, B. MARCO-LAJARA, M. ÚBEDA-GARCÍA, P. ZARAGOZA-SÁEZ, E. POVEDA-PAREJA

UNIVERSITY OF ALICANTE, Spain

This study analyses the impact of international experience on the economic performance of companies from the perspective of organizational learning. Specifically, there is a need to take advantage of the presence in different geographic markets to acquire green knowledge. Likewise, in this learning process, the green knowledge acquired must be exploited in the form of eco-innovations that improve business results. Using data from 120 internationalized Spanish agri-food firms, the proposed and summarized hypotheses have been tested through a structural equation model. The findings reveal that international experience does not have a direct and immediate effect on global economic performance. However, international experience has a positive influence on the eco-innovation of internationalized companies, which are exposed to more demanding environmental pressures and can undertake this type of riskier innovation with greater guarantees. On the other hand, eco-innovation is more likely when the company increases its stock of green knowledge, considering that the acquisition of green knowledge is also favored by international experience. According to these results, it can be concluded that companies that do not use their international experience to acquire new knowledge and introduce innovations have more difficulties in improving their general performance.

Outward FDI, green technology spillovers and eco-innovation: Evidence from Chinese manufacturing firms

L. Wu¹, Y. Wang², X. Fu³

¹Xiamen University, China; ²University of Southern Denmark, Denmark; ³University of Oxford

This paper analyzes the impact of OFDI by emerging market multinational enterprises (EMNEs) on eco-innovation in the home country. Based on the resource-based theory and institutional theory, we examine how this relationship is contingent on firm characteristics, industrial conditions, and institutional environments. We test our hypotheses on unique panel data of Chinese manufacturing firms during 1998-2013. The results indicate that OFDI by EMNEs positively impacts eco-innovation of home country firms. This relationship is stronger when firms are state-owned, when R&D and industrial pollution intensity are higher, when the relative level of home country industrial technology is higher, when environmental regulations of home and host country are more stringent, and finally, when institutional distance is positive (i.e. institutional environments are more developed in host countries than in China). Our study contributes to the literature on knowledge spillovers from OFDI on home country firms and literature on eco-innovation.

A Tool for the Assessment of Internationalizing Firms: The International Knowledge Curve

L. Souza Campos Rodrigues

Brazilian Trade and Investment Promotion Agency, Brazil

The International Business community has historically stressed the importance of knowledge for domestic firms seeking to enter foreign markets. Although there is some level of consensus on the types of knowledge that are relevant to internationalizing firms, the International Business has struggled to structure ways that enable the dynamic evaluation of international knowledge in domestic firms. This short paper introduces a tool that allows policymakers and academics to assess firms in terms of their knowledge ex-ante and ex-post interventions aimed at facilitating their entry to foreign markets.

Exploration and exploitation: the duet that supported international business model adaptation during the Covid-19 pandemic crisis

B. Barros¹, N. F. Crespo^{1,2}

¹ISEG - University of Lisbon, Portugal; ²CSG/ADVANCE

The starting point of this research was the question: how has the COVID-19 pandemic crisis impacted international activity and the international performance of companies? This study was implemented during the COVID-19 worldwide crisis, in March and April of 2021, and to answer the research question we develop a business framework that explores the relationships between the strategies

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of exploration and exploitation with international business model adaptation and also between this business model adaptation and several measures of performance, namely international performance, crisis survival and crisis impact on performance.

The aim of this research is threefold: i) to verify the way in which firms adapt their strategy and business model; ii) ascertain the differences in the impact of exploration and exploitation in the business model adaptation; and iii) to investigate the way in which the adaptation of the business model affects firms' international performance. The hypothesized model was tested using data from a large survey (1455 responses) of Portuguese international firms. Since the COVID-19 crisis is still occurring, this study represents a contribution to the literature due to the novelty of this subject.

P2.1.01: Virtual International Teams: Academic and Business Perspectives

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · *Location:* A2-030

Session Chair: Marin Marinov, Aalborg University, Denmark

Panelists: Svetla Marinova, Aalborg University, Denmark Tamar Almor, College of Management. Rishon LeZion, Israel, Israel Avi Schneider, School of Behavioural Sciences & Psychology, Israel, Israel Dmitrij Slepnirov, Aalborg University, Denmark Eun Kyung Park, Aalborg University, Denmark

Virtual International Teams: Academic and Business Perspectives

M. Marinov¹, S. Marinova¹, T. Almor², A. Schneider², E. K. Park¹, D. Slepnirov¹

¹Aalborg University, Denmark; ²College of Management. Rishon LeZion, Israel

A book titled “Virtual International Teams: Academic and Business Perspectives” based on the Danish Israeli Project on Virtual International Teams Research Network, funded by the Danish Agency for Science and Higher Education is contracted with Taylor & Francis. The panel session is based on core chapters of the book studying the process of creating, developing, and managing virtual international teams. Despite technological sophistication, virtual international teams tend to fail realising their potential. The aim of the book is to analyse the structuring, roles, tasks, activities, and critical junctures of virtual international teams and their implementation in the form of guidelines, feedback, culture, and communication. The study of the virtual international teams is conducted in various economic sectors and academic institutions. COVID-19 has amplified the need for research of the implantation and success of such teams. The book intends to create a comprehensive understanding from theoretical and practical perspectives for the application of virtual international teams to be advanced for further advancement, evaluation, and testing via future research projects. The book is founded upon existing knowledge of leading researchers in the field of virtual international teams, enriching it further via studies conducted in the duration of the project.

P2.1.03: Teaching IB: Some Questions for Reflection on its Importance and Delivery Methods

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · *Location:* A2-070

Session Chair: Erica Kovacs, Indiana University, Brazil

Panelists: Erica Piros Kovacs, Kelley School of Business - Indiana University, USA John Cantwell, Rutgers Business School, USA Salomao Farias, Georgia State University, USA Barbara Jankowska, Poznań University of Economics and Business, Poland

Teaching IB: Some questions for reflection on its importance and delivery methods

E. Kovacs¹, J. Cantwell², S. De Farias³, B. Jankowska⁴

¹Indiana University, Brazil; ²Rutgers University; ³Georgia State University; ⁴Poznan University of Economics and Business

In this workshop (panel with elevated levels of interactivity with the participants), we aim to share experiences and discuss some of the questions brought up in the EIBAzine article published in the Spring / Summer edition of 2022. The idea is to exchange ideas with the audience and panelists to reflect upon the importance and improvement of teaching and to present what we are doing at our universities.

The panelists will be presenting their views on these questions and what they have been doing at their universities, and as professors. The participants will join the discussion in groups and there will be a debriefing. We will use the article to guide our discussion in 4 parts:

We will start by discussing with the participants about what PhD programs are doing to help candidates with teaching skills, how teaching positions are seen in universities, how they see the importance of teaching and so on.

In the second part, we will exchange ideas about the content of IB courses and their updating.

In the third part, we will discuss teaching methods and techniques that we all have been using to engage students in the learning process.

Final remarks.

P2.1.04: Government Policies for Sustainable Investment in Times of Uncertainty

Time: Saturday, 10/Dec/2022: 8:30am - 10:00am · *Location:* A2-075
Session Chair: Axele Giroud, University of Manchester, United Kingdom
Session Chair: Sarianna Lundan, University of Bremen, Germany

Panelists: Amelia Santos-Paulino, UNCTAD, Switzerland Anna Tavares-Lehmann, FEP - University of Porto, Portugal Ari Van Assche, HEC Montreal, Canada Rob Van Tulder, RSM Erasmus University Rotterdam, Netherlands

Government Policies for Sustainable Investment in Times of Uncertainty

A. Giroud¹, S. Lundan², A. Santos-Paulino³, A. Tavares-Lehmann⁴, A. van Assche⁵, R. van Tulder⁶

¹University of Manchester, United Kingdom; ²University of Bremen, Germany; ³UNCTAD, Switzerland; ⁴FEP-University of Porto, Portugal; ⁵HEC-Montreal, Canada; ⁶Erasmus University Rotterdam, The Netherlands

The objective of this panel is to engage in a critical discussion and present state-of-the-art research on role of government policies in promoting sustainable investment in times of global uncertainty. The global health crisis, the war in Ukraine and geo-political tensions, have created new challenges for countries and for firms in a time when there is also increased pressure for governments to devise policies to facilitate achievement of the SDGs. The aim of this panel is to focus on recent changes in investment policies, at national and sub-national levels, bearing in mind current objectives to achieve the SDGs by 2030. Policy makers and eminent scholars will address the following questions: (1) How can – and do – governments promote sustainable investment by Multinational enterprises? (2) What are the drivers / challenges faced by governments in devising and implementing policies for sustainable investment in times of uncertainty? (3) What are the positive and potential negative impact of government policies on MNEs' sustainable investment practices? (4) What role can other stakeholders play in enhancing effectiveness of government policies to achieve sustainable investment practices by MNEs?

C2.2.01: Knowledge and the MNE

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* B2-010
Session Chair: Yulun Ma, Vrije Universiteit Amsterdam, Netherlands, The

Contextualizing AMO explanations of knowledge sharing in MNEs: the role of organizational and national culture

P. N. Gooderham^{1,2}, T. Pedersen³, A. M. Sandvik^{4,1}, Å. Dasi⁵, F. Elter^{6,4}, J. Hildrum⁶

¹SNF – Centre for Applied Research at NHH; ²Middlesex University; ³Bocconi University; ⁴NHH Norwegian School of Economics, Norway; ⁵University of Valencia; ⁶Telenor Research

Ability, motivation, and opportunity (AMO) approaches have dominated studies of knowledge sharing in multinational enterprises (MNEs). We argue that there is a need to consider both the national and organizational cultural contexts. Thus, our multi-level approach to knowledge sharing in MNEs gives rise to a contextualized AMO approach that provides a novel and more potent understanding of variations in knowledge sharing. At the individual level, our approach includes professional competence, intrinsic motivation, and opportunities to interact with colleagues in other BUs. At the organizational and country levels, we examine the direct and indirect effects of a collaborative culture on knowledge sharing. We employ data from an MNE that operates across a variety of regions, including the Nordic countries, Central and Eastern Europe, and Southeast Asia. The sample consists of 11,484 individuals nested in 1,235 departments in 11 countries. As well as confirming the significance of individual competence, intrinsic motivation, and opportunities for interaction for knowledge sharing, our findings reveal that both organizational culture and national culture are important factors for our understanding of knowledge sharing. This suggests that over and above recruiting intrinsically motivated employees, managers can enhance knowledge sharing by developing collaborative organizational cultures at the departmental level.

Knowledge management in multinationals: Boundary spanning activities of regional headquarters

J. Lee, J. M. Lee

Henley business school, University of Reading, UK

As multinational enterprises (MNEs) have become knowledge driven and dispersed across many locations, the role of regional headquarters (RHQs) in managing knowledge between headquarters (HQ) and subsidiaries has become increasingly prominent. Yet, few studies have comprehensively examined their role in MNE knowledge management. This study builds on the boundary spanning perspective to investigate the specific roles and activities played by RHQs in the knowledge management of the MNEs. Based on an in-depth qualitative study of seven Korean large MNEs, this study reveals how RHQs affect the knowledge flows in MNEs by performing four different activities, labeled transfer, translation, transformation, and facilitation. RHQs not only enhance efficiency in knowledge transfer between HQ and subsidiaries but also enlarge the usefulness and application scope of the knowledge by interpreting cultural and contextual factors. RHQs also create new solutions by transforming subsidiary knowledge and facilitating knowledge sharing by restraining knowledge hiding of subsidiaries. Based on these findings, we develop an integrated framework, specifying the conditions under which each of the four activities is more likely to occur and showing how each activity disproportionately affects HQ and subsidiaries.

Knowledge Without Borders: A Systematic Review of Research on Knowledge Management in Chinese Multinational Enterprises

Y. Ma¹, O. Mihalache^{1,2}, A. van Witteloostuijn¹, P. P. Li^{3,4}

¹Vrije Universiteit Amsterdam, Netherlands, The; ²Athabasca University, Canada; ³University of Nottingham Ningbo China, China; ⁴Copenhagen Business School, Denmark

As China is pushing to transform into an innovation economy, the research on the knowledge management practices of Chinese MNEs has increased considerably in the past 15 years or so. However, because the research is fragmented, there is still insufficient understanding of critical factors that affect knowledge acquisition, transfer, and utilization among Chinese MNEs. In this systematic review, we develop a comprehensive framework of those salient factors that shape knowledge management practices, especially how they evolve over time. We do this by synthesizing and integrating insights from 151 articles published in the last 15 years in top business and management journals. Further, we identify several promising future research avenues, such as focusing on the new trends in knowledge management by Chinese MNEs in the digital era and the shift in the research agenda from knowledge exploitation to knowledge exploration.

C2.2.02: Subsidiary Roles and Management

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · Location: A2-075

Session Chair: José Pla-Barber, University of Valencia, Spain

SUBSIDIARY MANAGERS' LIKELIHOOD TO PURSUE INNOVATION INITIATIVES: A CONTINGENCY MODEL

T. Ambos¹, M. Hughes², T. Niemand³, S. Kraus⁴

¹University of Geneva, Switzerland; ²Loughborough University; ³Clausthal University of Technology; ⁴University of Bolzano

Subsidiary managers' decisions to pursue initiatives for innovative product introductions in foreign markets are critical to the success of the multinational corporation. However, we lack insights into which factors prompt subsidiary managers to pursue initiatives. Our research seeks to unravel the interplay of the individual manager's capability, the MNC's entrepreneurial orientation, and variables in the implementation context using a stated-choice experiment with 799 respondents. Results show that subsidiary managers' likelihood to pursue an innovation initiative varies with the market and corporate context, and the choice of implementation mode is sensitive to managers' capabilities and the MNC's entrepreneurial orientation. Our findings advance theory by and providing granularity on the circumstances that affect subsidiary managers' likelihood to pursue initiatives across multiple methodological levels.

Subsidiary management motivations: building identities

D. Mireles¹, J. Igoo¹, P. Sharkey Scott²

¹NUIG, Ireland; ²DCU, Ireland

Subsidiary managers as 'linking pins' of the MNC engage in leadership practices that generate knowledge and add value to the overall organisation. However, despite their importance, subsidiary manager leadership practices may not be explicitly or formally rewarded by headquarters. Having dual identification with both the MNC and their own unit, subsidiary managers' motivations drive their behaviour within the MNC. Subsidiary managers' behaviour has been studied from a middle management perspective, however, the literature fails to investigate what drives subsidiary managers to act the way they do. Therefore, this paper addresses the question, how are subsidiary managers motivated to engage in leadership practices?

We draw from the individual motivation theory, specifically, the self-determination theory. We collected 29 in-depth semi-structured interviews from senior managers across five high-technology subsidiaries. Our findings suggest that subsidiary managers' leadership practices are determined by the motivation of building their identities in four ways; (1) subsidiary identity building, (2) organisational identity building, (3) individual identity, and (4) concealed identity. These findings add important theoretical and practical contributions, by moving away from the sole focus on knowledge and initiative creation, and focusing on the individual subsidiary manager to offer a detailed conceptualisation of their leadership practices and motivations.

DISTINCTIVE RESOURCES FOR SURVIVING IN COMPLEX STRUCTURES: AN AGENCY PERSPECTIVE

A. Botella-Andreu¹, J. Pla-Barber², C. Villar³

¹Universitat de Valencia, Spain; ²Universitat de Valencia, Spain; ³Universitat de Valencia, Spain

In complex multinational structures, intermediate units (IUs) hold a unique position—they play a dual agency role as principals (for a group of subsidiaries) and agents (for the corporate headquarters (CHQ)). This complex strategic duality stems from intermediate units' parenting position and their need to be permanently connected to other units. In this paper, we investigate how IUs manage their relationships with CHQs and local subsidiaries to mitigate the agency problem. We apply the dynamic view of agency theory, which highlights that more intense relationships among actors reduce agency issues because they continually provide information that actors can use to upgrade their position relative to other actors. We test a set of hypotheses using PLS on a sample of Spanish IUs. Our results show that IUs' distinctive resources, such as market-experiential knowledge, are essential for maintaining their relationships with their CHQs and subsidiaries. Moreover, we find that local subsidiaries primarily maintain their relationships with IUs to take advantage of their technical expertise, while CHQs value IUs' supervisory experience. Finally, the management of these relationships improves the position of IUs in terms of influence and performance, thereby enhancing their position from an agency perspective. Practical and theoretical implications are derived.

C2.2.03: Different Approaches to Dynamics in International Business

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* A2-020
Session Chair: Mariola Ciszewska-Mlinarič, Kozminski University, Poland

The effects of luxury democratization across globalized and globalizing countries

P. Shukla¹, V. Rosendo-Rios², S. Trott³, J. { Lyu¹, D. Khalifa⁴

¹University of Southampton, United Kingdom; ²Colegio Universitario de Estudios Financieros- CUNEF, Spain; ³ITM Business School, India; ⁴University of Cambridge, United Kingdom

Democratization has changed the luxury industry landscape substantially and yet it remains an underexplored phenomenon in the marketplace. Our study focuses on how democratization influences the relationship between conspicuous signaling and luxury purchase intentions. Analysis of primary data from globalized (USA and Spain) and globalizing (China and India) markets with distinctly differing economic and cultural trajectories reveals the varying negative moderating influences of democratization. Many luxury brands use democratization strategies to engage consumers in globalizing markets. However, our results show that democratization should be approached with caution, as the moderating negative effect is more pronounced in these markets. Employing multi-level moderation, the findings also show how consumer and cultural indulgence can help mitigate these negative externalities. Our study offers further guidance for international luxury brands that have already democratized or are planning to democratize on managing this challenge in globalized and globalizing markets.

Exit export relationships and losing value? The relevance of country-specific experience

A. D'Angelo¹, M. Grazzi¹, L. Li², D. Moschella³

¹Università Cattolica del Sacro Cuore, Italy; ²Guangzhou College of Commerce, China; ³Scuola Superiore Sant'Anna, Italy

This research investigates the firm's discontinuation of some and continuation of other export relationships while maintaining presence in the relevant foreign market. Our findings show that this event is likely to result in a decrease of the firm's export value. However, the relationship is moderated by exporting experience. Building on the learning-by-exporting literature and using firm-country-buyer-seller transactions data, our findings present a non-linear (inverted U-shaped) relationship between firm's experience (both generic and specific) and decrease export value. We show that for a firm that exits export relationships in a foreign market, any year of country-specific but not generic experience matters for the maintenance of export value in the relevant foreign market. Theoretical, managerial and practical implications emerge from this research.

