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Welcome

International Business Research: For the bookshelf or the boardroom and corridors of power?

On behalf of the Manchester Metropolitan University Business School, it is our pleasure to welcome you to Manchester and to the 42nd Academy of International Business UK & Ireland Chapter (AIB UK & Ireland) Conference. We are pleased to welcome you to the city of Manchester, which is the birthplace of the industrial revolution, free trade, the computer, women's suffrage, and the home of an influential music scene, a thriving cultural setting and two famous football teams.

The Conference theme is set against the background in which the international economy, international organisations, governments and firms around the world have recently faced challenges at levels not seen since the Great Depression. These challenges and their impact on society, invite the research community to intensify its effort of supplying useful insights and innovative ideas. Research in the field of international business (IB) over the past decade or so, would appear to offer wealth of guidance on these issues. Questions, nevertheless, remain. Notably, how relevant has IB research been to decision-makers in the 'boardroom' and the 'corridors of power'? Has research in this discipline been overly isolated from practical applications and if so, how can it be oriented towards greater use outside of the 'ivory tower'? The 42nd AIB UK & Ireland Conference seeks to enhance our understanding of the relevance and impact of IB research to governments, firms and society, and their interdependencies in the world economy.

We are delighted to have three distinguished experts on these issues as keynote speakers for the Conference: Dr Ulrich Hoppe, Director General of the German-British Chamber of Industry and Commerce; Ms Penny Fowler, Head of the Private Sector Team at Oxfam GB and Dr Michael Gestrin, Senior Economist at the OECD.

The Conference provides a number of special sessions on important areas in our field. These include: (i) Geography of Cities: Rescaling International Business; (ii) International Marketing Strategies of Emerging Market Firms; (iii) Integrating Institutional Analysis into International Business Research. There will also be a special session on publishing IB research in major management and IB journals with the editors of British Journal of Management, Journal of International Business Studies, Academy of Management Perspectives and Journal of World Business.

In light of the untimely passing of Alan Rugman there will be a special panel session to honour his contributions to the field of international business. Distinguished panellists include: Peter Buckley, Mark Casson, Alain Verbeke, Jenny Hillemann, Michael Gestrin and Jing Li.

On behalf of AIB UK & Ireland, we are delighted to announce that the inaugural *John Dunning Prize for Lifetime Achievement* will be awarded to Stephen Young.

We extend a special welcome to doctoral students and early career researchers. We hope that they will not only benefit from the excellent doctoral colloquium, but will also be drawn into, and take part in, the debates and discussions that will take place at the Conference. We look forward to hosting the Conference in an atmosphere that is conducive to the continuance of old friendships and networks, and the emergence of new associations embracing those that are at their first AIB UK&I conference.

The AIB UK & Ireland 2015 Conference Team and the AIB UK & Ireland 2015 Conference Chair (Heinz Tüselmann)

Sponsors

The Academy of International Business (UK and Ireland Chapter) acknowledge the support of the following sponsors of the 42nd Annual conference hosted by the Manchester Metropolitan University Business School:

Palgrave Macmillan

Palgrave Macmillan is a generous long-term supporter and sponsor of the AIB-UKI annual conference.

Palgrave Macmillan is a global academic publisher, serving learning and scholarship in higher education and the professional world. Palgrave Macmillan publishes textbooks, journals, monographs professional and reference works in print and online, focusing on the Humanities, the Social Science and Business. As part of the Macmillan Group, the company represents an unbroken tradition of 150 years of independent academic publishing, continually reinvesting itself for the future.

Visit Manchester

The conference team would like to acknowledge the support from Visit Manchester. Visit Manchester is the tourist board for Greater Manchester. Visit Manchester is a division of Marketing Manchester, the agency charged with promoting the city on a national and international stage. <http://www.visitmanchester.com/>

Conference Host and Conference Team

Conference Host

Manchester Metropolitan University Business School

Conference Chair

Heinz Tüselmann



Conference Team:

Bottom row (from left): David Freund, Sougand Golesorkhi, Heinz Tüselmann and Stephen Buzdugan

Top row (from left): Kirti Mistry, Qi Cao, Gary Lindsay, Emily Gilhoooley and Emma Mawby (not shown)

Doctoral Colloquium Organisation

The Governor of the Doctoral Colloquium is Dr Margaret Fletcher (University of Glasgow), who is assisted by Jane Brittin.

The Doctoral Colloquium provides doctoral researchers in International Business with the opportunity to present and discuss their research with a panel of distinguished scholars, in interactive sessions that are open to all conference delegates. The doctoral colloquium is held in a collaborative, open and friendly atmosphere. Students receive oral and written feedback from leading experts in the field on the positioning of their research, refining data collection approach and translating their work into papers.

There will be two streams. Stream A is the competitive stream and is for doctoral researchers in an intermediate or advanced stage of their dissertation process or those who have recently completed their doctoral thesis.

Papers submitted for Stream A are eligible for both the Neil Hood and Stephen Young Prize (£200 and a certificate): for the Most Original New Work and the Michael Z. Brooke Doctoral Prize (£200 and a certificate): for the Best Competitive Paper.

Stream B is for students in an earlier stage of their dissertation process, typically before data collection. Students in these tracks should have a (tentative) proposal for the topic they want to study, the method they want to use, and the potential contribution to existing knowledge. Papers submitted for Stream B may be considered for the Neil Hood and Stephen Young Prize for the Most Original New Work, but will not be eligible for the Michael Z. Brooke Doctoral Prize.

Conference Prizes

There are several prizes awarded at the conference:

- Palgrave Macmillan Prize for the Best Competitive Paper.
- The Research in International Business and Finance Prize for the best paper which examines a topic in International Finance from an International Business perspective.
- The Critical Perspectives on International Business Prize for the most innovative paper which tackles a new or under-researched topic and which contributes to the understanding of the impact of international business on society.
- Michael Z Brooke Doctoral Prize for the Best Paper by a doctoral student.
- Neil Hood and Stephen Young Prize for the Most Original New Work in the doctoral colloquium.

General Information

VENUE ADDRESS AND LOCATION

Manchester Metropolitan University Business School

All Saints Campus

Oxford Road

Manchester

M15 6BH

United Kingdom

For all location, venue and travel directions please see conference website sections Location/Venue and Direction and Maps.

If you are walking on Oxford Road to the MMU Business School from the city centre, you will walk under the Mancunian Way flyover you will see the MMU All Saint Building on your right, from there signposts will direct you to the conference venue. Please see no 6 on the map below.