How international dynamic marketing capabilities affect international performance during pandemic: an empirical study of manufacturing companies from Poland

M. Ciszewska-Mlinarič, D. Siemieniako, P. Wójcik

Kozminski University, Poland

This paper contributes to studies on dynamic capabilities-performance relationship by showing how specific type of DC - international dynamic marketing capabilities (DMCs) - affect the international performance of exporting firms in the context of extreme environmental dynamism - during occurrence of the COVID-19 pandemic. We focus on a sample of 277 manufacturing firms from a post-transition economy of Poland. We advance the understanding of specific-domain of DCs (IDMCs) by considering their direct and indirect effect, mediated by adaptation to foreign markets and product development capability, on international performance. Our findings show that deployment of IDMCs by exporting companies in the context of extreme environmental turbulence contributes to better performance, and this relationship is mediated by adaptation to foreign markets and product development capability. Additionally our results revealed that when the relationship between IDCMs and international performance is moderated by high environmental dynamism, the direct effect remain significant, though reduced, while the moderating effect of environmental dynamism is not supported. Nonetheless, the significant and positive indirect effect of IDMCs on international performance (through mediators, i.e. adaptation and product development capability) is weakened under condition of extreme environmental turbulence.

The older, the weaker? How the age of large, established firms affects their foreign market entry rate

G. Hendriks¹, A. Slangen²

¹University of Amsterdam, the Netherlands; ²KU Leuven, Belgium

Whereas organizational age plays a key role in strategy, entrepreneurship, and organization theory research, its effects on international expansion decisions and their outcomes have received relatively little scholarly attention. To shed more light on these effects, we explore how the age of established firms affects their foreign market entry rate, which has been shown to be a key determinant of firm performance. Combining insights from organization theory and international business studies, we hypothesize that, once firms become established ones, their foreign market entry rate decreases with age, but less so when their home country is characterized by stronger economic dynamism, a stronger performance orientation, or lower uncertainty avoidance. Our hypotheses receive robust support in an analysis of 182 of the world's largest retailers from 21 countries over the period 2001-2007. Our findings suggest that established firms become inert with age and therefore internationally less competitive, yet less so if they face stronger countervailing forces to age-induced inertia in their home environment.

C2.2.04: Firms' Response to Developing Country Conditions

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · Location: B2-060
Session Chair: Marcus Møller Larsen, Copenhagen Business School, Denmark

CEO PERCEIVED UNCERTAINTY, RADICAL INNOVATION, AND NEW PRODUCT SALES: EVIDENCE FROM MALAYSIA

R. Gao¹, S. Zhang², a. afshar jahanshahi³

¹University of Manchester; ²University of Adelaide; ³University of the Americas Puebla

The strategic leadership literature emphasizes the important role of CEOs in business strategy and performance. While extant research typically examines CEOs' demographic and personality characteristics to infer their perceptions and interpretations in shaping firm-level decisions, our study directly captures CEO perception to demonstrate its implications for the business. Incorporating the typology of perceived environmental uncertainty into the upper echelon perspective, we investigate how CEOs' different types of perceived uncertainty (state, effect, and response uncertainty) influence firm radical innovation, and whether the impact of these types of perceived uncertainty on radical innovation translates to business profits in terms of new product sales? Using multiple-wave multiple-informant survey data on 151 firms in Malaysia, we find that CEOs' perceived state uncertainty is positively associated with firm radical innovation, but their perceived response uncertainty is negatively associated with radical innovation. We further find that radical innovation mediates the positive (negative) relationship between state (response) uncertainty and new product sales. Our study advances upper echelon research by revealing more fine-grained implications of CEO perceptions, or perceived uncertainty in particular, for firm strategy and performance. We also offer novel insights into the radical innovation literature by providing a micro-foundational explanation.

How Do SMEs from Emerging Markets Survive Their Early Years? A Study from A Capability Lifecycles Perspective

U. Vu¹, E. R. Nordman²

¹Stockholm School of Economics, Sweden; ²Mälardalens University, Sweden

In this study, we seek to answer the question: How do emerging market SMEs (ESMEs) use customers as a source of learning to develop a cycle of improved knowledge management capability in the early stage of their development? We base our research on the capability lifecycles perspective and learning literature from a customer's perspective. Using a multiple case design with a sample of five SMEs from the Software-as-a-service (SaaS) industry in Vietnam, the study introduces a mechanism that we call ambidextrous international customer learning that can be used to provide an explanation for the heterogeneity in the exploitation and exploration behaviors displayed by the investigated case-firms. We find that ESMEs internationalize early to acquire knowledge and capabilities that help them fit into a global standard. Firms which connect their exploitative and explorative learning processes to strategic customers are more likely to develop dynamic capabilities and survive their first years. We aim to contribute to the capability lifecycles perspective with a mechanism to increase the understanding about how ESMEs can develop capabilities that can move from an ordinary level to a dynamic level.

Legitimation in emerging markets: The case of International New Ventures in China

A. Lupina-Wegener¹, G. Karamustafa², G. Zhang³

¹ZHAW, Switzerland; ²HES-SO, Switzerland; ³Zhejiang University, China

While international business literature has investigated the internationalization into and from emerging markets, International New Ventures (INVs) from advanced markets into emerging host markets remain under-investigated. We conducted a multiple case study of INVs in China with the aim of extending our understanding of 1) the liabilities that INVs face in China; and 2) how identities influence INVs' legitimation. Our findings uncover isomorphic pressures, revealing INVs' strategic responses in the form of monocultural or dual identity claims. Unpacking the role of identities in overcoming liabilities and gaining legitimacy provide novel theoretical insights into INVs from advanced economies in China.

The contribution has been withdrawn.

Regional intellectual property rights protection and foreign subsidiary performance in emerging economies: Theory and evidence from China

Y. Song¹, J. Lu Wenzhen²

¹East China University of Science and Technology; ²City University of Hong Kong

C2.2.05: International Entrepreneurial Traits, Activities and Actions

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · Location: C2-060

Session Chair: Anisur Faroque, University of Vaasa, Finland

The paradox of early internationalization: the experience gap paradox, cognitive biases, and decisions in the face of negative events

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Given the fact that little is known about how owner-managers actually make internationalization decisions, the top executives' cognitive biases need to be understood- especially how their biases and heuristics transform from the initial to the post-entry stages of internationalization. The early internationalization perspective in IE has largely focused on the initial export activities of SMEs and has subsequently overlooked to address what happens to these firms after this initial phase, especially from the perspective of cognitive heuristics and biases. In response to this, in this article we present a framework for the influence of managerial heuristics and biases in the initial and post-entry stages of internationalization. We theorize how this experience helps emerge a unique set of heuristics and biases and impact initial internationalization decisions. Later on, we demonstrate that these heuristics and biases in initial entry becomes a paradox for the decision maker and force to transform into a different and opposing set of heuristics and biases in the subsequent internationalization in the process of deparadoxization. We also theorize that the power of heuristics and biases in initial stage may turn into perils in the post-entry stage and ultimately determine the subsequent internationalization path.

Bearing Risks as a Hero, but Enjoying Rewards like a Gangster: Drilling Deep into the Sinister Shadows of Entrepreneurship

A. Anand¹, N. Parameswar²

¹Excelsia Business School La Rochelle France; ²Indian Institute of Technology Hyderabad Telangana India

Numerous contributors to entrepreneurship recognize the positive influence it has on socioeconomic development. However, there are other negative and dark effects of entrepreneurialism that are underappreciated in the literature. To fill this void, we conduct a transdisciplinary systematic literature review to analyze the current state of the multiple dimensions of Dark Sides of Entrepreneurship (DSE) literature and synthesize the insights into a holistic framework. Our study contributes to entrepreneurship literature by proposing a new unified definition of DSE, simplify the antecedents, and discuss the consequences. Subsequently, we define areas that require more attention and highlight a promising future agenda for advancing DSE.

INTERSECTIONAL PERSPECTIVE ON GEOGRAPHICAL MOBILITY INTENTIONS OF ENTREPRENEURS

L. Ivvonen

Léonard De Vinci Pôle Universitaire, Research Center

Drawing on the embedded agency approach and considering entrepreneurs as structurally embedded agents whose choices are influenced by individual differences and socio-political as well as economic attributes of locations, we explore what combinations of conditions lead to geographic mobility intentions of entrepreneurs. Our findings reveal two distinct configurations that lead to geographic mobility intentions of entrepreneurs as well as one configuration leading to their absence. We conclude by articulating our contribution to the research on entrepreneurial mobility.

National culture, individuals' dispositions, and entrepreneurship

J. Kleinhempel

Alliance Manchester Business School, United Kingdom

How does national culture influence entrepreneurship? There are three dominant perspectives –internalized cultural dispositions, legitimacy, and social support views– that propose distinct theoretical mechanisms. I offer a fresh approach to culture-entrepreneurship research by decoupling the theoretical mechanisms proposed by the internalized cultural dispositions view from other cultural perspectives as well as economic and institutional influences. I focus on cultural-level and individual-level achievement values and use second-generation immigrant entrepreneurship as the empirical context. I argue that second-generation immigrants are more likely to be entrepreneurs if their country-of-ancestry culture is characterized by high levels of cultural achievement values – and that this relation is partially mediated by individuals' achievement values. Data on more than 4,000 second-generation immigrants support these propositions. This paper underscores the importance of disentangling the distinct theoretical mechanisms through which culture influences entrepreneurship and sheds light on how culture matters.

C2.2.06: Entrepreneurial Finance

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · Location: C2-080

Session Chair: Trond Randøy, University of Agder, Norway

The Nature, Regulation and Internationalization of Private Equity Firms

C. Pitelis, I. Anthopoulos, E. Piteli, N. Sfakianos

University of Leeds, United Kingdom

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

Not Just Money – An Explorative Study on the Support of Public Financial Agencies for the International Growth of SMEs

J. Raitis², R. Romanello¹, E. Pelto², J. Floreani¹

¹University of Udine, Italy; ²Turku School of Economics, University of Turku, Finland

The role of SMEs in national economies is significant and SMEs are often seen as a major source of innovation and industrial upgrading for countries. At the same time, governments acknowledge that in order to grow and succeed, SMEs need to be internationally competitive. Hence, governments offer various types of public support programs to SMEs. However, academic research on evaluating the benefits of such support is scarce, especially at the firm-level. Through a multiple case study, we analyzed to what extent and how the support provided by two public financial agencies based in Finland and Italy contributed to the international strategy and growth of SMEs. Our results highlighted - besides the pure financial support - benefits at both entrepreneurial and organizational levels. Our study proposes a theoretical framework and underlines some relevant practical implications both for SME managers/founders and for policy makers in charge of planning the financing and assessment of public agencies.

THE DETERMINANTS OF FOUNDER CEO SUCCESSION IN FAMILY-DOMINATED CARIBBEAN ECONOMIES

B. Hearn¹, T. Randoy², L. Oxelheim³

¹University of Bradford, United Kingdom; ²Copenhagen Business School, Denmark; ³Lund University, Sweden

Leadership succession in founder-led firms is a major cession of control and often the first major juncture in the corporate lifecycle. Previous studies have focussed on environments characterised by external contracting - prevalent in large developed economies such as the US and Europe. However, inferences from this research are limited in the context of emerging and developing economies. Our study explores the determinants of founder succession in a sample of 184 Caribbean listed firms which are representative both of developing economies as well as novel offshore financial centres. Specifically we explore the influence of private equity and family business group ownership in initiating founder leadership succession. Our results indicate the influence of both is highly context specific - something overlooked in previous literature.

C2.2.07: Theoretical and Empirical Trends in IB

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* B2-030
Session Chair: Rebecca Piekkari, Aalto University School of Business, Finland

Keeping up-to-date with scholarly literature in the international business field: A bibliographic coupling and SNA analysis, 2018-2022*

F. García-Lillo, P. Seva-Larrosa, E. Sánchez-García

University of Alicante, Spain

Drawing on an analysis of recent literature, the purpose of this paper is to unveil the existence of active research “fronts” in the field of international business (IB) through bibliographic coupling analysis (BCA) and social network analysis (SNA). In recent years, the use by researchers of co-citation analysis –of documents, authors, keywords, etc.– trying to identify and/or visualize the ‘intellectual structure’ or ‘knowledge base’ of different areas, fields and/or disciplines –including the IB field–, have been gaining prominence in a growing number of scientific journals. However, the technique of bibliographic coupling analysis between scientific documents (Kessler, 1963), which seeks to identify active research “fronts” in a scientific field or discipline –and, particularly suitable for detecting current trends and future research priorities– has been less commonly applied. This study used this last technique of analysis. The aim is not only to complement and expand the results obtained in prior studies that have used other types of systematization analyses such as qualitative content analysis or meta-analysis. Based on the results obtained in our literature review, this paper also outlines directions and promising ways for future research.

Logics of Comparison: Comparative Reasoning and Theorising in International Business Research

C. Welch¹, H. Gajewska-De Mattos², S. Casals Rispuu³, R. Piekkari⁴

¹Trinity College Dublin, Ireland; ²University of Leeds, UK; ³Efrit, Columbia; ⁴Aalto University School of Business Finland

International Business (IB) researchers deal with the ‘shock of difference’ all the time. Yet, a discussion on comparisons has not been part of mainstream IB research to date. In this paper, we argue that this is a missed opportunity for theorising and propose a new agenda for comparative research in IB. We problematize the nature of comparisons and critique the dominant logic of comparison in the field. Based on an analysis of multidisciplinary dialogue on new ways of approaching comparisons from fields such as anthropology, sociology, political science, literature and education we propose an alternative logic of comparison - ‘thick comparison’ - which generates theory by means of a dynamic interplay between the differences as well as similarities of comparative units. This stands in sharp contrast to the dominant logic termed ‘equivalent comparison’, which focuses on establishing regularities and similarities between units. We do not argue for abandoning the dominant logic altogether but rather advocate greater plurality of approaches to comparison. Thickening comparisons is a powerful tool for theorizing about change, context and differences which are at the heart of the IB field.

Relationship between Internationalization and Performance: a three-dimensional literature review

P. H. S. NGUYEN

ESC Clermont Business School, France

The relationship between internationalization and firm performance (RBIP) is one of the major and unresolved debates in the international business literature. After the pioneer work of Vernon (1971), increasingly important body of research has also proposed several alternative models such as negative, U standard, U inverted, and Sinusoidal. In this research based on the contextualist framework of Pettigrew, we seek to explain why the empirical literature on RBIP remains fragmented, inconclusive, and mixed. The result of our literature review suggests that this extremely confused state of research on the RBIP could be explained by the fact that: different researchers focus on various dimensions of internationalization which are the content, the context, and the process, and no research has so far studied possible interactive and simultaneous impact of these three dimensions of internationalization on performance. Our research also suggests that to better understand the nature of RBIP in its entirety, it is necessary and important to move from uni- and bidimensional approaches to the three-dimensional approach that takes into account the performance impact of possible combinations of the three dimensions of internationalization. Otherwise, research may continue to produce partial and fragmented observations on the RBIP, and therefore remains a puzzle.

12.2.01: Sustainability Issues

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · Location: A2-005
Session Chair: Carolina Cristina Fernandes, UNICENTRO, Brazil

Understanding how firms engage in cross-sector partnerships for developing standards

J. Kim¹, S. Jiwon², D. Borah³

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A scholarly attention, although limited, discussing motivations for firms to engage in cross-sector partnerships with cross-sector CSO partners for labour and environmental standards development, can be observed in IB literature (Jonathan P. Doh & Teegen, 2002; Teegen et al., 2004). Yet such discussions do not reveal how MNEs engage with cross-sector CSO partners to develop capabilities which they do not traditionally have e.g. understanding the external environment and the challenges of compliance to international standards, identifying stakeholders for possible engagements, in order to be able to design the standards. Such enquires lead us to frame the following two research questions: RQ1. How do firms engage in cross-sector partnerships to formulate labour and environmental standards? RQ2. What are the processes and mechanisms of cross-sector partnerships with CSOs and government that help MNEs from South Korea for developing capabilities to formulate labour and environmental standards? This study will apply a comparative methodology, in a first step, building on secondary qualitative material regarding CSO and MNE partnerships and interviews will be conducted. Second, subsequently questionnaire will be developed to capture collaboration and management processes in the interaction between CSOs and MNEs.

The role of international NGOs in shaping sustainable GVCs: the case of the transition from animal-based to cell-based agri-food systems

G. Glufke Reis¹, D. Schulzmann^{2,3}, C. Vilasboas Calixto Casnici^{2,4}, M. Papanastassiou^{2,4}

¹Federal University of Parana, Brazil; ²University of Leeds, United Kingdom; ³Aalborg University, Denmark; ⁴Carnegie Mellon University, Qatar

NGOs and MNEs have a history of successful partnerships resulting in addressing environmental and social problems. However, the role of NGOs in reshaping GVCs to solve complex sustainability challenges, such as in industrial animal-based meat production remains underexplored. Severe sustainability issues are related to industrial animal-based meat production such as environmental damage, animal suffering, and the worldwide increase of antibiotic resistance. In response to these developments, we have witnessed the surge of the so-called "meat substitutes" (e.g., cell-based and plant-based meat) that are alternative sources of protein aimed at producing animal meat, without the need of raising and slaughtering animals. Thus, our research explores how global NGOs can influence innovation and impact the transition of large-scale industrial animal agriculture to a more sustainable (cell-based) agri-food GVC. For this sake, we conducted a case study of an international NGO that has been an active player in the transition to alternative sources of protein to solve animal-based agriculture sustainability issues; in-depth interviews were conducted with professionals of the NGO's subsidiaries from all over the world. Our results show a novel range of initiatives NGOs can take in the transition to more sustainable GVCs and how those roles translate into global chains' non-market governance mechanisms.

Building a Comprehensive CSR Agenda: Four types of challenges, four types of strategies

J. Mees-Buss

University of New South Wales, Australia

This is a theoretical paper, primarily aimed at practitioners. Practitioners are expected to commit to sustainability, social justice, the circular economy, CSR, CSV, SDG's, ESG impact, etc.. But amid all these concepts, acronyms and definitions, what exactly are corporations responsible for? Based on an in-depth case study of Unilever's interpretation and implementation of CSR as well as a review of the literature, I identify two ideo-political fault lines that divide the interpretations of CSR. Most of the popular concepts fall on either side of one of these fault lines. In this article I propose a framework that combines these fault lines, instead of adjudicating between them. The result is a framework that clearly shows there are four types of issues ('low-hanging fruit'; 'complex trade-offs'; 'societal opportunities'; and 'matters of conscience') that all deserve to be considered, but that each demand a different strategic response due to the differing nature of the issues they represent and linking them to wicked problems, moral dilemmas, and prisoners' dilemmas. It not only offers greater clarity on the issues to consider for the corporate CSR agenda, but more importantly, how to tailor the strategic responses to the types of issues corporate decisionmakers are confronted with.