CONFERENCE REGISTRATION

Registration will take place in the MMU Business School, see Conference website under Location/Venue (MMU Campus Map) ground floor North Atrium (entrances to the building will be signposted to the registration) for registration at the following times:

Thursday	16 th April	16.00 to 18.00
Friday	17 th April	8.00 to 17.00
Saturday	18 th April	8.00 to 13.30

LOCATION OF SESSIONS

All sessions will be held within the MMU Business School Building and will be signposted throughout the building. See the conference program section of this booklet.

SPEAKER/PRESENTER INFORMATION

- The presentation room will be equipped with either PC or laptop with Microsoft Office Suite such as word, Excel and PowerPoint version 2013, a data projector and screen.
- Support for Apple Mac is not available.
- We would encourage you to bring your presentation on a USB stick which should then be loaded onto the PC/laptop (all rooms are equipped with PC/laptops) during the break 10 minutes prior to your session.
- Presentations should last no more than 15 minutes to allow sufficient time for discussions and Q&As (exact format depends on the number of papers in the session).

INFORMATION FOR CHAIRS OF PARALLEL SESSIONS AND SPECIAL TRACKS

- Session Chairs should be in their session's room about 10 minutes prior to the start of the session to ensure that all presentations are uploaded onto the PC/ laptop (all rooms are equipped with PCs/laptops).
- The main responsibility of Session Chairs is to ensure a smooth running of the session, timekeeping and overseeing the discussion following the paper presentation.
- It is to the discretion of the Chair, in consultation with the presenters, if the discussions take place after each paper presentation or at the end of all paper presentations.
- As a rough guideline, Session Chairs may consider allowing around 60% of the session time for presentations and 40% for discussion.

DOCTORAL SOCIAL SPACE

We have a dedicated Doctoral Social Space located within the reception area during the first hour of the Thursday evening Reception. This is for doctoral students to network with fellow doctoral students, meet members of the AIB-UKI Executive Committee and leading IB scholars for one-to-one communications. We are inviting our delegates to visit the Doctoral Social Space during the Reception to support the next generation of IB researchers. This space will be signposted.

ADDITIONAL AMENITIES

A prayer room is available.

A cloak and storage room is available near the Reception and Registration Desk.

REFRESHMENTS

Delegate registration includes the drinks and canapés reception, (Thursday) refreshments and lunch on Friday and Saturday and the Conference dinner (Friday). If you have informed us of any special dietary requirements, each food station will have a note to indicate the special dietary request. If you have notified us, of any food allergy please let the catering staff at the food station know and they would provide you with special food.

DRINKS AND CANAPÉS RECEPTION - THURSDAY 16th APRIL

Will be held at the Conference Venue in the MMU Business School, see Conference website under Location/ Venue (MMU Campus Map) ground floor North Atrium (entrances to the building will be signposted) from 18.00 to 20.00.

SOCIAL EVENT –THURSDAY 16th APRIL

The Social Event will take place at the “Deaf Institute” building a bohemian and quirky bar hosted in a historic Manchester building on Grosvenor Street, just across the conference venue from 20.00 onwards. The conference team will guide you to the venue.

We have rented the whole bar for the Social Event exclusively for our delegates. Apart from a wide selection of beers, ales and other drinks, they also have a simple but freshly sourced and good priced food menu. Other eating options are for example listed at (Map-Bars and Restaurants) on the conference website.

CONFERENCE DINNER – FRIDAY 17th APRIL

The conference dinner is being held at Manchester Town Hall in Albert Square see Conference website under Conference Dinner. Delegates’ dinner ticket and the location map of the venue will be provided in your delegate pack.

19.00 to 20.00	Drinks Receptions at Manchester Town Hall
20.00 to 22.30	Gala Dinner at Manchester Town Hall

DELEGATE WIFI AND PC ACCESS

Delegates can use the IT lab on the first floor of the MMU Business School. Each delegate will be provided with a guest IT account, which will be slip into the back of the delegate badges. The delegates will be able to use the accounts to log onto the PCs in the IT lab and access wifi.

TAXIS

Black cabs can be flagged down from Oxford Road

Private Taxis can be ordered from MMU Business School Reception area

Radio Cars Tel: + 44(0)161 236 8033

Keynote Speakers
Friday, 17th April 10.50 – 12.30 (Location: G.36)



Dr Ulrich Hoppe

**Director General of the German-British
Chamber of Industry & Commerce**



Ms Penny Fowler

Head of Private Sector Team at Oxfam GB



Dr Michael Gestrin

Senior Economist at OECD



Background of Keynote Speakers

Dr Ulrich Hoppe

Dr Ulrich Hoppe is Director General of the German-British Chamber of Industry & Commerce, which is supported by the Federal Ministry of Economics and Technology and located in London, England. The Chamber supports German and UK companies with establishing and extending their business relations, exports and investment in Germany and the UK, respectively. Dr Hoppe is also Board Member of the German-British Forum. Before joining the German-British Chamber in May 1998 he held the position of Vice President and Treasurer of the German American Chamber of Commerce in New York. Previous positions in the business sector include Lufthansa and Dresdner Bank in Frankfurt. <http://grossbritannien.ahk.de/en/>

Ms Penny Fowler

Ms Penny Fowler leads the Private Sector Team in Oxfam GB's Campaigns, Policy and Influencing Team. Oxfam is an international confederation of 17 organizations working in approximately 94 countries worldwide to find solutions to poverty and injustice around the world. The Private Sector Team of Oxfam GB works to influence policies and practices relating to the private sector so that business respects human rights and contributes to poverty reduction. Ms Fowler has over 20 years' experience of policy work on agriculture, trade, development and private sector issues in the civil society and public policy sectors and holds a BSc (Hons) in Economics and Politics from Bristol University and an MSc in Economics for Development from the University of Oxford. She is heading Oxfam's project on Behind the Brands - a campaign which aims to provide people who buy and enjoy products from the Big 10 food and drinks companies, with the information they need to hold these companies to account for what happens in their supply chains. <http://www.oxfam.org.uk/>

Dr Michael Gestrin

Dr Michael Gestrin is currently a Senior Economist with the OECD's Investment Division. The current focus of his research is on international investment trends, including rising levels of global divestment by MNEs, global value chains, and state-owned enterprises in the global marketplace. He has held academic positions at the University of Toronto, ESSEC Business School, and the University of Oxford. He spent several years as an economist with UNCTAD. He has represented UNCTAD and the OECD in the WTO Working Groups on competition and investment. He also oversaw the multilateral negotiation of the OECD's Policy Framework for Investment, was responsible for Egypt's adherence to the OECD Declaration on International Investment and Multinational Enterprises, and launched the OECD's Latin American and Caribbean Investment Initiative. He holds a doctorate in philosophy from the University of Oxford. www.oecd.org/

Alan Rugman Memorial Panel Session
Friday, 17th April, 15.30 – 17.00 (Location G.36)



Late Professor Alan Rugman

In light of the untimely passing of Professor Alan Rugman, there will be a special panel session to honour his contributions to the field of international business.