Circular Economy Social Practices: An analysis through their Contributions to the Sustainable Development Goals

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¹UFSC, Brazil; ²Unoes, Brazil; ³Unisul, Brazil

In order to achieve the Sustainable Development Goals (SDG), the Circular Economy (CE) aims to combine economic growth with environmental and social concerns, with the purpose of generating zero waste and providing high levels of social benefits. However, it is observed the absence in the literature regarding the analysis of the social practices of the Circular Economy in a deep way, in order to strengthen the Sustainable Development Goals of the 2030 Agenda. Seeking to fill this gap, this paper aims to analyse some social practices of the CE and their contribution to the Sustainable Development Goals. The results achieved identified 12 CE practices that contribute to the social dimension (circular design, composting, sharing economy, renewable energy, circular business models, product as a service, repair, reuse, remanufacturing, recycling, waste to energy and upcycling), which had their social dimension characteristics pointed out. In addition, the 7 Social Sustainable Development Goals were analysed (zero hunger, no poverty, good

health and well-being, gender equality, reduction of inequalities, peace, justice, and strong institutions and partnership for the goals), making it possible to relate the social practices of the Circular Economy with the social SDGs.

The resource-based view and the preservation of biodiversity: An emerging market perspective

C. C. Fernandes¹, K. E. Fernandes Pinto²

¹UNICENTRO, Brazil; ²UNICAMP, Brazil

The aim of our research is to verify how the resource-based view (RBV) can be incorporated into the strategy of companies targeting environmental preservation while ensuring their profitability. We present in this paper a qualitative and descriptive research, in which an interpretive approach will be applied to the subject matter. Environmental services such as water regulation, climate regulation, and pollination are important for the preservation of the environment and biodiversity, on which the business depends. Droughts and forest fires have already occurred and tend to be increasingly frequent and devastating if no action is taken to mitigate the effects of climate change and deforestation. Thus, organizations that deal directly with commodities will be the first to be affected. We encountered no similar study in literature that covers the main topics regarding RBV and valuation bringing them to an emerging-market reality. Our article does not only cover issues related to the theory but demonstrates in practice how a business that depends on the environment adjusts to this new reality.

12.2.02: People Issues Across Borders

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · Location: A2-010

Session Chair: Francesco Debellis, University of Vienna, Austria

THE GLOBAL ACT OF MORAL SERVICE; THE DESIGN OF SERVANT LEADERSHIP MORAL COMPASS AS A TOOL FOR MORAL DEVELOPMENTAL

I. G. Ukeni

University of Huddersfield, United Kingdom

The field of servant leadership is proliferating given its moral and service dimension. However, the moral dimension has not been as largely researched as the service orientation. Servant leadership is viewed as a universal leadership philosophy that is relevant and applicable in any corporation or nation as is morality or ethics which is equally important and largely required to continue a functioning society and organisation. Hence, this study explored the moral dimension of servant leadership to further or promote the ideals of the business world. To achieve this, empirical research was conducted using validated questionnaires to measure whether servant leaders are more inclined to make decisions based on the ethics of justice or care moral reasoning orientation. The result from 208 UK employees showed that servant leaders tend more towards an ethics of justice. Next, existing measurement scales in the field were reviewed and the different elements reflective of objective morality were aligned to the three normative theories of moral philosophy to formulate the servant leadership moral compass (SLMC). The SLMC tool is designed to enable practitioners engage in conversation about moral decisions and development. The future plan is to extend the tool via further corroborations and measurement.

Line Manager and Employee HR Attributions across Borders

J. Sumelius¹, H. Vuorenmaa²

¹Hanken School of Economics; ²Aalto University

Using a qualitative case study approach we examine a Nordic company with subsidiaries in two Nordic countries. We focus on the line manager and employee attributions of their shared HR function. Adopting a sensemaking perspective to our data we examine attribution formation through a focus on the key activities of the HR function as raised by our interviewees. We inductively identify three different line manager attributions: organizational performance, culture, and line manager job performance, and four employee attributions: HR service, employee well-being, social guardianship and corporate representation. This study contributes to existing research by shedding light on the formation of attributions across borders and in the context of a highly devolved organization, showing that employees' position in the company influences their attributions.

Informal Networks Matter – Exploring the Trust Context in Network Societies

S. Horak¹, A. Klein², X. Li³, A. Svirina⁴

¹St. John's University, United States of America; ²Niederrhein University of Applied Sciences, Germany; ³Tianjin University, PR China; ⁴TISBI University of Management, Russia

Though deviations in the nature of trust have been recognized and regarded influential for conducting international business activities successfully, empirical research into the trust context of network societies remains scarce today. We suggest a theory that reflects the multiplicity and peculiarity of trust and its relational and environmental context. By surveying 882 respondents from three countries (China, Russia, and South Korea) data suggests that with increased network importance, in-group trust increases alike. Moreover, individuals drawing predominantly on out-group trust attach less importance to in-group trust. With increases in nonspecific trust, both in-group and out-group trust increases. Hence, we find a multiplicity of trust relationships that call for a reexamination of the conventional bipolar view on trust relationships.

Millennials' Managerial Skills in Colombia

M.-G. Gonzalez-Molina¹, N. U. Salcedo^{2,3}, M. Méndez-Pinzon¹, A.-M. Vélez-Rolón⁴

¹Politécnico Gran Colombiano, Colombia; ²ESAN Graduate School of Business, Peru; ³Department of Business, Universitat Autònoma de Barcelona, Spain; ⁴Colegio de Estudios Superiores de Administración – CESA, Colombia

This paper examines the importance of three managerial skill dimensions (technical, conceptual, and human) for defining managerial skills in Colombian millennial managers. In addition, it aims to explore whether the relative importance of these skill dimensions varies as a function of sex, education, or managerial position.

Participants were 225 Colombian managers enrolled in a nationally recognized managerial development program. A well-validated Likert survey instrument obtained managerial skill ratings from peers. The multivariate analyses were Exploratory and Confirmatory Factor Analyses (EFA & CFA). Differences in means were used to test the skills' significant differences due to managerial position. Moreover, PLS-SEM tested the significant relationship among the factorized managerial skills.

The ratings provided by multiple sources show that all three managerial skill dimensions were significantly critical. Technical skills have significant mediation effects from human skills to conceptual skills. In addition, these last skills showed a significant difference between millennials with managerial positions and without them. Instead, sex was not significantly different from Colombian millennials' managerial skills.

Individuals tasked with selecting, developing, or placing managers should consider all three skill dimensions. Moreover, special consideration should be given to conceptual skills, and this emphasis should increase for managers higher up in the organizational hierarchy.

Strategic leadership and firm speed of internationalization

M. Pinelli¹, F. Debellis², T. Vallone³, C. Luise⁴

¹University Ca' Foscari, Venice, Italy; ²University of Vienna, Austria; ³Politecnico di Milano, Italy; ⁴University of Leeds, UK

Building upon Upper Echelon theory, this paper investigates how diversity in the TMT affects the speed of internationalization of a firm. We hypothesize that work-experience diversity among TMT members positively affects the speed of internationalization by stimulating comparison and broadening the perspectives and networks available to the firm. On the other hand, however, we need to distinguish the role of the CEO from the rest of the TMT, believing that the CEO's entrepreneurial vision may be distorted and not pursued if there are identification problems from other TMT members. In this regard, we measure the moderating role of CEO-TMT functional experience dissimilarity by hypothesizing a negative effect on the main relationship. Our analysis based on a longitudinal sample of UK-based firms over an 11-year time span supports our hypotheses and provides important implications from a theoretical and managerial perspective.

Factors influencing the efficient implementation of a hybrid system in companies

V. Montenero, C. Cazorzi

Technical University in Prague CVUT, Czech Republic

This article looks at the very rapid evolution of the use of telework during the Covid-19 crisis to identify the fundamental influencing factors that may explain the acceptance of this evolution or the possible blockages. The research is based on several series of surveys and semi-structured interviews with employees and managers, conducted between May 2000 and September 2021. The data collected was analyzed using the Grounded Theory method, leading to the identification of five very different nodes of understanding, whose concrete significance will be analyzed, while providing clues as to how these factors can be dealt with when a true hybrid system is put in place. At the end of the article, we will review the literature on the Covid-19 crisis to link our research to other research that has identified issues that need to be addressed if telework is to be generalized.

12.2.03: Perspectives on CSR in Emerging Markets

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* A2-060
Session Chair: Valentina Plamenova Varbanova, University of Sheffield, Austria

The influence of perceived risk variety on EMNE's OFDI activity

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In this paper, we investigate the influence of perceived risk variety on emerging market multinational enterprises (EMNE)'s outward foreign direct investment (OFDI) activity. We review relevant literature on risks from firm's perception, risk variety, EMNE's OFDI activity, and the risk-taking and risk-averse tendency of firm. Based on relevant literature, we conceptualise propositions regarding the relationship between perceived risk variety and EMNE's OFDI activity and believe that this relationship can be presented in an inverted U-shape model, which at first shows an increase of OFDI activities with increasing risk variety, followed by a negative relationship between increasing perceived risk variety and OFDI activities. Moreover, industrial technological intensity can enhance this perceived risk variety-OFDI activities relationship, while firm size and length of operation weaken this relationship. Lastly, we discuss our theoretical contributions to the risk management and international business literature and outline future research directions.

Proving the value of the business venture: A study of foreign firms' legitimacy gaining strategies in India

G. Alteren

UiT The Arctic University in Norway, Norway

How firms acquire legitimacy in an institutional void context by proving the value of their offerings has received limited attention. This study extends this knowledge base by using theorization as a lens to study how nine firms acquire legitimacy in this kind of context. The theorization approach Advantage framing was carried out through Networking with key stakeholders making efforts to understanding needs and to explaining the benefits of their offering. Expertise framing was put into use through Utilizing experts and Providing quality solutions, which implied that experts were used to justify the qualities of the offerings, and state-of-the-art solutions were accommodated to the needs in the market. Finally, Building recognition was implemented through Demonstrating credibility, which implied showing long-term interest in the market, and engaging in the social community. Through these strategies the firms were reducing the uncertainty related to the performance of not well recognized offerings in the Indian market. Also, the knowledge among stakeholders was enhanced about how the firms could contribute to professionalize the industry sector and advance the welfare of the society (pragmatic and moral legitimacy).

THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY OF SMALL AND MEDIUM-SIZED AGRIBUSINESS ENTERPRISES IN INDIA: Who Pays the Cost of Corporate Social Responsibility?

V. P. Varbanova

University of Sheffield, UK

This paper provides novel empirical and conceptual insights from the SME owner perspective, in an understudied emerging economy setting, how CSR is practiced by agribusiness SMEs, what influences this, what the benefits and costs are. It aims to examine how corporate social responsibility (CSR) influences the capabilities of small and medium-sized enterprises (SMEs) in the coffee and tea sector in south India to engage in global value chains (GVCs) and improve their international competitiveness. Qualitative fieldwork data was collected from 38 coffee and tea planters, government institutions, experts and sector associations and were analysed to showcase the role CSR plays vis-à-vis internationalization. This research contributes to extant knowledge and theory on small business social responsibility by showcasing that SMEs engage in CSR although some might not fit within the dominant 'frame' of CSR or might not codify their CSR activities creating 'barriers' to their engagement in GVCs. SMEs which were already exporting had implemented CSR voluntarily due to their local customs and traditions, but to continue exporting they had to formalise it. This highlights power imbalances in GVCs with tea and coffee SMEs being dictated what to do.

Competitive Action-response Interactions of Mobile Network Operators in Sub-Saharan Africa

M. Dike

De Montfort University, United Kingdom

This paper explores the competitive actions and responses of mobile network operators in Sub-Saharan Africa, considering the three largest mobile markets of Kenya, Nigeria, and South Africa. The findings of the conventional content analysis of the online-sourced data from the time the first major competitive action was made in each market until 2015 suggest that the smaller, later-entrant operators seeking enhanced subscriber bases and competitive positions were the ones to initiate the competitive rivalries. Defensive responses from rivals only resulted in further attacks, with the speed and intensity of such responses depending on the pervasiveness of the initial attack and the competitive strategy of the firm. The ability of a firm to preempt the potential moves of rivals was also found to offer a competitive advantage. Price undercutting, new technology adoption, and government protection served as the main competitive weapons. Neither the initiators of competitive rivalries nor the market defenders emerged as the absolute winners in the protracted aggressive competitive rivalries that also negatively affected the mobile users.

CSR in Domestic and Foreign SMEs in Kenya: On the relationship between the SME manager's values, emotional commitment to long-term socio-economic development, and the firm's CSR practices

T. Halaszovich¹, C. Dziuron²

¹Jacobs University Bremen, Germany; ²Geneva Graduate Institute, Switzerland

CSR remains a prevalent topic for businesses worldwide, especially for those operating in developing countries. The attention on SMEs' CSR engagement in developing countries has been neglected, although they play a vital role in socio-economic development in African countries like Kenya. This paper aims to conceptualize the relationship between the SME manager's values, ethics, emotional commitment to long-term socio-economic development, and the firm's CSR practices. Therefore, the authors conducted seven semi-structured interviews with Kenyan and German SMEs located in Nairobi. A deductive-inductive analysis approach was chosen, confirming previous findings, and contributing new ideas to the IB literature. This paper develops a concept linking the values, and beliefs of the SME manager with the firm's CSR practices in developing countries. Emotional commitment to local long-term socio-economic serves as a mediator. The Kenyan managers tend to show a higher degree of emotional commitment, which we explain by two drivers: (1) philanthropic, self-motivated driver and (2) expectation-based, environment-motivated driver. Our findings add to the literature on SMEs' CSR engagement in developing countries by looking at the individual level of analysis.

P2.2.01: Debate Panel: Do MNE Business Models Contribute to Tackling or Give Rise to Grand Societal Challenges?

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* A2-030

Session Chair: Shasha Zhao, Surrey University, United Kingdom

Panelists: Yves Plourde, HEC Montreal, Canada Pervez Ghauri, University of Birmingham, UK Ziko Konwar, University of Leeds, UK Elisabeth Frohlich, CBS International Business School, Germany Hinrich Voss, University of Bristol, UK Rudolf R. Sinkovics, University of Glasgow, UK

DEBATE PANEL: DO MNE BUSINESS MODELS CONTRIBUTE TO TACKLING, OR GIVE RISE TO GRAND SOCIETAL CHALLENGES?

S. Zhao¹, Y. Plourde², P. Ghauri³, Z. Konwar⁴, E. Frohlich⁵, H. Voss⁶, R. R. Sinkovics⁷

¹Surrey University, United Kingdom; ²HEC Montreal, Canada; ³University of Birmingham, United Kingdom; ⁴University of Leeds, United Kingdom; ⁵CBS International Business School, Germany; ⁶University of Bristol, United Kingdom; ⁷University of Glasgow, United Kingdom

Global societal challenges are increasingly prominent and require urgent actions. Particularly, the overarching question of whether and how multinational enterprises (MNEs) and their business models can and should contribute to sustainable development in terms of sustainable economic, environmental, and social development of countries in which they operate in is receiving heated debates and discussions. The aim of this debate panel is to share relevant and current insights on the nexus of MNE-business model-sustainable development research by well-established scholars from this area.

This panel will be interactive with thought-provoking points for heated debates, and welcome engagement from the audience to stimulate relevant and meaningful discussion. At the panel, the 'for' camp and 'against' camp will first present their main arguments (usually by a representative speaker from each camp), which is followed by heated debate concerning the presented arguments. The debate will be semi-guided by a set of pre-developed questions. Questions from attendees will frequently be waved into and partially contribute to the discussion.

P2.2.02: Best Practices, Trends, and Technologies in Online and Hybrid International Business and Management Education

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* A2-035

Session Chair: Ronaldo Couto Parente, Florida International UNiversity, United States of America

Panelists: Ronaldo Couto Parente, Florida International University, USA Magdalena Viktora-Jones, Florida International University, USA Kira Haensel, Florida International University, USA Erica Kovacs, Indiana University, USA

BEST PRACTICES, TRENDS, AND TECHNOLOGIES IN ONLINE AND HYBRID INTERNATIONAL BUSINESS AND MANAGEMENT EDUCATION

R. Parente¹, E. Kovacs², M. Viktora-Jones¹, K. Haensel¹

¹Florida International University, United States of America; ²Indiana University

Due to the disruption of COVID-19, the demand for Online and Hybrid courses at the university level has grown exponentially and this trend is expected to continue in the future. These changes and disruptions, however, have made impactful teaching more difficult. With that in mind, we propose an online / hybrid teaching perspectives panel that discusses the teaching hardships of the last couple of years and the current disruptions in the global business environment. We plan to discuss recent technological trends in online international management education, instructor strategies for making online courses richer and more engaging for students, engaging students with cases in online and hybrid formats, and when to use synchronous, asynchronous, or hybrid instruction formats.

P2.2.03: MNE Resilience in International Business

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* B2-040

Session Chair: Lucia Piscitello, Politecnico di Milano, Italy

Panelists: Liena Kano, University of Calgary, Canada Teresa da Silva Lopes, University of York, UK Marcelo Bucheli, University of Illinois at Urbana-Champaign, USA Discussant: Vitor Corado Simões, ISEG- Lisbon School of Economics and Management, Portugal

MNE Resilience in International Business

T. da Silva Lopes¹, L. Kano², R. Narula³, A. F. da Silva⁴, V. C. Simões⁵

¹University of York, United Kingdom; ²University of Calgary, Canada; ³University of Reading, UK; ⁴NOVA School of Business and Economics (NOVA SBE), Portugal; ⁵ISEG – Lisbon School of Economics and Management, Portugal

This session looks at the MNE resilience in international business drawing on an historical perspective. It distinguishes different types of extraordinarily risky environments faced by MNEs over time such as wars and the covid pandemic, as well as sequences of smaller risks like earthquakes and tsunamis. In doing so it considers multiple levels of institutional analysis – the firm, the global value chain, the industry, and the country. The panel critically discusses and contrasts the different resilience strategies and tactics used by MNEs when operating in extremely high-risk environments and the impacts those strategies and tactics had on different stakeholders and in society in general.

The panellists will address questions such as:

1. How have MNEs responded to crises in the past?
2. What factors influence MNEs' resilience and survival in the face of crisis?
3. How do MNEs from different home countries/industries respond to crises?
4. How have lead MNEs managed their GVCs in the face of exogenous shocks?
5. How can historical evidence of MNE resilience in IB inform our theory building?