Apart from being an exceptional academic, Alan was one of the ‘founding fathers’ of the field of international business. Along with Peter Buckley and Mark Casson, he was an early proponent of Internalisation Theory, which together with the Eclectic Paradigm, formed the basis of theories of foreign direct investment. His later academic work built up on these early seminal contributions, developing practical means to apply them to strategic management and studies of competitiveness of firms and countries. In a 20-year collaborative partnership with Alain Verbeke, they proposed a number of innovative approaches to understanding the consequences and implications of multinational enterprises, both for firms and countries, and the limits of globalization.

The AIB UKI Chapter is indebted to Alan for his support of the Chapter’s annual conferences. He was a true friend of AIB UKI, remembered for the intellectual rigor and passion he contributed to the Chapter’s conferences. Importantly, AIB UKI is grateful for the contributions he made to our doctoral colloquium and his support and guidance to early career researchers, reflecting his passion and commitment to support and guide the next generation of international business researchers.

Alan Rugman Memorial Panel Session: Panellists



Peter J. Buckley OBE, University of Leeds, UK: “Alan Rugman’s contributions to internalisation theory”



Michael Gestrin, OECD, Paris, France and Jenny Hillemann, Vrije Universiteit Brussel, Belgium: “The limits of firm-level globalization: Revisiting the FSA – CSA matrix”



Mark Casson: University of Reading, UK: “Alan Rugman’s methodology”



Jing Li (co-authored with Chang Hoon Oh), Simon Fraser University, Vancouver, Canada
“Research on emerging-market multinational enterprises: “Extending Alan Rugman’s critical contributions”



Alain Verbeke (co-authored with Liena Kano), University of Calgary, Canada: “The strategic significance of 'regional multinationals”

Meet the Editors
Saturday, 18th April 10.30 - 12.00 (Location: G.36)



Geoffrey Wood, Editor of British Journal of Management



Ulf Andersson, Area Editor of Journal of International Business Studies

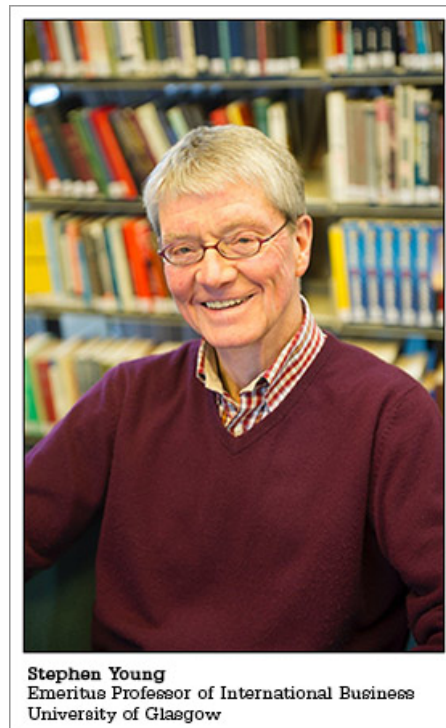


Timothy Devinney, Co-editor of Academy of Management Perspectives



Kamel Mellahi, Senior Editor of Journal of World Business

John Dunning Lifetime Achievement Award
Awarded to Stephen Young



The AIB UK & Ireland Chapter is delighted to announce the inaugural John Dunning Prize for Lifetime Achievement, to be awarded to Stephen Young.

Stephen Young is Emeritus Professor of International Business at the University of Glasgow, UK. His research interests concern firm internationalization, entrepreneurship in MNE subsidiaries and SMEs, and the management, economic development and public policy dimensions of FDI. His publications are numerous and diverse. He started his career with the Government of Tanzania, and was then head of international economics with a UK food organization, before entering academic life. Aside from his posts in the UK, he has had visiting appointments at universities around the world, including Georgetown University where he was an EU-Fulbright Research Fellow. He has worked extensively with national governments and international & multilateral institutions. Apart from advancing research in international business, Stephen has also played a prominent role in safeguarding the long-term well-being of our subject area. His passion for, and support and guidance of, doctoral students and early career researchers has made a major contribution to the development of the next generation of international business researchers. He has been primary supervisor of 25 successful doctoral researchers. Furthermore, he has been a founding father and strong supporter and friend of the AIB UK & Ireland Chapter.

Special Tracks

Geographies of Cities: Rescaling International Business

Track Chairs: Frank MacDonald, Jennifer Johns and Gary Cook; University of Liverpool Management School

Friday, 17th April 13.30 - 15.00 (Location: G.35)

Integrating Comparative Institutional Analysis into International Business Research

Track Chair: Matthew Allen, Manchester Business School

Friday, 17th April 13.30 - 15.00 (Session A, Location: G.36)

Saturday, 18th April 13.30 - 15.00 (Session B, Location: G.36)

The International Marketing Strategies of Emerging Market Firms: Nature, Boundary Conditions, Antecedents, and Outcomes

Track Chair: Joseph Amankwah-Amoah, University of Bristol

(Papers accepted for this Special Track will be considered for a Special Issue of International Marketing Review)

Saturday, 18th April 10.30 - 12.00 (Location: G.35)

Programme Summary

Thursday, 16th April 2015

- 16.00 to 18.00 AIB UK & Ireland Executive Committee Meeting (Executive Committee members only) (Location: 2.21)
- 18.00 to 20.00 Drinks Reception & Canapés and Conference Registration (Location: Hub Atrium)
- 20.00 onwards Social Event: “Deaf Institute” Building, Manchester

Friday, 17th April 2015

- 8.00 to 17.00 Conference Registration (Location: Registration Desk, Hub Atrium)
- 8.00 to 9.00 Coffee, Tea, Refreshments (Location: Hub Atrium)
- 8.30 to 10.30 Doctoral Sessions A and B Streams (Doctoral Colloquium)
- 9.00 to 10.30 Parallel Sessions
- 10.20 to 10.50 Coffee, Tea, Refreshments with Pastries (Location: Hub Atrium)
- 10.50 to 11.00 Conference Welcome (Location: G.36)
- 11.00 to 12.30 Keynote Speeches (Location: G.36)
- 12.30 to 13.30 Lunch (Location: Hub Hospitality Atrium)
- 13.30 to 15.00 Parallel Sessions and Special Tracks
- 15.00 to 15.30 Coffee, Tea, Refreshments with Pastries (Location: Hub Hospitality Atrium)
- 15.30 to 17.00 Alan Rugman Memorial Panel Session (Location: G.36)
- 19.00 to 20.00 Drinks Reception at Manchester Town Hall (Location: Manchester Town Hall)
- 20.00 to 22.30 Welcome by Lord Mayor of Manchester and Gala Dinner at Manchester Town Hall (Location: Manchester Town Hall)

Saturday, 18th April 2016

- 8.00 to 13.30 Conference Registration (Location: Reception Desk, Hub Atrium)
- 8.00 to 8.30 Coffee, Tea, Refreshments (Location: Hub Atrium)
- 8.30 to 10.00 Parallel Sessions

42nd AIB-UKI Conference at Manchester Metropolitan University Business School, UK
16-18 April 2015

10.00 to 10.30	Coffee, Tea, Refreshments with Pastries (Location: Hub Atrium)
10.30 to 12.00	Parallel Sessions, Special Tracks, and Meet the Editors: Publishing IB research in major IB and management journals (Location: G.36)
12.00 to 13.00	Lunch (Location: Hub Hospitality Atrium)
13.00 to 13.30	AIB UK & Ireland Members Meeting (Location: G.36)
13.30 to 15.00	Parallel Sessions and Special Tracks

Overview of Sessions

Thursday 16 April 2015			
16.00 – 18.00	AIB UK& Ireland Executive Committee Meeting (Executive Members only) Location: 2.21		
18.00 – 20.00	Drinks Reception & Canapés and Conference Registration Location: Hub Atrium		
20.00 onwards	Social Event at “Deaf Institute” Building, Manchester		
Friday, 17 April 2015			
8.00 – 17.00	Registration Location: Registration Desk, Hub Atrium		
8.00 – 9.00	Coffee, Tea, Refreshments Location: Hub Atrium		
8.30 – 10.30	<u>Doctoral Colloquium Stream A</u> Theme: Emerging Markets Location: 1.25	<u>Doctoral Colloquium Stream A</u> Theme: MNEs/Subsidiaries Location: G.33	<u>Doctoral Colloquium Stream A</u> Theme: Foreign Direct Investment Location: G.34
	<u>Doctoral Colloquium Stream B</u> Theme: Emerging Markets Location: 1.22	<u>Doctoral Colloquium Stream B</u> Theme: MNEs Location: 1.23	<u>Doctoral Colloquium Stream B</u> Theme: Cross Border Issues/HRM Location: 1.24
9.00 - 10.30	Parallel Session FA1: International Entrepreneurship Location: G.36	Parallel Session FA2: Institutional Factors and Multinational Strategies and Operations Location: G.35	Parallel Session FA3: Political Risk and Economic Crisis Location: 3.17
10.20 – 10.50	Coffee, Tea, Refreshments and Pastries Location: Hub Atrium		
10.50 – 12.30	Welcome and Keynote Session: <i>International Business Research: for the bookshelf or the boardroom and corridors of power?</i> Location: G.36		
12.30 – 13.30	Lunch (two course hot lunch) Location: Hub Hospitality Atrium		
13.30 - 15.00	Parallel Session FB1: Business Strategy Location: 3.17	Parallel Session FB2: Firm Competitiveness Location: 1.25	Parallel Session FB3: Impact of/on Government Policy Location: 1.24
	Parallel Session FB4: Internationalisation from and to Emerging Markets Location: 1.23	Parallel Session FB5: International Mergers and Acquisitions Location: 1.22	Parallel Session FB6: Theoretical, Conceptual and Methodological Issues Location: G.33

13.30 - 15.00	Parallel Session FB7: Subsidiary Development Location: G.34	Special Track : Integrating Comparative Institutional Analysis into International Business Research (A) Location: G.36	Special Track: Geographies of Cities: Rescaling International Business Location: G.35
15.30 – 17.00	Alan Rugman Session Location: G.36		
19.00 – 20.00	Drinks Reception Location: Manchester Town Hall		
20.00 – 22.30	Gala Dinner Location: Manchester Town Hall		
Saturday 18 April 2015			
8.00 – 13.30	Registration Location: Reception Desk, Hub Atrium		
8.00 – 8.30	Coffee, Tea, Refreshments Location: Hub Atrium		
8.30 - 10.00 8.30 - 10.00	Parallel Session SA1: International Human Resource Management Location: 1.25	Parallel Session SA2: The Impact on Host / Home Countries Location: G.36	Parallel Session SA3: Impact of/on Government Policy Location: G.35
	Parallel Session SA4: Internationalisation from and to Emerging Markets Location: G.34	Parallel Session SA5: Socio-cultural, Linguistic and Cognitive Impacts Location: G.33	Parallel Session SA6: Corporate Governance Location: 1.22
	Parallel Session SA7: International Marketing Location: 1.23	Parallel Session SA8: Global Value Chains, Offshoring and Outsourcing Location: 1.24	
10.00 – 10.30	Coffee, Tea, Resfreshments and Pastries Location: Hub Atrium		
10.30 - 12.00	Parallel Session SB1: Socio-cultural, Linguistic, and Cognitive Impacts Location: 1.22	Parallel Session SB2: Global Value Chains, Offshoring and Outsourcing Location: 1.23	Parallel Session SB3: Firm Competitiveness Location: 1.24
	Parallel Session SB4: Institutional Factors and Multinational Strategies and Operations Location: 1.25	Parallel Session SB5: International Human Resource Management Location: G.33	Parallel Session SB6: Internationalisation from and to Emerging Markets Location: G.34
	Parallel Session SB7: International Marketing Location: 3.17	Special Track: The International Marketing Strategies of Emerging Market Firms: Nature, Boundary Conditions, Antecedents, and Outcomes Location: G.35	Meet the Editors Session Location: G.36

12.00 – 13.00	Lunch (two course hot lunch) Location: Hub Hospitality Atrium		
13.00 – 13.30	AIB UK & Ireland Members Meeting Location: G.36		
13.30 - 15.00	Parallel Session SC1: Business Strategy Location: 1.25	Parallel Session SC2: Dynamic Capabilities Location: 1.24	Parallel Session SC3: Firm Competitiveness Location: 3.17
	Parallel Session SC4: The Impact on Host / Home Countries Location: 1.23	Parallel Session SC5: International Entrepreneurship Location: 1.22	Parallel Session SC6: Internationalisation from and to Emerging Markets Location: G.33
	Parallel Session SC7: Global Value Chains, Offshoring and Outsourcing Location: G.34	Parallel Session SC8: Theoretical, Conceptual and Methodological Issues Location: G.35	Special Track: Integrating Comparative Institutional Analysis into International Business Research (B) Location: G.36