P2.2.04: How Inclusive Governance within MNE GVCs Can Improve Resiliency and Contribute to Sustainability

Time: Saturday, 10/Dec/2022: 10:30am - 12:00pm · *Location:* A2-070

Session Chair: John Raymond Dilyard, St. Francis College, United States of America

Panelists: Antonella Zucchella, University of Pavia, Italy Jacqueline You, University of York, UK Elizabeth Yi Wang, University of Leeds, UK Michael Nippa, Free University of Bozen-Bolzano, Italy Luciano Fratocchi, University of L'Aquila, Italy

How Inclusive Governance within MNE GVCs Can Improve Resiliency and Contribute to Sustainability

J. R. Dilyard¹, A. Zucchella², J. You³, E. Wang⁴, M. Nippa⁵

¹St. Francis College, United States of America; ²University of Pavia, Italy; ³University of York, UK; ⁴Leeds University, UK; ⁵University of Bozen-Bolzano, Italy

This panel brings a diverse set of perspectives on the conjunction between resilience and sustainability, offered as a roundtable discussion which will encourage interaction among the panelists and with attendees. These perspectives include: a discussion of how digital technologies, rising political risks, economic uncertainty, rising transportation costs and shortages in supplies have impacted the dynamics in, spatial configuration of, and processes within GVCs and what the role of sustainability is in mitigating those impacts; how a focus on the collective wellbeing of a GVC can lead to greater resiliency in the face of risk and uncertainty; the discussion of a 'Framework for Intervention that will address the governance challenges that arise from the unequal distribution of power in GVCs; an examination of how current geopolitical uncertainty is causing MNEs to rethink how their GVCs are managed; and an assessment of how recent reshoring strategies by MNEs are affecting the SDGs in home and host countries differently, and what that implies for reshoring decision making process.

Posters 2: Poster Session 2

Time: Saturday, 10/Dec/2022: 12:00pm - 1:00pm · Location: D-block alley

Business model innovation in SMEs: The role of strategic orientations in performance outcomes

A. Ahi¹, L. Torkkeli²

¹University of Aberdeen; ²University of Turku

Business model innovation (BMI) complements innovation in products and services, and methods of production, distribution and marketing. Through BMI firms gain a competitive advantage as it leads to novel activities that go beyond product and process innovation. Notwithstanding the literature on BMI, we still do not know what the drivers and outcomes of BMI are in small- and medium-sized enterprises (SMEs). Yet, BMI is especially important for the long-term survival of these firms. As there are some indications that strategic orientations are linked to the concept of BMI, we look at learning orientation, environmental orientation and entrepreneurial orientation to examine whether they lead to BMI in SMEs and what the outcome in terms of customer performance is. Finally, we compare domestic SMEs with international counterparts to see if these types of firms differ from one another. Building on data from 141 SMEs in Finland, our results show that all the strategic orientations lead to BMI, and BMI in turn leads to superior customer performance. Our results, however, show that these relationships differ for domestic SMEs from international SMEs. We contribute to the research on BMI in SMEs by looking at its antecedents and outcomes and comparing international with domestic firms.

Women managerial advancement: does firm internationalization matter?

G. Mustafa¹, H. Grimm¹, Z. Ali²

¹Norwegian University of Science and Technology, Norway; ²Nord University, Norway

This study aims to examine whether attitudes toward women career advancement influence representation of women in managerial positions through women specific training and development and creation of a gender-equitable culture. We further examine if firm internationalization matter for shaping positive attitudes towards women in management, on the one hand, and boost the effects of such attitudes on training and development and an inclusive culture, on the other. Our results showed a significant positive relationship between attitudes toward women career advancement and training and development, which in turn was significantly related to the representation of women in management. However, our hypotheses for the role of inclusive culture and firm internationalization were not supported.

Effects of Polish Direct Investment on Parent Companies in Turbulent Times

T. Dorożyński, A. Kuna-Marszałek

University of Lodz, Poland

The principal goal of the study is to identify, describe and quantify the effects of FDI to Polish enterprises involved in it in the light of the theory of enterprise internationalisation (developed by, inter alia, Johanson and Mattsson, Johanson and Vahlne, Cavusgil), Buckley's internalisation theory, and Dunning's OLI paradigm).

To deliver the goal we need to identify how the impact is channeled and structured, what are the hampering and facilitating factors, what economic benefits and threats are involved, what challenges are facing industrial policy in the context of the COVID-19 pandemic, broken supply chains, the war in Ukraine and other shocks to the global economy.

We need to learn what factors are decisive, perhaps not so much for the economic performance of the affiliate, but for the effects on the competitiveness of the MNE and changes in its domestic economic environment. This knowledge is important for Polish managers and authorities responsible for industrial policy especially in the light of a rather common global practice of offering government support to domestic FDI (OFDI incentives) and because of the fact that OFDI from Poland gain in importance in line with the Dunning's idea of investment development path.

Trust in international business relations: will blockchain technology change the game?

L.-M. Palmunen, A. Karhu, E. Pelto

University of Turku, Finland

Trust is widely acknowledged as a strategic, relational asset for business organizations, without which business as we know it, would be impossible. Business researchers have identified trust as a significant element that influences for instance capital investment, relationship marketing, various types of co-operation, transaction governance and costs. The development of blockchain technology has been said to remove the trust issues in business transactions.

Although this view on blockchain's trustless nature has been strongly questioned, there still is a lack of research on whether and how blockchain technology could replace trust. Consequently, the purpose of this study is to explore how blockchain technology could eventually challenge and even change the sources of trust in the context of international business (IB).

Control behind discourse of freedom. Or discourse of autonomy in self-managing organizations across the borders

V. Arrieta

Aalto University, Finland

This paper will apply a critical discourse analysis to uncover SMOs' discourse of freedom and (hidden) control by analyzing secondary data. The aim is to include several SMOs to compare the discourse in several countries. As a result, the paper will contribute to

understanding of how control is implemented through discourse of freedom and how it differs across countries. Practically, it will be beneficial for employees and companies to understand the side effects of freedom discourse and address them.

Generation Z's luxury perception vs their luxury goods purchase - an international comparative study

B. Stepień, J. Świątowiec - Szczepańska

Poznan University of Economics and Business

The aim of this study is to detect the relationship between Generation Z's perception of luxury goods and the frequency of their purchase. Two extreme attitudes regarding the perception of luxury were identified: 1) traditional; focused on the functional and aesthetic features of goods (Perfectionist) and 2) imitative; driven by the social perception of luxury as creating prestige and recognition in the eyes of others (Prestige seeker). It was examined how these two groups of consumers value the popularity, service and functional features of luxury products and how these criteria influence the frequency of purchase of these goods. The study, conducted in two countries - Poland and China, provides a comparative context between markets with very different cultural characteristics. The findings support the thesis that the popularity of a luxury good appears as the most important purchase criterion among Generation Z consumers in both countries studied. The results of the research indicate that there are no significant differences in young consumers' attitudes towards the purchase of luxury goods despite the cultural differences of the countries they come from. The research findings presented can help luxury brand managers to develop a long-term global strategy targeting Generation Z consumers.

Exploring New Ways of Measuring MNE Activity that Go Beyond the Use of Official Foreign Direct Investment Data: Accounting for Capital in Transit and the Use of Secondary Data

J.-L. Hurst

Durham University, United Kingdom

In this research there is an attempt to better understand the challenges of measuring MNE activity, specifically, analysing the impact of using of secondary, firm-level data. Many foreign subsidiaries created by MNEs are created primarily as shell or conduit companies. These transit hubs possess no real business activity and are thus deemed as conduit FDI. The problem? - many empirical studies (for example, exploring Chinese MNE location choices) either incorrectly include or blanket exclude these companies as bona-fide subsidiaries – leading to serious sampling problems. I therefore aim to develop and take inspiration from important studies by Borga and Caliendo (2018) and Casella (2019), emphasising the importance of using secondary FDI data in order to gauge 'true' MNE activity, while excluding 'conduit' or 'passthrough' FDI. Secondary data taken from firm-level datasets such as Orbis is progressively being used in IB research, specifically when scholars aim to analyse MNE activity between developed and emerging markets. My approach is to use econometric logistic regression analysis using over 500,000 MNE foreign subsidiaries extracted from the ORBIS database to explore the associations between certain primary NACE codes and a secondary NACE code of 6420 (investment holding companies).

Does Corporate Social Responsibility Influence Product Innovativeness and Performance in Emerging Market Firms?

O. C. Racela

Mahidol University International College, Thailand

Does a corporate socially responsible (CSR) orientation foster product innovativeness? This study addresses whether a CSR orientation facilitates product novelty (i.e. new products and current product modifications), new product performance, and financial performance among internationalized manufacturing firms in the emerging market of Thailand, where performing good deeds for others and acts of merit-making are fundamental to cultural ethics. Survey data were collected from 356 Thailand firms, representing a diverse range of manufacturers engaged in export activities. Data were initially analyzed by univariate and multivariate analyses. Results from construct bivariate correlations imply that while social philanthropy of CSR orientation is associated with both new and current product modification novelty, environmental activities of CSR orientation are only significant and positively associated with new product novelty. Moreover, new product novelty has a significant and positive association only with new product performance and not with financial performance; whereas current product modification novelty has a significant positive association with both performance outcomes. These early insights suggest that the role of CSR orientation on product innovativeness and firm performance are more complex than previously presumed, and warrant further empirical investigation.

Are migrant social entrepreneurs different? Case studies of work integration social enterprises in the UK

E. Chiarapini¹, A. Rygh¹, X. Han¹, J. Kleinhempel²

¹Alliance Manchester Business School, United Kingdom; ²Copenhagen Business School

Migration is challenging numerous countries around the world. In 2020, there were 281 million international migrants worldwide and 84.2 million people were forcibly displaced. The inclusion of explicit goals and targets regarding migration within the SDGs in 2015, has been official recognition of this crisis. The centrality of migration and refugee emergencies is evident in academia, where migration has been called one of the next big questions to be addressed by IB scholarship. While public debate has tended to focus on migrants as being in need of help, migrant entrepreneurship literature has highlighted the contributions that migrants can make to host economies. We carry out an inductive exploratory qualitative case study to address the following research questions: (1) What are the motivations for migrants to engage in social entrepreneurship, and how do they differ from those of natives? (2) Do migrants have other experiences/capabilities/legitimacy that they bring to social entrepreneurship than natives? (3) How do migrant and native social enterprises develop/ attract resources? (4) What practical and institutional challenges do migrants face when establishing a social enterprise? How are these challenges overcome?

SCIENCE MAPPING OF THE KNOWLEDGE BASE ON CIRCULAR BUSINESS MODELS - BIBLIOGRAPHIC LITERATURE REVIEW

D. G. Magnano

Norwegian University of Science and technology, Norway

The purpose of this paper is to explore the domain of sustainable business and circular business models, the context of the study will be the recycled plastic fishing gear industry. Thus, the following research question will be addressed in order to share light on this topic.

What are the main theories underpinning the topic of circular and sustainable business models?

This paper will utilize a bibliometric review to answer the research question. The benefit of conducting review studies by employing bibliometric analysis techniques, include offering a reproducible, transparent, and systematic analysis. In addition, it is suitable for synthesizing large volumes of research.

Innovation Tensions in International Organizations: A Microfoundations Perspective

L. Canova, K. Tatarinov, T. Ambos

University of Geneva, Switzerland

In a world of continuous change and increasing complexity, all types of organizations are exposed to new challenges reinforcing existing tensions and creating new ones. In particular, innovators working in large bureaucratic organizations have always struggled with tensions: Between the values of the organization and the values of the new, between historical (often siloed) organization structures and new ways of working, between adhering to legitimate rules and breaking institutional bottlenecks. Ironically, large organizations which are prone to rigidities are the ones depending most on innovation to survive and progress. Through a multi-case study of eight innovation units established in large bureaucratic organizations, the study finds that there are significant tensions that exist between people doing innovation and those that feel that innovation is not relevant: With colleagues in the rest of the organization, with the leadership, and with their own identity. While there has been progress in recent years to innovate in the UN, this remains a very difficult environment. By putting the spotlight on the microfoundations of organizational paradoxes, this study contributes to the literature on innovation-related tensions in bureaucratic and globally dispersed organizations.

International multi-actor collaborations: the case of plastic waste control in emerging countries

C. Gariel, A. Bartel-Radic

Univ. Grenoble Alpes, CERAG, France

This doctoral research attempts to describe and understand the collaborations between very different actors (multinationals, NGOs, national and international public actors) seeking to solve the problem of the pollution of plastic waste in emerging countries (mainly in Africa and Asia). In the context of a transition towards more sustainable and fairer models of production and consumption, plastic waste is a major challenge alongside climate change, poverty and universal access to essential quality services (water, energy, sanitation, etc.). This project stands at the crossroads of several disciplinary fields, i.e. strategic management, international management and sociology. Relying on the theoretical framework of robust action strategies (Ferraro et al., 2015), this doctoral research aims at better understanding inter-organisational collaborations between a wide range of highly diverse stakeholders. Through case studies and experimental methodologies, it will contribute to the literature on societal grand challenges (George et al., 2016), and especially the role of Western multinational companies. It will also identify best practices of collaboration in alliances and projects in order to reduce plastic waste.

Business Model Innovation: strategies for organizational renewal and international competitiveness in the Industry 4.0 era

P. Wójcik, M. Ciszewska-Mlinarič

Kozminski University, Poland

The ongoing research project aims at understanding how institutional and technological changes induce business model innovation of internationally oriented firms from a post-transition economy of Poland. We seek to understand the approach to and mechanisms of innovation (traditional and/or open) through which firms actively seek ways to transform or substantially upgrade their business models to increase chances of long-term survival and international competitiveness. A mixed method design will be adopted, combining multiple-case study involving Polish firms (12 cases), and quantitative study of Polish internationally oriented firms (n=400). We expect to contribute in two ways. The study will address the entirety of fundamental organizational transformation, by adopting business model innovation framework. In particular, by investigating the relationship between (internal, external) triggering factors for strategic renewal, process' components of strategic renewal (logic, initiation, structure and drivers, including adopted innovation model as mechanisms of learning or/and resource accumulation), and its outcomes (in terms of performance, content and trajectories) and underlying logic (co-alignment vs. co-creation). Second, the proposed project will offer an in-depth insight into how business model innovation permoed by low-tech and high-tech firms affect their internationalization pattern and performance.

Social License in Our Digitizing World

S. S. H. Ho

Dalhousie University, Canada

Social license (SL) refers to the approval by stakeholders of a business' operations. Originated from the global mining industry, this concept has spread to other manufacturing and service industries and is now beginning to challenge corporations in digital industries, including but not limited to Amazon, Google, and Facebook. As recent literature on SL is contextualized within the mining industry, this research study seeks to provide generalizable knowledge regarding SL by examining the ways in which digitization challenges the obtainment of SL by international businesses in various industries. It addresses this research question by combining social contract theory, which recent literature suggests, with stakeholder theory, which helps classify the primary versus secondary stakeholder groups in terms of their veto power to approve or disapprove SL. Following recent literature, sentiment and emotion analysis is used to operationalize SL based on news articles in this empirical study.

TOWARDS LEGITIMACY-BUILDING AND INCREASING THE PERFORMANCE OF POST-TRANSITION COUNTRY FIRMS IN AN ADVANCED ECONOMY: THE CASE OF POLISH SUBSIDIARIES IN GERMANY

T. Dauth¹, B. Jankowska², Ł. Puślecki², T. Steger³, P. Trapczyński²

¹HHL Leipzig, Germany; ²Poznan University of Economics and Business, Poland; ³University of Regensburg, Germany

This conceptual paper aims at exploring the antecedents of legitimacy and performance of post-transition country firms in a more advanced country in terms of economic and institutional environment. While German firms have long invested in Central Eastern Europe, particularly in Poland, the reverse trend is only recent. In fact, the phenomenon of Polish investment in Germany is important for both economies. For Poland, on the one hand, successful market entries in advanced countries can help fostering the competitiveness of national firms, in particular by establishing the operations in more innovation and knowledge-rich context. Germany, on the other hand, aims to attract foreign firms to generate jobs, increase employment on a domestic level and improve the efficiency of the economy. Particularly during economic crisis times, the entry of new entrepreneurial firms may help restructure enterprises facing difficulties. Therefore, the present study shall adopt the logic of institutional theory to address managerial decisions related to upmarket subsidiaries. In particular, it will focus on the role of subsidiary management teams and their diversity in building up the legitimacy of the subsidiary in its host country context. The research aims to investigate how these different legitimacy-related aspects translate into the performance of these subsidiaries.

Emotions in Global Virtual Team Processes: An Experimental Study Based on a Serious Game

A. Bartel-Radic¹, S. Ahmadi¹, F. Prévot²

¹Univ. Grenoble Alpes, France; ²Kedge Business School, Marseille, France

Publications on the role of emotions in intercultural management have steadily increased over the last decades. However, many knowledge gaps persist, and the role of emotions and emotional labor in global virtual teamwork processes remains poorly understood. A lexical analysis of over 400 academic papers on the topic concludes on five research avenues. This research project aims at answering the call for more interdisciplinary, mixed method, and experimental research.

We combine two novel methodologies. On the one hand, we use a simulation and experimental methodology based on digital serious games that we have been developing in a larger academic project. The participants are confronted with an interactive storyline that simulates the interactions within an international project team. The scenario is based on qualitative research and includes "critical incidents". Conflict situations offer the ground for emotional reactions. Additionally, we use Face Reader®, an automated system for facial expression analysis, to measure the participants' emotions when confronted with the different conflict situations.

Thanks to this novel, experimental methodology, we intend to offer new contributions on the influence of emotions on teamwork and conflict management behaviors, and the link between cultural differences and emotions in intercultural teamwork.

Internationalization and Export Development of Small and Medium-Sized Enterprises; A Practical Solution

a. safari

Qatar University, Qatar

Small and medium-sized enterprises (SMEs') internationalization and exporting is a key for business development and economic growth especially when we deal with highly competitive and saturated markets. Therefore, it is crucial to enhance internationalization and export activities of SMEs by supporting and encouraging them through effective national incentive programs and improving their expertise and capabilities. In this study, we focused on the key internationalization and export drivers, limitations and challenges that SMEs face in emerging markets (with two case studies) and develop effective and interactive model and solution to enhance their capacity and their performance. We have listed about 12 firms' internal and external constructs with detailed sub-constructs or elements and developed an effective model how firms can improve each elements. The solution is effective for service providers, export agencies, SMEs and those who work on SMEs' internationalizations.

The role of sustainability criteria in Greek domestic and multinational enterprises

F. Filippaios², D. Grigoriadi¹, C. Kottaridi¹

¹University of Piraeus, Greece; ²University of East Anglia

We examine the role of sustainability in Greek domestic and multinational enterprises. Literature review shows that there is an increasing interest in why firms conduct ESG activity. For our research, we developed a questionnaire targeting both domestic and Greek MNEs. Based on the 83 responses to the questions focusing on the extent Greek businesses adhere to sustainable development, we have derived some preliminary statistics. Worldwide research for the past two decades indicates that sustainability initiatives focused more on environmental and economic benefits than on social benefits (Littig and Griessler 2005, Simola 2012). Our results show that Greek enterprises place a greater emphasis on the social and governance pillars compared to the environmental pillar. Our goal in future research is to confirm the above general points using econometric tests and discriminate between domestic

and multinational companies. Our work would be of interest to both managers and policy makers, in Greece and Europe, given that ESG criteria are gradually incorporated in business models following European and Greek legislation.