Full Programme and Presentations

Thursday, 16 April

Thu 16.00 – 18.00 Location: 2.21

AIB UK& Ireland Executive Committee Meeting
(Executive Members only)

Thu 18.00 – 20.00 Location: Hub Atrium

Drinks Reception & Canapés and Conference Registration

Thu 20.00 onwards

Social Event at “Deaf Institute” Building, Manchester

Friday, 17 April

Fri 8.00 – 17.00 Location: Registration Desk, Hub Atrium

Registration

Friday, 17 April, 8.00 – 9.00

Fri 8.00 – 9.00 Location: Hub Atrium

Coffee, Tea, Refreshments

Friday, 17 April, 8.30 – 10.30

Fri 8.30 - 10.30

Doctoral Colloquium Stream A

Theme: Emerging Markets

Location: 1.25

Panellists: Peter Buckley (Chair), Kevin Ibeh, Shaowei He

Determinants Of Export Performance Of Firms In The Agricultural, Handicraft And Manufacturing Industries: Evidence From Ghana In Sub-Saharan Africa. (Paper # 189)

Sraha, Gloria;

Victoria University Of Wellington, NZ

Emerging Institutions In Sub-Saharan Africa: Evidence Of Corporate Political Activity In Uganda's Electricity Industry And Preliminary Views On Its Influence On Emerging Institutionalisation (Paper # 215)

Mbalyohere, Charles;
The Open University Business School, UK

Determinants Of Political Connections: Evidence From The Perspective Of Lishu Relationship In Chinese Unlisted Firms (Paper # 222)

Du, Jing;
The University of Birmingham, UK

Theme: MNEs/Subsidiaries

Location: G.33

Panellists: Pamela Sharkey Scott (Chair), Jim Love, Henrick Dellstrand

Subsidiary Evolution Through Parent Driven Charter Change: A Relational View (Paper # 209)

Gillmore, Edward;
Mälardalen University, SE

Origins Of Knowledge Creation And Multinational Firm Performance (Paper # 293)

Tardios, Janja Annabel;
University of Leeds, UK

Theme: Foreign Direct Investment

Location: G.34

Panellists: Frank McDonald (Chair), Rebecca Piekkari, Roger Strange

Risk And Uncertainty In Foreign Direct Investment Decision (Paper # 212)

Chen, Liang;
University of Leeds, UK

The Coordination Challenge For MNEs Regarding Sales Functions In The FMCG Sector: The Case Of Germany (Paper # 327)

Reichstein-Scholz, Harriet Anni;
Manchester Business School, UK

Fri 8.30 - 10.30

Doctoral Colloquium Stream B

Theme: Emerging Markets

Location: 1.22

Panellists: Marina Papanastassiou (Chair), Agnieszka Childow, Tiia Vissak

Cross-Border M&A Strategy Determinants For Emerging Market Firms: Comparative Analysis Of Russia, India, China And Brazil (Paper # 291)

Ermolaeva, Lyubov;
Graduate School of Management, SPbSU, Russian Federation

Enhancing Economic And Social Upgrading Opportunities In Global Production Network: The Case Of Thai Automotive Industry (Paper # 186)

Songthaveephol, Veerasith;
The University of Manchester, United Kingdom

Understanding The Role Of Home Country Effects On Emerging Market Multinational Enterprises: The Case Of Malaysia'S Outward Foreign Direct Investment (Paper # 220)

Mohd Zain, Norlia;
Durham University, United Kingdom

Theme: MNEs

Location: 1.23

Panellists: Mathew Allen (Chair), Francisco Jose Castillo, Noemi Sinkovics

Service Transformation Through Subsidiary Customer Knowledge Transfer: Value Creation With Absorptive Capacity (Paper # 185)

Leposky, Tiina Tuulikki;

University of Vaasa, Finland

Corporation Tax Of US Multinational Subsidiaries In The UK (Paper # 216)

Cooper, Maggie;

Henley Business School, Reading University, United Kingdom

Exploring The Impact Of Marketing Performance Measurement System (MPMS) On Firm Performance: The Mediating Roles Of Market-Based Capabilities And The Moderating Roles Of The Uses Of MPMS (Paper # 228)

Liang, Xiaoning;

Dublin City University, Ireland

Investigating The Issue Of Trust: Analysing The Relationship Between Banks, Media And The Customers (Paper # 187)

Singh, Lakhbir;

The University of Derby, United Kingdom

Theme: Cross Border Issues/HRM

Location: 1.24

Panellists: Keith Brouthers (Chair), Jorma Larimo, Vijay Pereira, Becky Reuber

Governing Emotional Reactions To Critical Incidents: Challenges Of Finnish Acquirers In Intercultural Merger Negotiations (Paper # 205)

Harikkala, Riikka Marjaana;

Turku School of Economics, Finland

Foreign Operation Mode Change And Combinations (Paper # 218)

Ahi, Mohamadali;

Lappeenranta University of Technology, Finland

Predictors Of Assignee's Performance On Short-Term International Assignment: An Integrative Approach (Paper # 219)

Harjo, Eko Budi;

University of Reading, United Kingdom

The Influence Of Strategic Planning And Organizational Culture On Leadership-Performance Relationship (Paper # 170)

NAWAR, YEHIA SABRI; Nazarian, Alireza; Hafeez, Khaled;

University of West London, United Kingdom

Fri 9.00 - 10.30 Location: G.36

Parallel Session FA1: International Entrepreneurship

Chair: Simon Harris

Affordable Loss In Entrepreneurial Internationalization: Focus On Finnish Biotechnology Firms (Paper # 244)

Ketolainen, Mari (1); Nummela, Niina (1); Kalinic, Igor (2);

1: Turku School of Economics / University of Turku, Finland; 2: European Commission

Internationalisation Stages Of UK Smaller-Size Firms: What Makes The Difference? (Paper # 253)

COUDOUNARIS, DAFNIS;

University of Vaasa, Finland

Business Strategies In Internationalization Outcomes Among SMEs (Paper # 314)

Torkkeli, Lasse; Saarenketo, Sami; Kuivalainen, Olli; Puumalainen, Kaisu;

LUT School of Business and Management, Finland

Ecopreneurial Internationalisation: Is It, Far Away Fields Or The Green, Green Grass Of Home?

(Paper # 326)

Loane, Sharon Patricia (1); Galkina, Tamara (2); Ramsey, Elaine (1);

1: Ulster Business School, University of Ulster, United Kingdom; 2: Hanken School of Economics, Vaasa, Finland

Fri 9.00 - 10.30

Location: G.35

Parallel Session FA2: Institutional Factors and Multinational Strategies and Operations

Chair: Gary Cook

Are Foreign Owned Firms More Or Less Likely To Pay Bribes Than Domestic Ones? Evidence From Emerging Markets (Paper # 143)

Webster, Allan; Piesse, Jenny; Djalilov, Khurshid;

Bournemouth University, United Kingdom

What Drives Adjustments In Ownership Share Of Foreign Investors? The Role Of Institutional And Financial Voids (Paper # 152)

Driffield, Nigel (1); Mickiewicz, Tomek (2); Temouri, Yama (2);

1: Warwick University, United Kingdom; 2: Aston University, United Kingdom

From Cosmopolitan To British MNE: HSBC In The First World War (Paper # 160)

Smith, Andrew David Allan;

University of Liverpool Management School, United Kingdom

Effects Of Geographic, Institutional And Linguistic Regions On FDI Performance (Paper # 211)

Chen, Stephen;

University of Newcastle, Australia

Fri 9.00 - 10.30

Location: 3.17

Parallel Session FA3: Political Risk and Economic Crisis

Chair: Mike Crone

Legitimate Or Illegitimate: Domestic Market Opportunism And Cross-Border Trade In The Cocoa Industry (Paper # 202)

Amankwah-Amoah, Joseph (1); Debrah, Yaw (2); Nuerthey, Dorcas (3);

1: Bristol University, United Kingdom; 2: Swansea University; UK 3: KN University of Science and Technology, Ghana

Mexico: A Proxy For Emerging Market Development And Financial Modernisation In A Globalised And Crisis Dominated World (Paper # 226)

Howard-Jones, Robert Peter;

Bournemouth University, United Kingdom

Predicting Recessionary Times With Singular Spectrumanalysis Technique (Paper # 264)

Rahmani, Donya;

Bournemouth University, United Kingdom

Political Risk And Multinational Firms In Nigeria: An Empirical Investigation (Paper # 294)

Mshelia, James Buba; Anchor, John;

University of Huddersfield, United Kingdom

Friday, 17 April, 10.20 – 10.50

Fri 10.20 - 10.50

Location: Hub Atrium

Coffee, Tea, Refreshments and Pastries

Friday, 17 April 10.50 – 12.30

Fri 10.50 - 12.30

Location: G.36

Welcome and Keynote Session:

Chair: Heinz Tüselmann

International Business Research: for the bookshelf or the boardroom and corridors of power?

Ulrich Hoppe

Director General of the German-British Chamber of Industry and Commerce

Penny Fowler

Head of Private Sector Team at Oxfam GB

Michael Gestrin;

Senior Economist at the OECD

Friday, 17 April, 12.30 – 13.30

Fri 12.30 – 13.30

Location: Hub Hospitality Atrium

Lunch (two course hot lunch)

Friday, 17 April, 13.30 – 15.00

Fri 13.30 - 15.00

Location: 3.17

Parallel Session FB1: Business Strategy

Chair: Ursula Schinzel

Antecedents Of International Strategic Alliance Performance: A Co-Evolutionary View (Paper # 148)

Ho, Mia Hsiao-Wen;

Yuan Ze University, Taiwan, Republic of China

Where Are The Europeans? A Longitudinal Analysis Of The World'S Largest Telecommunications, Media And Technology Companies (Paper # 275)

Curwen, Peter (1); Sadowski, Bert (2); Whalley, Jason (3);

1: Northumbria University, Newcastle, United Kingdom; 2: TU Eindhoven, Eindhoven, The Netherlands; 3: Northumbria University, Newcastle, United Kingdom

Innovation And Imitation: What Strategy Do Internationalized Firms Follow? (Paper # 278)

Añon Higon, Dolores;

Universitat de Valencia, Spain

Divestment: A Multi-Level Review And Conceptualisation Of Firm Ownership Structure (Paper # 325)

Amankwah-Amoah, Joseph (1); Konara, Palitha (2);

1: University of Bristol, United Kingdom; 2: University of Huddersfield, United Kingdom

Fri 13.30 - 15.00 Location: 1.25

Parallel Session FB2: Firm Competitiveness

Chair: Rotem Shneor

Experience, Age And Exporting Performance In UK SMEs (Paper # 127)

Love, Jim (1); Roper, Stephen (1); Zhou, Ying (2);

1: University of Warwick, United Kingdom; 2: University of Birmingham, United Kingdom

An Entrepreneurial Resource-Based View Of Export Channel Selection And Export Performance
(Paper # 129)

Kalinic, Igor (1); Brouthers, Keith (2);

1: European Union; 2: King's College London, United Kingdom

Institutional Development And Firm Profitability In Transition Economies (Paper # 131)

Aliyev, Murod; Kafouros, Mario;

University of Leeds, United Kingdom

Internationalisation Of SMEs: Internationalisation's Impact On Short And Long Term SME Performance (Paper # 158)

Cao, Qi (1); Criscuolo, Paola; Autio, Erkki (2);

1: Manchester Metropolitan University, United Kingdom; 2: Imperial College London, United Kingdom

Fri 13.30 - 15.00 Location: 1.24

Parallel Session FB3: Impact of/on Government Policy

Chair: Sara Ward

A Meta-Analysis On Export Assistance Programmes (Paper # 132)

COUDOUNARIS, DAFNIS N.;

University of Vaasa, Finland

China In Africa – Alternative Models For Telecommunications Markets (Paper # 133)

Sutherland, Ewan;

University of the Witwatersrand, United Kingdom

Opportunistic Behaviour And Risk Externalization In Outward Internationalization Incentives (Paper #165)

Torres, Miguel Matos (1); Clegg, Lawrence Jeremy (2); Varum, Celeste Amorim (1);

1: University of Aveiro, Portugal; 2: University of Leeds, UK

Putting Down Roots? Exploring The Political Embeddedness Of Toyota And Hyundai In Brussels
(Paper # 176)

Barron, Andrew (1); Stacey, Stephen (2);

1: Toulouse Business School, France; 2: EuroRAP

Fri 13.30 - 15.00 Location: 1.23

Parallel Session FB4: Internationalisation from and to Emerging Markets

Chair: David Lal

Determinants Of Reinvested Earnings Of Multinational Subsidiaries In Emerging Economies (Paper # 183)