Environmental Effects of Foreign Direct Investment in India: Pollution Haven or Pollution Halo?

N. Raghavan

Friedrich-Alexander-Universität, Germany

Foreign direct investment (FDI) has several positive effects on economic growth, the balance of payments, international competitiveness, and employment. However, it can also be detrimental to the environment as firms may transfer polluting activities to countries with less stringent environmental regulations creating pollution havens. There is controversy, however, whether the pollution haven hypothesis has empirical support. This does not only result from divergent constellations of home and host countries, but from methodological flaws, such as neglecting the heterogeneity of firms, dissimilar measurement of environmental stringency and not accounting for endogeneity. The aim of this study is to assess the causal relationship between FDI and environmental degradation in India with the help of the Granger causality test. More specifically, we analyzed the environmental effects of FDI in the manufacturing sector, the electricity and heat generation sector, and the transportation sector as the top three contributors of CO₂ emissions and the largest recipients of FDI in the country. The results indicate no evidence to support the pollution haven or halo hypothesis on the country level, however we find the presence of pollution havens within the manufacturing and transportation sector and bi-directional causality within the manufacturing sector in India.

SOEs in sustainable transitions: a variety of ESG strategies

D. Klishevich, O. Garanina, A. Panibratov, L. Ermolaeva

St. Petersburg State University, Russian Federation

It is claimed that state-owned enterprises (SOEs) have advantages over private enterprises when it comes to furthering social commitments, creating infrastructure and providing stability in times of crises. Most importantly, SOEs contribute to societal value creation and development of human capital, innovation, and welfare (PwC, 2015). SOEs' commitment to sustainable development is crucial, since they are often of large size and operate in industries that are of high importance. State firms do demonstrate a higher commitment to sustainable development than private companies, but this largely depends on the location and industry (OECD, 2020). Despite the societal importance of SOEs, there is a scarcity of studies that address the question of SOEs' environmental, social and governance commitments, therefore, we aim to contribute here. We intend to theoretically examine ESG strategies of SOEs to respond to the research question: "How does ESG-agenda serve SOEs' purpose?". Our research considers the ESG dimension of SOEs' strategies through the prism of major theoretical approaches used in SOEs studies (Cuervo-Cazurra et al., 2014): agency theory, resource-based view, neo-institutional theory, legitimacy theory, stakeholder theory, and political economy perspective. Our intention is to frame the diversity of SOEs' roles and choices into the relevant theoretical perspectives.

THE GREEN TRANSITION STRATEGIES IN OIL & GAS COMPANIES

T. Rup-Pedoussat, D. A. Filipescu

TBS Business School, Spain

The environmental challenges facing our modern societies make necessary for Oil & Gas companies to gradually review their business model in order to become more sustainable by turning to low-carbon emission technologies. This research aims to understand the different mechanisms implemented by the few most active Oil & Gas actors already involved in green transition and to evaluate their effects in order to propose the best strategic model to adopt. Five interviews were conducted among these companies, complemented with an analysis of their activity reports and specialised studies which led to the identification of four major axes for shaping a green strategy, as follows: organisational transformation into a multi-energy company, entry modes oriented towards the outside through partnerships or mergers and acquisitions, use of innovation and adaptability of the product offerings to international markets. Particular attention should be paid to strategic skills management policies and career change processes. Also, constructing multi-energy offers combining several technologies on the same project as well as green lobbying will help to increase business capabilities and facilitate the adoption of green transition, which is still shunned for its lower profitability level compared to fossil fuel activities.

Nearshoring as a Relational Investment: Does Sustainability Perception Generate Norm of Reciprocity?

Ç. Dayançan¹, Ö. Özgen¹, N. Bıçkıcıoğlu-Peynirci²

¹Dokuz Eylül University, Turkey; ²University of Sussex, UK

The fact that the trend of moving manufacturing activities to overseas presents difficulties and disadvantages given the unexpected socio-economic and geopolitical reasons has led companies to different relocation strategies. Moreover, downstream of the value chain, consumers, are also affected by these changes. Aside from the grievances caused by supply chain disruptions (e.g., rising prices, insufficient stocks), the environmental harm of long-distance value chain activities has also increased the awareness of consumers in this context. Therefore, this study examines the consumer perception towards the nearshoring decision, which both shortens the geographical distance in supply chains, emphasizes regional production and highlights environmental production motives. Based on the social exchange theory, how the consumers and companies, who are already parties to an economic relationship, regulate the relationship based on the economic or environmental sustainability motivations behind the nearshoring decision, which is a relocation strategy, will be examined. Using the scenario-based experimental design method, it will be examined and tested how different sustainability dimensions (economic vs. environmental) execute the norm of reciprocity between consumers and reshored companies.

Environmental upgrading and a bipolar GVC governance. Case of the satellite industry.

M. Teissandier

TBS Education, France

Whereas GVC scholars draw an increasing attention to shifts in polarity and power dynamics in the GVC governance, little is known how they influence processes and outcomes of environmental upgrading. Our paper addresses this gap. We carry out a qualitative single case study in the satellite industry. Characterized by two approaches to do business, Old Space and New Space, this industry contributes to collect Earth observation data and to effectively monitor the causes and effects of global warming. At the same time, New Space manufacturers put thousands of small satellites to augment rapidly of the internet connections for streaming and telecommunication applications. Our emerging findings reveal that first: two notions of sustainability exist, related either to economic performance or to environmental awareness; second: an environmental upgrading operates in four segments of the space GVC and finally a framework for sustainable space rating has been emerging at international level, with active role of big corporations and leading universities.

1Computational literature review in international business research: a topic modeling approach

M. Grib

Friedrich-Alexander Universität Erlangen-Nürnberg, Germany

The traditional methods of literature analysis are not able to keep up with the constantly growing amount of scientific literature. The integration of computational techniques into the literature review process seems to be capable of handling large quantities of textual data. However, due to required programming skills, they still remain less accessible for most researchers. Especially the field of international business (IB) find little use to the new computational approaches. This study provides an overview of the topics studied in the leading IB journals over the last 15 years and offers an innovative way of identifying the trends in the research literature by applying of the topic modelling method.

Feelings of Inclusion in Global Virtual Teams: Mechanisms and Relevance

L. Wicht¹, S. A. Kraus²

¹Friedrich-Alexander-Universität Erlangen-Nürnberg; ²ESCP Business School Berlin

Due to technological development along with increased global integration, working in global virtual teams (GVTs) has become the 'new normal' and GVT effectiveness a major concern for organizations. As GVTs are typically composed of employees from various departments and countries, GVTs are diverse. One approach to benefit from diverse perspectives in face-to-face settings is creating an inclusive work environment, in which fundamental human needs are met. However, working in GVTs puts individuals in a social situation, which is considerably different from traditional face-to-face settings. This poster provides the first empirical study that explicitly investigates the influence of GVT characteristics on feelings of inclusion. Furthermore, the mechanisms, which link the characteristics of virtual collaboration with feelings of inclusion in GVTs, will be analyzed. Last, it will be examined how important feelings of inclusion are in order to build trust and cohesion in GVTs. The investigation will be based on interviews and a quantitative study. Multiple contributions are expected. First, by applying Optimal Distinctiveness Theory and the inclusion framework to the virtual context, a new theoretical perspective is introduced. Second, the analysis enables theory-based recommendations to be derived for HR professionals and leaders of GVTs on how to support GVT effectiveness.

Factors driving artisan (micro) entrepreneurs' internationalization: An exploratory assessment in Sub-Saharan African context

A. Arslan¹, S. Kamara¹, I. Golgeci²

¹University of Oulu, Finland; ²Aarhus University, Denmark

In recent years, the rise of internet access, e-commerce websites, and smart phones-based apps has resulted in making the internationalization of artisan (micro) entrepreneurs easier and more visible. However, so far, the extant literature has not given much attention to the internationalization of artisan entrepreneurs compared to entrepreneurs in other manufacturing and services sectors. This dearth of research becomes even more visible in the case of artisan entrepreneurs from sub-Saharan Africa. In this concern, it is important to highlight that some prior studies have stressed the role of financial literacy and marketing skills for artisan entrepreneurs to get a better price for their products from the buyers. Our in-process paper based on interview data from the artisan entrepreneurs in Sierra Leone, Liberia, and Guinea is focusing on the role of diaspora (including their relatives abroad), as well as technology (social media) and particular global artisan products' portals (like Etsy) in relation to internationalization. Moreover, for financial literacy and marketing skills development, our focus is on the role of civil society organizations (CSOs), which have been found to be critical in such countries for skills development, compared to the public sector.

How Synergy between Brand Orientation and Market Orientation Advance Internationalising SMEs' Sustainable Practices?

S. Kusi¹, M. Uzhegova²

¹University of Greenwich, United Kingdom; ²Lappeenranta University of Technology, Finland

Research is limited on how the individual self as expressed through awe, empathy and moral identity and hybrid strategic orientation direct internationalising SMEs' sustainable actions and activities. Our study develops a theoretical framework of brand and market orientation and individual self and of sustainable practices. We based this on empirical evidence of a single case firm originating from a small but open economy. A hybrid strategic orientation approach could be market and brand orientation or brand and market

orientation depending on the stage of the firm. We showcase how individual motions – awe, empathy and moral identity shape a particular hybrid strategic orientation of the firm and sustainable actions and activities.

INTERNATIONAL BUSINESS AND HUMAN RIGHTS: A CONFIGURATIONAL APPROACH OF THE CONDITIONS OF HUMAN RIGHTS DUE DILIGENCE IN EUROPEAN ICT FIRMS

B. Vera, S. Zagelmeyer, K. McPhail

University of Manchester, United Kingdom

This study investigates the configuration of conditions which multinational enterprises (MNEs) institutionalise human rights due diligence (HRDD) expectations. This study uses a fuzzy set qualitative comparative analysis (QCA) to analyse the institutional, stakeholder and organisational characteristics of 31 European information communication and technology (ICT) MNE's and their HRDD. The results of this study find three causally complex, equifinal configurations of institutionalised HRDD in MNEs. MNE's experiencing combinations of: (1) residing in a state with regulation on HRDD reporting requirements, significant brand awareness from consumers, engagement with socially responsible investors, and leadership commitment to tackling human right issues, or (2) significant brand awareness from consumers, engagement with socially responsible investors, potential human rights risks in international subsidiaries and leadership commitment to tackling human right issues, or (3) residing in a state regulation on HRDD reporting requirements, engagement with professional and industry networks, engagement with socially responsible investors and low potential for human rights risks in international subsidiaries will demonstrate institutionalised practices of HRDD. Managers seeking to translate their institutionally complex HRDD expectations into practices are encouraged to facilitate one of these paths based on the closest resemblance of their organisation's conditions.

Objective vs subjective perceptions of time and the speed of the internationalisation process of the firm

J. C. Casillas, F. J. Acedo, A. M. Moreno-Menendez, E. Ramos-Hidalgo

Universidad de Sevilla, Spain

Time is usually a neglected issue in international business research. In this paper, we incorporate objective and subjective perspectives of time into the speed of the internationalisation process of the firm. The concept of speed is defined as the relationship between a particular distance and time, so we propose a theoretical framework applying both perspectives of time to distance and time, differentiating between three levels of analysis: individual, organisational, and environmental. Our framework also incorporates two mediating constructs: learning speed and risk perception. Ten hypotheses are proposed, contributing to a better understanding of the temporal dimension of the internationalisation process.

Service-Dominant Logic, Value Co-Creation and Culture: Towards an Integrative Model for Healthcare Services

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Existing research founded on the service-dominant logic identified motives for value co-creation (namely individualizing, relating, developmental, empowering, ethical, and concerted motives), establishing that they are a key driver of knowledge sharing. However, studies conducted in various countries point to contradictory findings regarding the significance of these motives. This suggests that the service-dominant logic might not be sufficient to account for the complexity of the co-creation context, with calls to explore the role of culture. To address the research gap, we conceptualize a model of cultural influences on value co-creation related to healthcare services well-being experience of the patients.

These cultural values are central to patients' propensity to engage in co-creation behavior for various motives. By doing so, we increase the predictive value of the service-dominant logic and extend its application to expert service providers in the healthcare sector. Finally, we propose how these cultural value orientations impact patients' propensity to engage in value co-creation processes.

BUSINESS ENVIRONMENT AS AN OBSTACLE FOR FIRM GROWTH

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By a large number of individual firms from 146 countries in the framework of multiple linear regression model, the paper analyses the importance of various aspects of business environment for the growth of sales and employment of various kinds of firms. This paper complements the existing literature on firm growth by analysing the perceptions of obstacles and their impact on firm growth. The finding shows an important message for managers and policymakers; while the perception of obstacles in the business environment is very similar between different groups of firms, the impact on growth varies between different groups of firms. The impact of individual obstacles on the growth of companies varies the most due to differences in internationalization (market orientation and ownership) and the speed of growth of companies. When dealing with obstacles in the business environment, it is, therefore, reasonable to consider the heterogeneity of firms.

The Impact of Top Management Teams on Chinese Multinational Enterprises' Foreign Direct Investment in Tax Havens: A Theoretical Model Integrating Upper Echelon Perspective with Institutional Perspective

R. Gao, Y. Li, H. Zhang

The University of Sydney, Australia

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Emerging multinational enterprises (EMNEs) are actively expanding overseas through foreign direct investment (FDI), of which international tax incentives are one of the most important drivers. Many EMNEs' top management teams (TMTs) circumvent capital and currency control barriers by conducting FDI in tax havens. Tax haven investments have become the main destination of FDI outflows from many emerging economies (EEs), and have largely influenced global economic development, but they are still understudied. Existing literature lacks research on the relationship between TMT characteristics and tax haven FDI. We examine TMT factors through an upper echelon perspective, highlighting the positive impact of TMTs' financial and international experiences on EMNEs' FDI in tax havens. Further, from an institutional perspective, we examine how subnational institutional development inhibits the international expansion of EMNEs in tax havens. Our study highlights the importance of tax haven research to the management literature, providing a reference to the IB literature on destination selection of EMNEs FDI.

Identify and analyze those aspects that contribute to improving the sustainability of companies from emerging economies in international markets

R. García Cruz¹, B. Muñoz Angosto², F. Espasandín Bustelo³, J. García de Madariaga²

¹Universidad de Sevilla, Spain; ²Universidad Complutense de Madrid; ³Universidad de Sevilla

In today's world, most economic, business and social activity takes place in a global, digitalized and international environment. The intensive use of the Internet, as well as the new and powerful information and communication technologies, have brought with them new business models and new ways of interacting in business management. The keys to achieving success or a competitive advantage that is sustainable over time have shifted to sources that stand out for their contribution in terms of knowledge and technology.

In this new framework, economic ecosystems play a critical role in supporting the development of Small and Medium Enterprises (SMEs), and disparities among countries deepen the digital gap and play against the emerging economies that have not yet acquired the necessary skills to take advantage of these opportunities (Banalieva, 2019; Li, et al, 2019; Nambisan, 2019).

Against this background, the fundamental objective of this research is to identify which are these necessary capacities and the main aspects that can contribute to improving the sustainability of the company over time, as well as its competitiveness, in its international commitment. The scope of this study encompasses companies from emerging economies that conduct international business and interact with global enterprises from other areas.

The contribution has been withdrawn.

Why BoP Businesses by Multinational Companies Fail

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Barriers to exporting SMEs: difficulties in accessing financing

J. J. DECOSSA

Ibn Tofail University, Morocco

One of the primary drivers of economic growth on a worldwide scale is what are known as Small and Medium Enterprises (SME). They suffer from a number of deficiencies as a result of their characteristics, which makes it extremely challenging for them to compete with larger-sized businesses. In order to find a place and perpetuate in the arena, export is generally positioned as their preferred development strategy. However, when it comes to carrying out their operations outside of their country's boundaries, these businesses face a number of obstacles that prevent them from doing so. Through this contribution, we seek present a review of the literature on the challenges that exporting SMEs face when attempting to gain access to funding.

BUILDING A GLOBAL INDUSTRY FROM LOCAL IDENTITY. HAUTE CUISINE MEXICAN CHEFS

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¹Universidad Complutense de Madrid, Spain; ²Universidad Francisco de Vitoria, Spain; ³Universidad Anáhuac México Norte, Mexico

This paper studies the challenges and opportunities brought by the dialogue between country-of-origin identity and globalization, through the multifaceted and influential figure of the Haute Cuisine chefs, highly educated professional cooks who now act as creators and disseminators. Their individual endeavours are embedded within a social context in constant evolution, thanks to them and through them, balancing local traditions and heritage with innovation, self-realization, social success, and recognition, with a local or global mindset. When working with a country-of-origin proposition, they become a major player in the renewal and dissemination of local culture and products in the global industry of high-end gastronomy. We explore the Mexican cuisine, one of the few culinary traditions officially recognised as an Intangible Cultural Heritage of Mankind, but still, scarcely studied, using a thematic analysis of an inductive, qualitative research of multiple cases. The decisions on the trade offs among their international background and local tradition, and the quest for innovation of Haute Cuisine, deliver four archetypical profiles with a different impact on the international appeal and dissemination of country-of-origin gastronomic services and products.

A tetra tier framework to study transnational transfer of diversity management to subsidiaries of multinational enterprises in non-Western context

S. I. Ahmad

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The aim of this research study is to provide an in-depth analysis of the factors that affect transnational transfer of diversity management in a non-Western context. This aim is achieved by presenting a tetra tier framework developed by critical analysis of academic literature of the last 30 years. The tetra-tier framework developed for this study provides an in-depth analysis of contextual and institutional factors at global, national, organisational and individual levels. It is indicated that how this framework allows scholars of international business to extend their analysis of context, explore vital issues and revisit significant research questions.

C1.2.02: Social Networks and Knowledge Sharing in International Alliances

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · *Location:* B2-010

Session Chair: Annabel Sels, KU Leuven, Belgium

Are global cities free from local determination?

J. ENGSI¹, B. B. NIELSEN², A. RAMAROSON³, P. CHIAMBARETTO⁴

¹TBS Education, France; ²The University of Sydney Business School, Australia; ³CUFR de Mayotte, France; ⁴Montpellier Business School, France

This paper investigates the importance of microlocational factors in foreign direct investment. We focus on the heterogeneous characteristics of global cities and how these affect international strategic alliance formation patterns. We integrate global city differences, which are related to the specific locations of partners. Methodologically, we investigate this through configurational analysis of international alliances among American companies and foreign partners during 2015 and 2019. We identify four types of alliances: first, where both partners are based in global cities; second, where no partners are based in global cities; and third and fourth, two asymmetric types where only one partner is located in a global city. Based on the findings, we conclude that global cities are favorable places to look for an alliance partner due to both homogenous and heterogeneous characteristics.

The contribution has been withdrawn.

MULTILATERAL NETWORKS AS GOVERNANCE MODE TO ENTER IN EMERGING MARKETS: THE CASE OF PUBLIC PRIVATE DEVELOPMENT PARTNERSHIPS

M. Jell-Ojabor¹, N. Brockmann-Hosseini², J. Windsperger²

¹University of Vienna; ²University of Vienna

Social capital and international alliance performance: The mediating effect of knowledge acquisition

P. Seva-Larrosa, B. Marco-Lajara, F. García-Lillo, E. Manresa-Marhuenda

University of Alicante

In studying the antecedents of alliance performance, one stream of research has underscored the alignment between the social capital developed by partners whereas another has focused on knowledge acquisition through the alliances. We integrate these two perspectives by examining how social capital facilitates knowledge acquisition through formal and informal international alliances. Our analysis of 226 firms in the Spanish food and beverage industry shows that knowledge acquisition through international alliances has a positive effect on the alliance performance. Moreover, both formal and informal alliances for knowledge acquisition influence on the social capital-alliance performance relationship. We advance alliance research by studying the performance implications of alliance partners' social capital and by demonstrating how these effects are mediated by knowledge acquisition.

Does organizational culture really matter in IJVs: A moderated mediation model

C. Park, Y.-R. Kim

Memorial University of Newfoundland, Canada

We examined the effects of organizational cultural differences on tacit and explicit knowledge transfers from foreign parent firms to international joint ventures (IJVs), situated in a moderated mediation model of embedded ties and national culture differences using survey data collected from a sample of 334 IJVs. Our results provide supporting evidence for partial mediating effects for joint problem solving. We provide practical implications regarding a choice of knowledge transfer as well as which embedded ties to improve. We also revisit the role of trust. We further examined national cultural differences as a moderating variable, using PROCESS analyses to avoid limitations associated with traditional approaches of assessing moderated mediation or indirect effects.

C2.4.01: Corporate Social Responsibility

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · Location: B2-030

Doing good and/or avoiding bad: the ambidextrous view of managing corporate social activities

J. XIONG¹, L. XU², Q. LI³, Z. YUAN⁴, S. Chakraborty⁵

¹ESSCA School of Management; ²ESC Clermont Business School, CleRMA-UCA; ³Shanghai International Studies University; ⁴Léonard de Vinci Pôle Universitaire; ⁵Rennes School of Business

There is little understanding of how firms succeed in conducting social activities with such divergent orientations, either pro-CSR (corporate social responsibility) activities and/or anti-CSIIR (corporate social irresponsibility) activities. Therefore, we explore the mechanisms by which ambidextrous companies successfully manage corporate social activities from different orientations and discover two mechanisms underlying these different approaches, namely, balanced and combined. We further examine the potential impact of these two mechanisms in managing social activities on corporate performance, with the moderation effects of firm size and financial risks. We tested our hypothesis against the data of KLD and COMPUSTAT between 1998 and 2015.

DO CHANGES IN CORPORATE SOCIAL PERFORMANCE PROPAGATE WITHIN GLOBAL SUPPLY NETWORKS?

K. Brandl¹, A. Guitouni¹, E. Moore²

¹University of Victoria, Canada; ²Northeastern University, USA

Does a firm's change in sustainability behaviour influence the sustainability behaviour of its direct suppliers and buyers in complex global supply networks (GSNs)? Building on sustainable supply chain management literature, global network considerations, and neo-institutional theory, we address this question by examining the propagation of changes in the Corporate Social Performance (CSP) of a firm to the CSP of its direct suppliers and buyers. We also consider how the size of its direct (tier-1) network and previous sustainability behaviours of the firms impact this propagation. An empirical analysis of 41 firms and their global 1,078 suppliers and 564 buyers over ten years shows that CSP changes propagate differently to direct suppliers and buyers. Suppliers emulate CSP changes, especially if the firm is notably more sustainable than the supplier. The tier-1 network size does not impact the propagation of CSP to suppliers. Buyers do not emulate the CSP changes of focal firms, but a large tier-1 network and the dominant sustainability behaviour of focal firms makes buyers behave more sustainably. The study contributes to sustainable supply chain management, global supply network literature, and neo-institutional theory in the IB field.

What do sustainability transitions mean for CSR? An exploratory multiple-case study of firms' CSR agendas

T. Bernhard¹, L. Kirste¹, M. Oberhauser²

¹Friedrich-Alexander University Erlangen-Nürnberg, Germany; ²ESCP Business School, Madrid, Spain

Sustainability transitions change prevailing logics in many established industries and may further impact the CSR agendas dominant within these industries. While extant research understands firms' national institutional context as the reason for diverging CSR agendas, the differentiation between explicit and implicit CSR does not suffice to explain CSR agendas in industries transitioning toward sustainability. In an exploratory multiple-case study in the automotive industry applying a topic modelling algorithm, this study finds that CSR agendas are further determined by firm-internal choices about the embeddedness of CSR in the core business of the firm. We relate the notion of CSR embeddedness to the concept of avoiding harm and doing good CSR and develop a typology of CSR agendas by integrating this dimension with the institutionalist dimension of explicit and implicit CSR. The study's results indicate that an increasing focus on avoiding harm CSR due to sustainability transitions may create voids for initiatives that relied on firms' engagement in doing good CSR such as the Sustainable Development Goals.

C2.4.02: Country-Level Drivers of MNC Strategies and Outcomes

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · Location: A2-075

Session Chair: Liena Kano, University of Calgary, Canada

Strategic Rivalry, Trade Dependence, and Foreign Subsidiary Investment

K. G. Adarkwah¹, C. A. Sabel², F. Zijlstra³

¹BI Norwegian Business School; ²University of Munster; ³Copenhagen Business School

We examine to what extent a host country's trade dependence on the strategic rival — a country with opposing political views but comparable economic or military power — of multinational enterprises (MNEs) home country affects foreign subsidiary investment. We argue that a host country's dependence on the strategic rivals of a firm's home country decreases subsidiary investments in the host country for two reasons. First, MNE investments are directly encouraged or discouraged based on the political and strategic interests of the home country. Second, a host country's trade dependence on strategic rivals reduces the home country's political influence and, consequently, MNEs' bargaining power in the host country. In contrast, a host country's trade dependence on MNEs' home country increases subsidiary investments. We find empirical support for our arguments using panel data of US public MNEs and their investments across 102 countries from 2000 to 2015. To study the intersection of strategic rivalry and trade dependence, we analyze the trade dependence data of over 100 host countries in relation to the world's two largest economies: the US and China. Our study contributes to international business theory by establishing a link between countries' strategic rivalry, trade dependence, and foreign investments.

International Diversification-Performance Relationships: Differing Roles of Countries

X. Shao¹, Y. Liao², Y. Li¹, S. J. Miah¹, Y. Li²

¹The University of Newcastle, Australia; ²The University of Sydney, Australia

Purpose – To extend previous research this study simultaneously considers moderating roles of both countries of origin and destination on international diversification-performance relationships, measured by return and risk.

Design/methodology/approach – Regression analysis is conducted using a DataStream data set comprising 2567 enterprises over 10 years (2002 - 2011). Four common scenarios were examined: (i) firms originating and investing in developed countries (DD); (ii) firms from developed countries investing in emerging countries (DE); (iii) firms from emerging countries investing in developed countries (ED); and (iv) firms originating and investing in emerging countries (EE).

Findings – The return relationship is not significant in DD, negative in ED and EE, or U-shaped in DE; the risk relationship is not significant in three scenarios or an inverted U-shape in DE. These findings demonstrate that diversification is influenced by many factors which impact firm performance over time.

Originality/value – As conceptual and empirical research on this topic is lacking, this study provides new insights into corporation return and risk with time, offering managers more accurate predictions in differing circumstances. The originality of this study is a simultaneous analysis between different host/ destination country combinations, showing that international diversification-performance relationships vary and change.

GEOPOLITICS AND INTERNATIONAL STRATEGY: A SYSTEMATIC REVIEW

S. Tonn Goulart Moura, T. Lawton, D. Tobin

Cork University Business School - University College Cork, Ireland

The business world's geopolitics is becoming a major concern of contemporary international strategies, shaping factors that add value to corporate decisions. However, the early literature on the topic has failed to deliver a more consistent understanding of geopolitical factors, geopolitical uncertainty, and consequent impacts deriving from the firm and country-level interactions. Once new waves of protectionism resurface in the post-COVID era, multinational enterprises (MNE) face a range of geopolitical threats daily. Thus, given the topic's relevance, we aim to clarify the geopolitics of business by revising the literature and providing a better understanding of what we know. With a sample of 60 papers published during 1999-2021 in areas of international business, management, and strategy, we classified geopolitical factors MNEs cope with, delineated nonmarket capabilities role, and proposed a new trade-off over commitment vs. flexibility attached to MNEs' strategic choices. In doing so, we offer a framework that integrates and extends real options theory and nonmarket capabilities perspective.

Catalysts of environmental innovation: A Developed country MNE perspective

J. Du¹, X. Yuan²

¹Aston University, United Kingdom; ²University of Warwick, United Kingdom

Green innovation is crucial for firm's pursuit of competitiveness and contributing to environmentally sustainable societies. MNEs are the major actors in the evolution of global economic and environmental development, possessing the resources and abilities to promote social values as well as seeking to cultivate capabilities for sustainable innovation. Our work aims to seek explanations for why some MNEs reveal higher capacity to undertake environmental innovation than others by analysing antecedents related to their strategic foreign investment and firm characteristics. As such, we contribute to an important intersection between IB literature and green innovation field by exploring MNEs' foreign investments from multifaceted perspectives. By incorporating the dimension of MNEs' internationalization into the domain of environmental innovation, we extend the existing theoretical framework used to analyse determinants of green innovation at the organizational level. We find that developed country MNEs' international diversification, economies of scale, integration of developing markets and majority ownership of those developing country subsidiaries all contribute

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to their green innovation capacity. Such results also provide valuable insights for practitioners and policymakers worldwide to plan and stimulate such innovative activities effectively.

C2.4.03: Digital Transformation

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · Location: B2-060
Session Chair: Gary Knight, Willamette University, United States of America

Leading and Steering Digital transformation and Business Model Innovation in Multinational Corporations: Role of a Digital Leader

M. Malik¹, M. M. Raziq², N. Sarwar³

¹NUST Business School, National University of Sciences and Technology (NUST), Islamabad, Pakistan; ²College of Business Administration, University of Sharjah, Sharjah, UAE and NUST Business School, National University of Sciences and Technology (NUST) Islamabad, Pakistan; ³NUST Business School, National University of Sciences and Technology (NUST), Islamabad, Pakistan

International businesses are growing rapidly due to digital transformation which has resulted in the emergence of digital multinational corporations. Leaders of MNCs hold different expectations regarding the centrality of work in the digital era and bring different personalities and attitudes to the workforce for gaining the competitive advantage. As the number of leaders in the workforce grows each year, the divide between them and their older counterparts becomes more salient, posing unique challenges for the local and international business. Scholars and practitioners alike have acknowledged that digital leadership is distinct from the traditional form of leadership. However, literature on the digital leadership – for successful digital transformation – has not been well integrated in the literature particularly true in terms of digital transformation. Leaders must upskill themselves not only for their own competence but also for their organizations. This paper is underpinned on the two research areas. First, the styles, skills, and characteristics of the digital leaders required for the successful digital transformation of MNCs are explored. Second, the influence of digital leader on the business model innovation for the successful digital transformation of MNCs is explored. Further, the propositions and the conceptual framework are proposed.

Shareholders advocating digital transformation: shareholder proposals as a response to signals on firms' digital transformation journey

C. Ketterer, C. Schulz

University of Muenster, Germany

Digital transformation has become a key priority on firms' strategic agendas. It can open new value sources but also presents a major challenge. We believe that firms' shareholders get involved in firms' digital transformation journeys. We investigate potential signals of firms' digital transformation progression that invite shareholders to become activists by submitting formal shareholder proposals. Namely, we propose Chief Information Officer (CIO) presence, IT experience of non-CIO top management team (TMT) members, and firms' levels of digital orientation to present such signals. We empirically evaluate our hypotheses using a unique sample of ~4,500 firm-year observations from the S&P500 from 2005 to 2018. Our findings support our proposition of shareholders responding to firms' signals on their digital transformations. Our research contributes to prior research on the stakeholders of firms' digital transformation journey and on the antecedents and mechanisms of shareholder activism.

Examining the New Features of National Technological Specialization in the Information Age

W. Ding-Elliott, J. Cantwell

Rutgers Business School, United States of America

For any given size countries have become less diversified or more narrowly concentrated in their technological specialization since the 1960s. This paper shows the trajectory towards an increase in the degree of national technological specialization across countries has been sustained into the 21st century, and the trend towards less diversified or narrowly concentrated technological specialization has become further intensified in the information age. We argue that industrialization strategies have shifted in the information age, when compared to the mass production age. Emerging market countries are less hindered by the institutional requirements of the past and can begin from a more focused form of technological specialization from the outset because of the spread of global value chains and international business knowledge networks.

Additive Manufacturing and Reconfiguration of the Global Manufacturing Ecosystem

M. Hannibal¹, G. Knight²

¹University of Southern Denmark; ²Willamette University, United States of America

We leverage the global factory framework to reflect on additive manufacturing (AM), or '3D printing', as an emergent, disruptive technology. After reviewing case studies, the literature and nation-level data, we examine factors that predict the likelihood of AM adoption in representative countries of the world manufacturing ecosystem. We develop a model and propositions that highlight cost of labor, risk capital availability, technology level, manufacturing value-added, intellectual property rights, ease of doing business, technological capacity, innovatory capacity, and entrepreneurial orientation, as predictors of AM adoption in diverse national settings. We conclude with discussion on the study's theoretical and managerial implication

C2.4.04: Sustainability and CSR in Emerging Markets

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · Location: C2-060

Session Chair: Shasha Zhao, Surrey University, United Kingdom

Understanding the relevance of CSR for recruiting in emerging markets: An examination of the underlying mechanisms and the interplay between the three dimensions of CSR and the foreign firm's country of origin

N. B. LE, D. MORSCHETT

University of Fribourg, Switzerland

While research shows that CSR helps firms gain an advantage in the so-called "war for talent," the underlying mechanisms and contingency factors explaining why and when different CSR aspects influence job applicants, especially those from emerging markets, remain unclear. Conducting two experimental studies with realistic social media job posts and a sample of graduates from India and Vietnam and using regression-based conditional process analysis and fsQCA, we embrace the inherently complex and multilevel nature of international recruitment. Study 1 (n = 350) shows that the three CSR aspects, namely economic, legal, and ethical CSR, influence job-pursuit intention through different mediation patterns via organizational warmth and competence. Study 2 (n = 621) adds information on the firm's country-of-origin and finds that the mediation effects between legal CSR and job-pursuit intention through organizational warmth and competence are not significant for firms with high-warmth and high-competence countries-of-origin. Then, we apply fsQCA to explore the interactions between all the three CSR dimensions and a firm's country-of-origin in a configurational approach. The results demonstrate how meso-level (CSR) and macro-level (country-of-origin) factors combine to shape micro-level applicants' outcomes that cannot be adequately explained by factors at any single level of analysis in isolation, offering compelling implications.

WORKING IN MNE SUBSIDIARIES IN AFRICA: THE EFFECT OF INDIVIDUAL NETWORK CENTRALITY ON SKILL IMPROVEMENT AND SOCIAL UPGRADING

X. Fu¹, H. Xu², S. Akter³, S. Zhao⁴

¹University of Oxford, United Kingdom; ²Fintech Research Center of Zhejiang Lab Hangzhou, China; ³University of Oxford, United Kingdom; ⁴Surrey University, United Kingdom

Multinational enterprises (MNEs) are increasingly deepening their involvement in new, emerging locations. Using data collected through a unique survey of 231 managers and employees from 4 European and 4 Chinese multinational enterprises (MNEs) operating in Ghana and through the micro-level lens, we investigate the impact of social network centrality on individuals' skill improvement within the Ghanaian subsidiaries, and the subsequent effect on individuals' social upgrading. We find individual network centrality to positively affect skill improvement, which significantly contributes to the upgrading of individuals' quality of life, social status, and employability.

Corporate Irresponsibility and Corporate Financial Performance: exploring the moderating role of Sustainable Supply Chain Management Practices in emerging vs. developed countries' firms

G. Hoxha, S. Elia, L. Piscitello

Politecnico di Milano, Italy

This study aims to explore the link between corporate social irresponsibility (CSI) and corporate financial performance (CFP). By combining stakeholder theory with expectancy violations theory, we analyse how the relationship between corporate social irresponsibility and corporate financial performance is influenced by, the moderating effect arising from the contingent effect of the country in which the firm is located and from the adoption of sustainable supply chain management practices. Drawing on a comprehensive and unique dataset on corporate controversies, we find that firms that are located in developed countries and have enforced sustainability practices to their suppliers are more (negatively) affected by controversies compared to firms that are located in emerging countries. In fact, we claim that the former face stronger reactions stemming from the violated expectations of stakeholders, especially in advanced countries where sensibility to sustainability issues is higher. Theoretical implications, as well as both practical and policy-related implications, are discussed, along with future research directions.

Western MNEs' Environmental Innovation Adoption in Emerging Economies: Exploring the Interplay between Institutional Voids and Foreignness

M. Haque

University Of Portsmouth, United Kingdom

The purpose of this paper is to extend scholarly understanding of multinational (MNEs) subsidiaries' environmental innovation adoption in an emerging economy context. The increasing importance of environment management by MNEs due to the global environmental crisis and ecological imbalance is the main motivation of this research. The study contributes to the IB discipline by focusing on the 'institutional void' concept drawing on literature from environmental economics, IB, and management research to develop a theoretical framework to explore how developed country MNE subsidiaries' strategic approaches to circumventing and coping mechanisms can change or alleviate institutional voids, creating positive (or negative) outcomes for economies and individual MNEs. Further, by examining the mediating effects of institutional transplantation, institutional building construct, and moderating effects of subsidiary 'foreignness' this paper makes a contribution to MNE subsidiary management literature concerning the adoption of an important non-market strategy: environmental innovation.