Nguyen, Quyen;

University of Reading, United Kingdom

An agency perspective of entry timing determinants: A study on the market entry of multinational corporations (MNEs) to an emerging economy (Paper # 230)

Ling, Yukun;

BI Norwegian Business School, Norway

The Internationalisation Of Innovation To China: The Case Of AstraZeneca PLC (Paper # 284)

Zhao, Shasha (1); Papanastasiou, Marina (1); Tan, Hui (2);

1: Middlesex University, United Kingdom; 2: Royal Holloway College, United Kingdom

Institutional Distance And Greenfield Entry Strategy Into Emerging Economies (Paper # 315)

Arslan, Ahmad (1); Larimo, Jorma (2,3);

1: Edge Hill University, Lancashire, United Kingdom; 2: University of Vaasa, Finland; 3: University of Tartu, Estonia

Fri 13.30 - 15.00

Location: 1.22

Parallel Session FB5: International Mergers and Acquisitions

Chair: Mark Cook

The Impact Of Cross Border M&A On Firm-Level Productivity (Paper # 223)

Lin, Yupu (1); Driffield, Nigel L. (2); Temouri, Yama (1); Olczak, Matthew (1);

1: Aston University, United Kingdom; 2: The University of Warwick, United Kingdom

The Impact Of Institutional Distance On The Performance Of Acquired Firms By EMNEs In The OECD Countries (Paper # 234)

Wu, Yaoan (1); Zheng, Nan (2); Qu, Yi (3); Wei, Yingqi (4)

1: China Industrial and Commercial Bank; 2: Huddersfield Business School, UK; 3: Southwestern University of Finance and Economics, China; 4: Leeds Business School, UK

Creating Value In M&As Through Strategic Networks (Paper # 238)

Degbey, William Y.; Hassett, Melanie E.;

Turku School of Economics, University of Turku, Finland

Determinants Of Russian Cross-Border Acquisitions: The Joint Effect Of Investment Motives And International Context (Paper # 249)

Panibratov, Andrei (1); Dikova, Desislava (2); Veselova, Anna (1); Ermolaeva, Liubov (1);

1: Graduate School of Management Saint-Petersburg State University, Russian Federation; 2: Vienna University of Economics and Business, Austria

Fri 13.30 - 15.00

Location: G.33

Parallel Session FB6: Theoretical, Conceptual and Methodological Issues

Chair: Sami Saarenketo

Proactivity Revisited (Paper # 168)

Hannibal, Martin; Rasmussen, Erik S.;

University of Southern Denmark, Denmark

Context In The Foreign Market Entry Literature: What Is The State Of Theorising For Emerging Market Multinationals? (Paper # 236)

Surdu, Irina Minodora; Mellahi, Kamel; Glaister, Keith;

University of Warwick, United Kingdom

Making Research More Policy Relevant: A Longitudinal Case Study Of Engaged Scholarship (Paper # 239)

Fletcher, Margaret; Young, Stephen; Dimitratos, Pavlos;

University of Glasgow, United Kingdom

The Ambidextrous Subsidiary: How Alignment, Adaption & Allegiances Shape Strategy (Paper # 267)

Reilly, Marty (1); Sharkey Scott, Pamela (2); Mangematin, Vincent (3);

1: Dublin City University, Ireland; 2: National University of Ireland, Maynooth, Ireland; 3: Grenoble Ecole de Management, France

Fri 13.30 - 15.00 Location: G.34

Parallel Session FB7: Subsidiary Development

Chair: Trond Randøy

Reverse Knowledge Transfer And Subsidiary Power (Paper # 151)

Najafi-Tavani, Zhaleh (1); Zaefarian, Ghasem (1); Naudé, Peter (2); Giroud, Axele (2);

1: University of Leeds Business School, United Kingdom; 2: Manchester Business School, United Kingdom

Beyond Simple Headquarters Configurations – Dual Headquarters Involvement In Multibusiness Firms' Innovation Activities (Paper # 256)

Dellestrand, Henrik (1); Kappen, Philip (2); Nell, Phillip (3);

1: Uppsala University, Sweden; 2: Copenhagen Business School, Denmark; 3: WU Vienna, Austria

Initiative, Creativity And Learning: Strategic Outcomes At Senior Management Levels In Multinational Subsidiaries (Paper # 276)

O'Brien, Dónal (1); Sharkey Scott, Pamela (2); Andersson, Ulf (3);

1: Dublin City University, Ireland; 2: National University of Ireland, Maynooth; 3: Malardalen University, Sweden

The Effects Of Knowledge Flows And Subsidiary Autonomy Within Multinational Enterprises (Paper # 306)

Park, Jeong-Yang (1); Harris, Simon (2);

1: University of Nottingham, United Kingdom; 2: University of Edinburgh, United Kingdom

Fri 13.30 - 15.00 Location: G.36

Special Track : Integrating Comparative Institutional Analysis into International Business Research (A)

Chair: Matthew Allen

An Analysis Of National Versus Strategic Influences On The Existence Of Integrated International HR Functions (Paper # 136)

Edwards, Tony (1); Tregaskis, Olga (2); McDonnell, Anthony (3); Ferner, Anthony (4);

1: King's College London, UK; 2: University of East Anglia, UK; 3: Queen's University Belfast, UK; 4: De Montfort University, UK

Firms' Strategies And Institutions: International Competition And The Fate Of German Solar Photovoltaic Companies (Paper # 150)

Allen, Matthew (1); Allen, Maria (2);

1: University of Manchester, United Kingdom; 2: Manchester Metropolitan University Business School, United Kingdom

Takeovers In European Banking: An Institutional Analysis (Paper # 195)

Goyer, Michel (1); Valdivielso del Real, Rocio (2);

1: Birmingham Business School, United Kingdom; 2: Liverpool John Moores University, Business School, United Kingdom

Institutions And Corporate Restructuring: The Contingent Case Of France In Comparative Perspective (Paper # 196)

Goyer, Michel;

Birmingham Business School, United Kingdom

Fri 13.30 - 15.00 Location: G.35

Special Track: Geographies of Cities: Rescaling International Business

Chair: Frank McDonald

Cluster Benefits And Costs. Does Industry Or Multinationality Matter? (Paper # 167)

Pandit, Naresh (1); Cook, Gary (2); Beaverstock, Jonathan (3); Ghauri, Pervez (4);

1: University of East Anglia, United Kingdom; 2: University of Liverpool, United Kingdom; 3: University of Bristol, United Kingdom; 4: King's College London, United Kingdom