C2.4.05: Language in International Business

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · *Location:* C2-080
Session Chair: Danielle A. Taylor, Univ. Grenoble Alpes, Grenoble INP, France

When global vs local becomes us vs them: Paradoxes of globalization and inclusion in higher education

H. J. Back

Aalto University School of Business, Finland

This study sets out to explore how the traditional paradox between global and local interacts with the more newly conceptualized inclusion paradoxes through the empirical setting of higher education. With an increase in international mobility, coupled with a heightened focus on national interest, paradoxical tensions between global and local are increasingly turning tensions between foreigners and local individuals. However, most previous studies have studied paradoxical tensions one-by-one. This has led to many unsolved issues relating to the dynamics and interrelatedness of paradoxical tensions, including their origins and how actors react to them. Though a mixed-method case study of Aalto University in Finland with paradox theory as a theoretical lens, this study explores how paradoxical tensions between global and local interact with inclusion paradoxes in a highly diverse, loosely coupled organization. Findings in the form of a conceptual process framework indicate that paradoxical tensions between global and local interact with inclusion paradoxes especially due to salient language differences. Depending on the responses of individuals, they either amplify or attenuate one another, raising or lowering thresholds for inclusion. This study advances the conversation on the interrelations of paradoxical tensions and how actors react to them.

The impact of English proficiency on career-related behaviors and outcomes: A social cognitive career perspective

V. Peltokorpi¹, A. Prosbitero²

¹Hiroshima University, Japan; ²Deakin University, Australia

Although organizations increasingly use English as their working language, relatively little is known about how English proficiency affects employees' careers. This paper draws on social cognitive career theory to link English proficiency to career-related behaviors and outcomes in two time-lagged studies. Study 1 conducted with 542 employees in the Philippines suggests that career environment exploration mediates the positive relationship between English proficiency and turnover intention. Study 2 conducted with 493 employees in Japan shows that self-initiated headhunter contacts mediate the positive relationship between English proficiency and voluntary turnover; and that career orientation commitment and organizational embeddedness moderate this mediating relationship.

Building Team Cohesion: How Language Diversity Enables Virtual Teams

D. A. Taylor, I. Corbett-Etchevers, A. Bartel-Radic

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Previous studies have demonstrated the mostly negative and sometimes positive effects of language diversity on team dynamics such as team cohesion. This paper aims to consider how these effects develop in global virtual teams, influencing cohesion, which is considered both a team process and outcome. In order to better understand how language diversity influences team cohesion in the virtual context, an organizational ethnography on a team within a European university alliance is carried out over thirteen months. The results reveal the influence of language diversity on multiple dimensions of team cohesion (task and social cohesion, belonging, group pride and morale), which varies over time. In addition, language diversity acts as a barrier and an enabler on the different dimensions. We highlight how it enables as a means to focus on positive scholarship in the field of language-sensitive research in international business.

C2.4.06: Implications of Culture, Relationships and Knowledge Development in SMEs, Entrepreneurial Firms and Family firms

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · Location: A2-020

Session Chair: Susan Maria Freeman, University of South Australia, Australia

EXPLORING NESTED RELATIONSHIPS IN INTERNATIONALISING FAMILY-FIRMS: A FRAMEWORK FOR SOCIOEMOTIONAL WEALTH PRESERVATION

M. McNamara Jamea¹, S. M. Freeman¹, M. Matanda², A. Reddrop¹

¹University of South Australia, Australia; ²University of Sydney, Australia

Grounded in socioemotional wealth (SEW), this conceptual paper integrates community-level social capital with institutional based view to investigate the role and complexity of kin-based-networks, relational dynamics and social identity in international opportunity development in family-firms. Surprisingly, family business is not well theorised in international business research. We examine: How do internationalising family-firms resolve intergenerational contradictory expectations of the family, the business, community and society? We address theoretical paucity by conceptualising international opportunity development as an outcome, not a determinant of commitment, extending the internationalisation (business network) process model. We highlight micro-level and non-economic understanding of nested familial relationships in family-firms, arising from competing identity expectations. We develop a non-empirical process theorising framework for SEW preservation. Finally, we present four propositions: (1) logic of relationship commitment over relationship and network knowledge development, (2) rationale for nested intergenerational relationship commitment, and (3) relevance of network embeddedness in a host country, in opportunity development for family-firms.

Entrepreneurship and Internationalization in Creative Industries

A. Ado¹, M. I. Diamouténé²

¹University of Ottawa; ²HEC Montreal

We are interested in the success factors of business in the creative industries in Africa. By analyzing three festivals in three different countries through the perspectives of entrepreneurship, internationalization, and management of cultural initiatives, we seek to understand how businesses in the creative industries approach internationalization in the context of developing economies. We particularly focus our analysis on the types of partners, channels, and strategies the founders, organizers, and promoters of these festivals mobilized to develop their initiatives nationwide and achieve international success. The main finding shows that social capital-based view explains success in creative industries better than resource-based theory and knowledge-based view. The importance of founders' strong personal connections, individual networks, and social capital are of high significance in the success of entrepreneurial ventures in creative industries in Africa.

How firms learn from a failed international experience?

H. Yu¹, M. Fletcher², T. Buck²

¹University of Huddersfield, United Kingdom; ²University of Glasgow, United Kingdom

This paper contributes to our theoretical understanding of how firms learn from a failed international experience by using data collected from 10 international Chinese firms which have experienced unintended foreign market exits. We found that firms actively committed efforts in learning from failure, but suffered side effects such as information overload (i.e. too much information waiting to be processed) and silos (i.e. information is scattered in a self-contained, isolated, and less transparent way). Cases that learned from failure managed their direct and indirect organizational learning processes to mitigate the side effects.

Understanding generations in family firms' succession through bibliometric research

A. Kriklivet¹, E. Plakoyiannaki², M. Latukha¹

¹Saint-Petersburg State University, Russian Federation; ²University of Vienna

Family firms (FFs) are unique business entities, which are inherently different from firms with other types of ownership due to involvement of familial relationships. Family members from different generations become important actors in the FFs business transfer process, predetermine the FF's development dynamics, and may shape it differently. This paper identifies the current progress in understanding of generations in the FFs context. Using the bibliometric analysis methods, we examine existing definitions of the 'generation' concept and approaches to study their influence on FFs succession. We also suggest promising research directions in the area for further research inquiry.

12.4.01: Understanding International Entrepreneurship Across Different Contexts

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · Location: A2-005

Session Chair: SARDAR WASI UDDIN AL AHMED, Norwegian University of Science and Technology (NTNU), Norway

The role of dynamic capabilities in the international entrepreneur and its influence on the speed of internationalization processes: Andalusian firms

R. García Cruz¹, F. Espasandín Bustelo², B. Muñoz³

¹Universidad de Sevilla, Spain; ²Universidad de Sevilla, Spain; ³Universidad Complutense de Madrid, Spain

This paper is an analytical and exploratory research about the role of dynamic capabilities in the international entrepreneur into the evolution of the Uppsala, Born Global and Born Again Global models of internationalization, with the purpose of proposing a pattern that will allow us to compare and contrast internationalization models and delimit the behavior of those models with a focus based on the international entrepreneurship and international performance (International Scope, Speed and Sales) of the companies. In turn, we show that due to changes in the international environment and the impact of digital economy, in the new profiles of entrepreneurs and in international networks, the more traditional and sequential internationalization models are becoming ever more oriented towards accelerated internationalization models, such as the Born Again Global model. That is, show that the world economy has undergone a profound and rapid change in the last few years. The environment is highly changing and technological. In this international scenario, an important figure appears, the international entrepreneur who plays a key role in the internationalisation process and in the performance of SMEs, especially when they are located in certain geographical regions.

International Sustainable Entrepreneurship: A Systematic Review of Literature

S. M. F. Mahmood, P. Gabrielsson, T. Galkina

University of Vaasa, Finland

There is growing recognition that wealth creation alone should not be the only motivation for entrepreneurs in today's global economy, especially in light of the growing importance of the notion of sustainable development. International sustainable entrepreneurship (ISE) was born out of this, and it has gained a lot of attention in the recent decade. The goal of this research is to give a comprehensive assessment of the current state of the field, identify key themes from previous studies, and identify research challenges for the future. According to an analysis of 141 articles, the most productive and relevant journals are shown to have the most papers published. In addition, this study identifies the most significant research trends, allowing the identification of numerous prospective research topics, through the research themes on international, cross-cultural, and international and cross-cultural contexts. In addition to providing a comprehensive overview of the evolution and current status of this field and a comprehensive, synthesized, and organized summary of the various research themes and trends, the findings of this study may be useful for novel and international sustainable entrepreneurship researchers.

INTERNATIONAL ACTIVITY AND GLOCALIZATION IN THE SPANISH WINE INDUSTRY

A. Montoro-Sanchez¹, C. Maylín-Aguilar²

¹Universidad Complutense de Madrid, Spain; ²Universidad Francisco de Vitoria, Spain

The analysis of the territorial domain, through cluster dynamics, contributes to the study of the strategy and entrepreneurial orientation of the firm, showing the effect on deployment and performance of belonging, or not, to a territorial network and participating in their relationships. The dialectic of glocalization, between the territorial locality and the increasing globality of commercial destinations, has an example in the wine industry, where a product that is a commodity with a cultural identity based largely on its origin, is offered to the world market. The analysis of the effect of the relations between the international activity and the local fabric is applied in Spain, one of world's leading producer and exporter of wine. Results show the necessary renewal of territorial support networks and the role of institutional actors, in order to ensure the dissemination and positive effect of the internationalization of activities, and global mindsets, of entrepreneurial and innovative firms, in the territorial performance and development.

ENTREPRENEURIAL IDENTITY CONSTRUCTION IN STIGMATIZED PLACES

L. Ivvonen¹, P. C. Felix-Faure², M. Barros³

¹Léonard De Vinci Pôle Universitaire, Research Center, France; ²IDRAC; ³Grenoble Ecole de Management

We explore the power effects of place stigma on entrepreneurial identity construction through a narrative analysis of the lived experience of entrepreneurs from South African townships, underdeveloped segregated urban areas located on the periphery of towns. Our findings show that two mechanisms help participants to navigate their place stigma during entrepreneurial identity construction, namely, abstract escaping and situated engagement. We offer novel contributions to the narrative research of entrepreneurial identity construction, discussion of entrepreneurship as emancipation, and research on place stigma. Our study has important policy implications that can help to advance poverty alleviation efforts.

Unlocking the Structure of the International Entrepreneurship Research – A Bibliometric Review

S. W. U. A. Ahmed, N. Andersen, S. M. F. Grimstad, K. K. Longva, Ø. Strand

Norwegian University of Science and Technology (NTNU), Norway

Science mapping is a methodology that cartels quantitative analysis, classification, and visualization to identify the formation and inter-relationships among bibliographic substances. Though science mapping has proven worthwhile in diverse research fields, it is not performed in full swing in the field of international entrepreneurship (IE) research, which we sought to accomplish here.

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We used Keywords co-occurrence analysis to reveal the topics content, intellectual structure, and future research avenues of international entrepreneurship (IE) research. Our corpus consists of research articles and review studies, published in journals on the Academic Journal Guide 2021 list, and yielded 1138 documents, from both ISI Web of Science and Scopus database after 2000.

Our analyses revealed that this research field seems to have a structure of five thematical clusters: “internationalization and performance”, “liabilities, opportunities, and modes of entrepreneurship”, “capabilities and resources”, “knowledge and strategies” and, “cooperation activities on internationalization”, indicates the multiscale nature of the field, ranging from individual-level to firms and macro level.

12.4.02: Performance, Resource Commitment and the MNC

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · *Location:* A2-010

Session Chair: Vera Kunczer, Vienna University of Economics and Business, Austria, Austria

Performance of MNE foreign subsidiaries: A perspective of dynamic capabilities

Q. Nguyen

University of Reading, United Kingdom

We draw upon the perspective of dynamic capabilities and the subsidiary management literature to suggest that foreign subsidiaries of multinational enterprises (MNEs) build “business development capability”, defined as an ability to find and/or create profitable opportunities through product and market development that can satisfy customers’ needs and preferences. We also propose that resource deployment is critical to subsidiary performance. We examine how subsidiary-level business development capability and resource deployment directly affects subsidiary performance and how resource deployment moderates the relationship between business development capability and subsidiary performance. We combine survey data with foreign subsidiaries, archival data of parent firms, and host-country data from public sources to test our hypotheses. The empirical results show that business development capability and resource deployment exert a strong and positive impact on subsidiary performance and this relationship is stronger with higher resource deployment. Our study highlights the role of subsidiaries in capability building and development and contributes to the literature of subsidiary management.

MNEs’ Internationalization Commitment: A Review of Diverse Conceptualizations and Key Determinants of Firms’ Foreign Commitment

C. Friedinger, V. Kunczer

Vienna University of Economics and Business, Austria

This paper reviews the existing literature on types and determinants of MNEs’ resource commitment abroad in a multi-discipline, multi-theory approach. We discuss and compare the main conceptualizations of firms’ foreign commitment and the underlying theoretical perspectives and provide a detailed overview of the empirical findings on influencing factors and why there might be inconsistencies. Finally, we provide suggestions to guide future research.

Property rights and managerial coordination as enablers of global scaling: A Penrosean perspective

F. Debellis¹, T. Vallone², A. De Massis^{3,4,5}, A. Natalicchio⁶, A. Messeni Petruzzelli⁶

¹University of Vienna, Austria; ²Politecnico di Milano, Italy; ³Free University of Bozen-Bolzano Italy; ⁴IMD Switzerland; ⁵Lancaster University, UK; ⁶Politecnico di Bari, Italy

Building on Penrose’s theory of firm growth, this study investigates firm internal factors that enable global scaling. Global scaling requires technology-related firm-specific advantages (FSAs) that facilitate replication in foreign markets. However, FSAs are an essential but insufficient condition for success, as firms must also be able to leverage them efficiently. Therefore, the ability to protect intellectual property with patents becomes critical to deploying FSAs in foreign markets and preventing rival use and imitation. We argue that the greater the number of countries in which a firm files patents, the greater the scaling. Moreover, we study the moderating role of dissimilarity between the CEO and TMT (top management team), both in terms of biodemographic and knowledge-based attributes. Based on a longitudinal sample of 113 firms over an 11-year time span (2008–2018), our results fully support our main hypothesis and partially support our moderating hypotheses, as both types of dissimilarity have a negative effect.

Subsidiary Grouping and Performance: the Moderating Role of Subsidiary Upper Echelon Size and Age

A. Hamrabadi

University of Trento, Italy

This study employs a network-based approach to postulate the relationship between subsidiary grouping and subsidiary performance. The findings, based on data from 7726 foreign subsidiaries in Italy, show that subsidiary grouping improves subsidiary performance. Further, we incorporated two variables - subsidiary upper echelon size and subsidiary age - that moderate this relationship. Specifically, both variables have negative moderation impacts, implying that larger upper echelon size and older subsidiaries are associated with an attenuated effect of subsidiary grouping on subsidiary performance.

International Joint Ventures’ Termination and Parent Firms’ Value Creation: The Moderating Role of Host Country Factors.

R. Filenko, T. Ali

University of Vaasa, Finland

This article investigates the stock market reaction to IJVs’ terminations (i.e. sell-off, liquidation, and acquisition TMs). More specifically, we propose hypotheses indicating the influence of IJVs’ TMs on MNEs’ value creation (VC). Furthermore, we take the HSC factors (i.e. HSC uncertainty and HSC economic growth) as moderators of the impact of IJVs’ TMs on MNEs’ VC. The framework is tested on the sample of 62 terminated IJVs of Nordic MNEs (i.e. Finland, Sweden, Norway and Denmark). We measured cumulative abnormal returns (CARs) of the sample for the event window period of -5 to +5 days, where 0 is the termination date. The results of the study will help Nordic MNEs to forecast foreign firms’ value change based on the TM and HSCs’ characteristics.

P2.4.01: Energy Challenges and Climate Change in a Fast-changing World: The Quest for Sustainability

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · *Location:* A2-080

Session Chair: Marina Papanastassiou, Carnegie Mellon University -Qatar, United Kingdom

Marina Papanastassiou (Chair) Panelists 1. Ioannis Economou, Professor of Chemical Engineering at Texas A&M University at Qatar. Presentation: Climate change challenges and the role of academia 2. Marie Berg, General Legal Counsel at Technology Centre Mongstad (TCM). Presentation: The role of TCM in Carbon Capture and Storage (CCS) technologies 3. Hamid Daiyan, ABS Sustainability Manager, Norway. Presentation: How ABS is preparing for the energy transition 4. Bernhard Dachs, Senior Scientist at the Center for Innovation Systems and Policy of AIT, Vienna. Presentation: The trouble with energy innovation 5. Dr. David Schulzmann, Lecturer in International Business at the Centre for International Business University of Leeds (CIBUL) and Visiting Researcher at the Aalborg University Business School Presentation: International Business and sustainability, a synthesis

Energy challenges and climate change in a fast-changing world: The quest for sustainability.

M. Papanastassiou¹, D. Schulzmann², I. Economou³, A. Lehmann⁴

¹Carnegie Mellon University -Qatar, Qatar; ²University of Leeds, UK; ³Texas A&M University at Qatar, Qatar; ⁴FEP-University of Porto

The goal of the proposed panel is to bring together experts from the corporate and academic community in relation to the energy sector to discuss the challenges faced in tackling climate change. The panel will focus on the current and future business practices by major energy companies, the effect that the on-going global political instability may have on these, while at the same time will elucidate on the technological challenges and the role of innovation and the necessary skills that are fundamental in walking the talk in the energy transition from fossil fuels to renewable energy sources in order to meet the goals set by the 2015 Paris climate treaty.

P2.4.02: Walking the Talk for the SDGs: How to make the “Decade of Action” ... really a Decade of Action?

Time: Saturday, 10/Dec/2022: 2:30pm - 4:00pm · *Location:* A2-030

Session Chair: Rob Van Tulder, RSM Erasmus University Rotterdam, Netherlands, The

Panelists: Ari Van Assche, HEC Montreal, Canada Rudolf Sinkovics, University of Glasgow, United Kingdom Sarianna Lundan, University of Bremen, Germany Catherine Welch, Trinity College, Ireland Jacqueline Mees-Buss, University of New South Wales, Australia

Walking the Talk for the SDGs: How to make the “Decade of Action” ... really a Decade of Action?

R. Van Tulder¹, A. Van Assche², S. Lundan³, C. Welch⁴, R. Sinkovics⁵

¹RSM Erasmus University Rotterdam, Netherlands, The; ²HEC Montreal; ³University of Bremen; ⁴Trinity College, Dublin; ⁵Glasgow University

The Sustainable Development Goals are arguably the only available agenda for the world, to align corporate, civic and government action to deal with the manifold systemic challenges that the world is facing. In the words of Paul Polman, former CEO of Unilever: “the SDGs provide the world’s long-term business plan by putting people and the planet first. It’s the growth story of our time.” But ‘walking the talk’ and closing the ‘promise-performance gap’ proves exacting in practice. Companies face barriers in incorporating the SDGs into their core activities. While 71% of the CEOs recognize the critical role that business could play in contributing to delivery of the SDGs, a mere 21% believe that business is indeed playing that role.

The Panel...

This panel will be organized around the launch during the EIBA conference of the book “Principles of Sustainable Business: Frameworks for Corporate Action on the SDGs” (written by Rob van Tulder and Eveline van Mil). The Panel will comment on the book and discuss its potential to help academics, students and practitioners to ‘walk the talk’ together on the SDGs.

C2.5.01: Headquarter and Subsidiary Relationships

Time: Saturday, 10/Dec/2022: 4:15pm - 5:45pm · *Location:* B2-010
Session Chair: Quyen Nguyen, University of Reading, United Kingdom

Intraregional geographic diversification and small and solitary foreign subsidiaries

N. Ando

Hosei University, Japan

This study aims to investigate how the intraregional geographic diversification of a multinational enterprise (MNE) affects the performance of foreign subsidiaries in a region. Using a panel dataset consisting of Japanese MNEs' investments in five geographic regions, it identifies a negative relationship between intraregional diversification and subsidiary performance. It also finds that geographically isolated and small subsidiaries gain greater benefits from intraregional diversification and that subsidiaries co-owned by partner firms from NNEs' home countries gain lesser benefits from intraregional diversification. Compared to most previous studies, which focus on the impact of intraregional diversification at the level of the entire firm, this study focuses on the impact of intraregional diversification at the subsidiary level. It identifies the conditions under which subsidiaries in a region are positively affected by intraregional diversification.

Performance of MNE foreign subsidiaries: A perspective of new internalisation theory

Q. Nguyen

University of Reading, United Kingdom

We draw upon new internalization theory from the international business literature to examine the performance of foreign subsidiaries of multinational enterprises (MNEs), which operate at the interface with their parent firms and host countries. We propose that subsidiaries develop "bundling capability", defined as the higher-order ability to blend, meld, reconfigure, and integrate internationally transferable knowledge and resources from the parent firms with local knowledge that the subsidiaries have generated and resources that they have accessed in the host countries. Subsidiaries also utilize internal debt financing from MNEs' internal capital markets to drive their performance. We theorise that bundling capability is a subsidiary-specific advantage which enables subsidiaries to deliver superior performance. We develop a set of hypotheses which examine the direct impacts of bundling capability and internal debt financing on performance of foreign subsidiaries and how internal debt financing moderates the effectiveness of bundling capability on subsidiary performance. We empirically test our hypotheses using a survey dataset with the managers of MNE foreign subsidiaries. Results find support for our hypotheses. We discuss the implications of our findings for research and practice.

Sustainability-related practice transfer from headquarters to subunits

S. Franco¹, A. Valentino², M. Caroli¹, V. Marano³

¹Luiss University, Italy; ²ESCE International Business School, France; ³Northeastern University, US

We study the effect of governance modes on the practice transfer process between headquarters and subunits in multinational enterprises. Drawing on agency and resource dependence theory, we measure the effect of different mechanisms on the alignment between subunits and headquarters. Moreover, with an institutional theory lens, we look at how different institutional contexts – assessed through the concept of stakeholder orientation – shape the governance-alignment relations. Using a unique dataset of subunits located in 19 different countries we find that some governance mechanisms are more effective than others in driving the alignment, and that subunits stakeholder orientation shapes such effectiveness. We focus on the transfer of sustainability practices advancing the literature on the knowledge transfer within MNCs, highlighting the circumstances in which subunits can best implement corporate intentions.

TWO HEADS ARE BETTER THAN ONE: DETERMINANTS OF MNC'S HEADQUARTERS DISAGGREGATION IN THE HOME REGION

A. Botella-Andreu¹, K. Lavoratori²

¹Universitat de Valencia, Spain; ²Henley Business School, University of Reading

It is believed that the dispersion of the headquarters (HQ) system comes with multinational international expansion in new markets and regions to deal with the increasing complexity of the operations of multinational corporations (MNCs). However, the dispersion of the HQ system appears also to arise in the MNC's home region and at the late stages of the internationalization process. This phenomenon challenges our understanding of the disaggregation of headquarters in MNCs until the moment and, particularly, it challenges the complexity argument based on Information Processing Theory. We analyse data on 554 new HQ investment projects in the European region, undertaken by 471 European companies. Our study suggests that the dispersion of the HQ system is an information processing response of MNCs to global/regional value chain complexity. The reason is that some subsidiary activities require greater information processing efforts than others. In this sense, we call for an extended understanding of the complexity argument which includes value chain activities, position, or conditions of the subsidiaries. A further implication is that more concentrated global value chains and/or regional concentrated value chains after the COVID pandemic may have an impact on the disaggregation of the Corporate Headquarters phenomenon.

C2.5.02: International Finance, Politics & Society

Time: Saturday, 10/Dec/2022: 4:15pm - 5:45pm · Location: B2-030

Session Chair: Lars Oxelheim, Lund University, Sweden

The influence of populist embossed governments on the loan ratios of public project finance loans.

D. Häusle

Vienna University of Economics and Business, Austria

This thesis examines the influence of populist embossed governments on the loan ratios of public project finance loans. The findings show a significant positive effect of populism on the loan ratio measured on the financing data of public infrastructure projects. The model is based on 16,150 infrastructure projects in 174 countries. Moreover, left-wing populism has a significant effect on the loan ratio, whereas right-wing populism is not significant. I hypothesise a mitigating effect of institutional quality on the loan ratio. However, the result implies rather an interaction effect between populism and institutional quality than a direct effect on the loan ratio.

Electing to Defer: Political Real Options and Project Investment Financing Around the World

H. Puhr¹, P. M. Vaaler², T. Lindner^{1,3}

¹University of Innsbruck, Austria; ²University of Minnesota, USA; ³WU Vienna, Austria

Research in strategy and related fields has largely ignored the possibility that competitive elections create near-term policy risk that firms might exploit by creating real options to defer staged investment projects pending their closeness and the potential for adverse policy outcomes. In response, we develop and test hypotheses derived from a "political real options" theoretical framework assuming that firms will defer full commitment to their investments during election periods when electoral outcomes are uncertain and their strategic scope makes deferral feasible. We find support for our hypotheses in analyses of financing trends in 3,030 greenfield infrastructure projects worth an estimated US\$15.2 trillion and announced for construction and operation from 1998-2020 in 80 countries experiencing 269 national executive elections.

Breaking news? The determinants of the volume and tone of media coverage of tax-motivated international relocations of corporate headquarters

A. O. Eerola¹, A. Slangen¹, R. Valboni²

¹KU Leuven, Belgium; ²Utrecht School of Economics, Netherlands

While many general determinants of multinational enterprises' (MNEs) media coverage and tone of that coverage have already been identified, prior research has remained silent on the volume and the tone of media attention that a legal but ethically and socially questionable corporate act receives. We aim to start filling this gap by exploring the variation in media attention and tone that announcements of tax-motivated headquarter (HQ) relocations receive. Drawing on HQ relocation research, institutional theory, and social norm theory, we hypothesize that the volume and tone of media attention that the announcement of a tax-motivated HQ relocation receives is contingent on a relocating firm's exposure to the domestic public, the characteristics of the relocation and its destination country, and whether the relocating firm is operating in an industry vital to national security. We find some support for our framework in negative binomial regression analyses and fractional response analyses of 142 US firms over the period 1982-2017.

Formal Versus Informal Institutions and the Competitive Impact of Mergers and Acquisitions

D. Kalanoski¹, F. Cappa², M. Pinelli³, J.-P. Bonardi⁴

¹University of Manchester - Alliance Manchester Business School, United Kingdom; ²Campus Bio-medico University Rome – Italy;

³Centre for Family Business Management Free University of Bozen-Bolzano Bolzano – Italy; ⁴University of Lausanne - HEC

While prior studies considered firm- and industry-level factors when considering the competitive impact of mergers and acquisitions on rivals, institutional factors remain underexplored. Our study attempts to reconcile how differences in the degree of development of the institutional environments where acquiring, target, and rival firms operate shape rivals' expected performance to the M&A announcements of their competitors. We show that formal and informal institutions have opposite effects: while large differences in informal institutions between the acquirer and the target make a M&A more difficult to implement and thus positively impact rivals, the opposite happens for differences in formal institutions. In addition, rivals' own institutional environments affect their ability to handle the competitive threats from the M&As of competitors and therefore mitigate the main effects.

12.5.01: Gender and Diversity Issues in International Business

Time: Saturday, 10/Dec/2022: 4:15pm - 5:45pm · *Location:* B2-040
Session Chair: Ingmar Björkman, Hanken School of Economics, Finland

How old are you?: Synthesizing Workplace Ageism and The Way Forward

L. James¹, A. M Varma¹, A. Anand², M. Dhal¹

¹Indian Institute of management Kozhikode, India; ²Excelia Business School - La Rochelle, France

For more than four decades, ageism continues to have a deleterious influence on employee quality and well-being and even higher during the covid crisis. Despite receiving increased attention in the literature on workplace diversity, it remains under-researched in terms of how it might be reduced in the workplace. Even though its prevalence and allure, review studies on this subject are scarce. To fill this void, this study will conduct a systematic review of the existing literature on ageism in the workplace, utilizing data from 1977 to 2021. This review of the literature and conceptualization are provided in the hope that future research will delve deeper into combating, age discrimination, stereotypes, and bias towards older workers in workplaces.

MOTIVATING INDUSTRIAL SALESPeOPLE IN A GLOBAL COMPANY: AN EXPLORATIVE EMPIRICAL STUDY

T. Ledents¹, M. Rollins^{2,1}, S. Julkunen¹

¹University of Eastern Finland, Finland; ²University of West Georgia, USA

The purpose of this study is to understand the incentives that motivate industrial salespeople in global companies. We explore the motivational factors among generations, genders, and cultural contexts and the relationships among intrinsic and extrinsic motivation and two types of job satisfaction. Our data were collected from a global sales organization. We employed mixed methods by conducting both interviews with upper management in the organization and collecting survey data on 153 salespeople from 25 countries. Our results show differences in how salespeople view incentives and how motivation affects job satisfaction. The implications

Analysis of Turnover Intention of Japanese Female Workers: Comparison by Rank and Firm Type

R. Hasegawa¹, S. Hasegawa²

¹Daito Bunka University, Japan; ²Waseda University, Japan

This study analyzes the factors that influence employees' turnover intention. In particular, we focus on female workers in Japan because this group is known to face difficulties in career development and the percentage of female managers in Japan is significantly lower than that in other countries. In this study, we compare regular female employees in nonmanagerial and managerial positions. Considering the presence of Japanese and foreign-affiliated firms in the Japanese labor market, we introduce firm type to the analysis and compare female employees in these firms. Hierarchical multiple regression analysis is conducted separately for each of the four groups of employees by combining positions (i.e., nonmanagerial vs. managerial positions) and firm type (Japanese vs. foreign-affiliated firms). Results show that while there are significant differences among female workers in managerial positions in Japanese and foreign-affiliated firms, several common factors are found to affect turnover intention for women in nonmanagerial positions in these two firm types.

The contribution has been withdrawn.

Do gender norms travel within corporations? The impact of foreign subsidiaries on the home country gender wage gap

D. Halvarsson¹, O. Lark², P. Tingvall³, P. Vahter⁴, J. Videnord⁵

¹The Ratio Institute; ²Lund University; ³Södertörn University; ⁴University of Tartu; ⁵Uppsala University

What Does it Mean to Negotiate Like a Man? A Cross-Cultural Interview Study

D. Zamantili Nayir¹, J. Mazei², J. Huffmeier², F. Ugwu³, E. Onyishi⁴

¹Turkish German University, Turkey; ²TU Dortmund, Germany; ³Federal University Ndufu Alike, Nigeria; ⁴University of Nigeria Nsukka, Nigeria

Many people have a keen interest in the explanation of gender differences at the negotiation table. Yet, only little is known about the processes that influence men, in particular, in negotiations, and the little available knowledge has been typically gained in Western cultures. Thus, the goal of the current research is to explore the negotiation experience and negotiation behavior of men from three cultures—Turkey, Nigeria, and Germany—to provide novel insights that go beyond what is already known from Western cultures (Germany serves as our reference category). We conduct interviews with 20 men from each culture, resulting in a total sample size of N = 60 men. Our preliminary results suggest that Turkish men had similar aims as men from Western cultures, yet they seem to employ markedly different behaviors to accomplish their aims. For instance, Turkish men utilized “flowery” language and deliberately “blended” agency with communion. Moreover, organizational life in Turkey appears to be characterized by a unique leadership style: paternal leadership. Altogether, our research revealed that people's culture can strongly shape what it means to negotiate like a man.

12.5.02: Investments, Divestments and Internationalization Strategies

Time: Saturday, 10/Dec/2022: 4:15pm - 5:45pm · *Location:* B2-060

Session Chair: Ronaldo Couto Parente, Florida International UNiversity, United States of America

Centralization or Socialization? A Meta-Analysis of Multinational Subunit Controls

D. S. Andrews¹, S. Fainshmidt¹, W. Newbury², R. Parente²

¹Ivey Business School, Canada; ²Florida International University, United States

Because effective controls are central to multinational corporation success, understanding the antecedents driving the deployment of subunit control mechanisms is critical. However, the conditions that lead to the deployment and how they do so remain unclear. We distinguish between two main types of subunit control mechanisms—centralization and socialization—and conduct a meta-analysis of their determinants. Based on 154 empirical studies over 34 years, we find that both controls are primarily driven by a subunit's local roles and responsibilities rather than external conditions. Further, some determinants exhibit divergent effects for each control mechanism while others exhibit the same effect on both, indicating complementarities and substitution effects among the two control types for different antecedents. We take an important step toward overcoming the oversimplification hindering the multinational subunit control literature by leveraging the meta-analytic patterns to elaborate a novel, coherent theory of subunit control within a differentiated fit perspective.

Balancing competition versus cooperation within the MNE: An investigation of the HQs-subsidary relationship.

E. Leite¹, K. Lagestrom², R. Schweizer³, C. Pahlberg⁴

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The aim of this study is to investigate the strategies MNEs consider for different internal configurations of competition or cooperation. We conducted an in-depth qualitative study into 38 events of competition-cooperation observed across four headquarters-subsidary relationships. Our study demonstrates that cooperation or competition (whether headquarter-led or subsidiary-led) are manifestations of socialization mechanisms implemented by headquarters: reward systems, mandates, and position systems. These mechanisms explain how technologies are developed and how resources are allocated within the MNE. The paper contributes to the MNE-subsidary relationship and proposes an agenda for scholars interested in investigating the organizing mechanisms for innovation within the MNE with a focus on competitive or cooperative relationship.

A literature review of foreign subsidiary divestment and foreign subsidiary embeddedness

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We explore the literature of foreign subsidiary divestment by examining its determinants, in which poor financial performance is regarded to play a crucial role. Further, under an interorganizational network embeddedness / business network perspective, this paper examines the foreign subsidiary embeddedness literature and its position within the broader embeddedness notion. Then, the attention is shifted to the internal embeddedness of the foreign subsidiary in particular, aiming to provide a more nuanced and less economic-oriented explanation about why profitable foreign subsidiaries are divested and why poor financial performer subsidiaries are maintained in the MNE portfolio. In addition, to respond to a recent call, this research considers the different types of foreign divestment exit modes separately (i.e. partial vs. full, closure/liquidation vs. sell, etc.) instead of treating foreign divestment as a whole construct. We conclude proposing an analytical framework and research propositions, aiming to provide a base for future empirical studies that will allow to explain the foreign divestment phenomenon under an interorganizational embeddedness/business network view, emphasizing the internal embeddedness of the subsidiary in particular.

A meta-analysis of stock market reaction to foreign and domestic divestment: the role of divestment motives

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Corporate divestment takes an important role in the restructuring activities of the firms. Divestments have been found to grow sharply in direct proportion to foreign direct investment. Although a number of articles have studied the impact of subsidiaries' divestment on firms' value, the current findings remain contradictory. To address this inconsistency, the authors conducted a meta-analysis review on how the stock market reacts to foreign and domestic divestments. We also tested the moderating role of two divestment motives (i.e. refocus and efficiency-seeking motives). Furthermore, we identified and analyzed 115 articles published between 1987 and 2021.

Navigating politically unstable environment: A review of multinationals' internationalization strategy research

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This study reviews the current state of research on the relations between the political environment and firms' internationalization strategies (IS). We systematically analyze 81 relevant articles in fifteen major journals over the past 31 years – from the introduction of institutional theory in economic branch to 2021 and develop an integrative framework that discusses the impact of multi-level political factors affecting firms' IS via diverse theoretical mechanisms. Specifically, we categorize the political environment into five levels: supranational and international levels, national level, sub-national level, industry level, and firms level and identify five main theoretical mechanisms: institutional theory, resource-based view (RBV), agency theory, resource dependency theory, and transaction cost

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economics (TCE). These categories allow us to contextualize the political environment in which seven themes (entry mode, location choice, speed, performance, network, and scope) related to IS research are explored. Based on this review, we provide a full picture of political impact on firms' IS and identify the inconsistent findings and gaps in the literature, highlighting value-adding avenues for future research.

P2.5.01: Can MNEs Contribute Toward Sustainability and the Achievement of the SDGs in the Absence of Official Governmental Action? Yes, and Here are Some Examples How

Time: Saturday, 10/Dec/2022: 4:15pm - 5:45pm · *Location:* C2-060

Session Chair: Shasha Zhao, Surrey University, United Kingdom

Panelists: Yi Li, University of Sydney, Australia Tiina Ritvala, Aalto University, Finland Irina Heim, University of Reading, UK Pervez Ghauri, University of Birmingham, UK Yves Plourde, HEC Montréal, Canada

CAN MNES CONTRIBUTE TOWARD SUSTAINABILITY AND THE ACHIEVEMENT OF THE SDGS IN THE ABSENCE OF OFFICIAL GOVERNMENTAL ACTION? YES, AND HERE ARE SOME EXAMPLES HOW

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The range of topics being discussed in this panel make it highly appropriate to not just the conference theme, Walking the Walk? Transitioning towards a sustainable world, but also the track of the same name. Indeed, this panel addresses several of the questions noted in the track description, particularly those about when should firms make decisions in the absence of clear guidance from global institutions, what questions should be raised and researched to guide societies towards a sustainable economy, and how can international businesses facilitate rather than impede this change? A roundtable discussion format is being planned for this panel, to better facilitate discussion among the panelists, but also, and more important, discussion between the panelists and attendees. It is expected that ideas for more collaborative research on this topic will emerge from it.

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lastname	firstname	email	organisation	organisation2	sessions_short_index
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