Institutions In Global Value Chain Research: A Critique And Proposal For Theorising And Investigating The 'Missing Dimension' (Paper # 300)

Makhmadshoev, Dilshod;
University of Strathclyde, United Kingdom

Cities And The Autonomy And Network Relationships Of Foreign Subsidiaries: The Case Of Greater Copenhagen (Paper # 312)

McDonald, Frank (1); Gammelgaard, Jens (2); Tuselmann, Heinz (3); Stephan, Andreas (4);
Dörrenbächer, Christoph (5);
1: University of Liverpool, United Kingdom; 2: Copenhagen Business School, Denmark; 3: Manchester Metropolitan University, United Kingdom; 4: Jönköping International Business School, Sweden; 5: Berlin School of Economics and Law, Germany

Comparing And Contrasting International Business And Economic Geography Perspectives On The 'Space, Place And Organisation' Of Service Offshoring (Paper # 313)

Crone, Mike;
Sheffield Hallam University, United Kingdom

Friday, 17 April, 15.00 – 15.30

Fri 15.00 – 15.30 Location: Hub Atrium

Coffee, Tea, Refreshments and Pastries

Friday, 17 April, 15.30 – 17.00

Fri 15.30 - 17.00 Location: G.36

Alan Rugman Memorial Panel Session

Chair: Heinz Tüselmann

Alan Rugman's Contribution To Internalisation Theory (Paper # 334)

Buckley, Peter;
University of Leeds, UK

The Limits Of Firm-Level Globalization: Revisiting The FSA/CSAMatrix (Paper # 332)

Hillemann, Jenny (1); Michael, Gestrin (2);
1: Vrije Universiteit Brussel, Belgium; 2: OECD, Paris, France

Alan Rugman's Methodology (Paper # 331)

Casson, Mark;
University of Reading, UK

Research On Emerging-Market Multinational Enterprises: Extending Alan Rugman's Critical Contribution (Paper # 330)

Li, Jing; Hoon, Chang;
Simon Fraser University, Canada

Revisiting The Strategic Significance Of 'Regional Multinationals' (Paper # 333)

Verbeke, Alain; Kano, Liena;
University of Calgary, Canada

Friday, 17 April, 19.00 – 22.30

Fri 19.00 – 22.30 Location: Manchester Town Hall

Drinks Reception (19.00 – 20.00)

Gala Dinner (20.00 – 22.30)

Saturday, 18 April

Sat 8.00 – 13.30 Location: Reception Desk, Hub Atrium

Registration

Saturday, 18 April, 8.00 – 8.30

Sat 8.00 – 8.30 Location: Hub Atrium

Coffee, Tea, Refreshments

Saturday, 18 April, 8.30 – 10.00

Sat 8.30 - 10.00 Location: 1.25

Parallel Session SA1: International Human Resource Management

Chair: Maryam Herin

Expats In Luxembourg: How Cultural Specificities Impact The Use Of Social Networking Technologies And Human Resource Practices In Luxembourg (Paper # 125)

Schinzel, Ursula;

Université de Luxembourg, Luxembourg

Impact Of Organizational Empowerment On Employee Commitment: Moderating Role Of Organization Learning Culture And Locus Of Control (Paper # 145)

Ahmad, Muhammad Shakil;

COMSATS Institute of IT, Pakistan

Winning The War To Keep Top Talent: The Effects Of Lateral Hiring In Two Emerging Markets (Paper # 177)

Amankwah-Amoah, Joseph (1); Nyuur, Richard Benon-be-isan (2); Ifere, Simeon (3);

1: Bristol University, United Kingdom; 2: Northumbria University, United Kingdom; 3: University of Lagos, Nigeria

Foreign Market Experience, Learning By Hiring And Firm Export Performance (Paper # 270)

Masso, Jaan; Rõigas, Kärt; Vahter, Priit;

University of Tartu, Estonia

Sat 8.30 - 10.00 Location: G.36

Parallel Session SA2: The Impact on Host / Home Countries

Chair: Esa Stenberg

Employment Effects Of FDI In Hot Labour Markets: A Cross-Country Analysis (Paper # 153)

Driffield, Nigel (1); Becker, Bettina (2); Love, Jim (1); Lancheros, Sandra (3);

1: Warwick University, United Kingdom; 2: Aston University, United Kingdom; 3: Nottingham University, Ningbo, China

Regional Convergence In The UK: The Role Of MNCs Affiliates And Domestic Firms (Paper # 261)

Papanastassiou, Marina (1); Bournakis, Ioannis (1); Pitelis, Christos (2);

1: Middlesex University Business School, United Kingdom; 2: University of Bath, United Kingdom

The Impacts Of Chinese Outward Foreign Direct Investment On Domestic Firms Productivity (Paper # 279)

Hsu, Wen Chung;

National Chi Nan University, Taiwan, Republic of China

Economic Growth In CIS Countries: A Panel Data Analysis (Paper # 292)

Lal, David (1); Salykova, Dr. Leila (2);

1: The American University in Ras Al Khaimah, United Arab Emirates; 2: The Kazakh-British Technical University, Almaty, Kazakhstan

Sat 8.30 - 10.00 Location: G.35

Parallel Session SA3: Impact of/on Government Policy

Chair: Mario Kafourous

Institutions, Inter-State Relations And The Subsidiary Performance Of Emerging Market Multinational Enterprises (Paper # 162)

Han, Xia; Liu, Xiaohui; Gao, Lan;

Loughborough University, United Kingdom

Political Connections and Exporting Decisions: Evidence from the perspective of lishu relationship in Chinese unlisted firms (Paper # 194)

Du, Jing;

The University of Birmingham, United Kingdom

Do Public Support Services Matter In The Mullti-Location Process In China? (Paper # 242)

Puig, Francisco (1); Portero, Borja (2);

1: University of Valencia, Spain; 2: Polytechnic University of Valencia, Spain

Explaining Differences In Developing Countries' Compliance To TRIPS: Effect Of Local Vs. Foreign Firms And Supra-National Institutions (Paper # 307)

Darendeli, Izzet (2); Brandl, Kristin (1); Mudambi, Ram (2); Hamilton, Robert (2);

1: Henley Business School, United Kingdom; 2: Temple University, USA

Sat 8.30 - 10.00 Location: G.34

Parallel Session SA4: Internationalisation from and to Emerging Markets

Chair: Qi Cao

The Role Of Country-Of-Origin And Inter-Partner Interactions In Explaining Knowledge Acquisition In International Strategic Alliances (Paper # 141)

Ho, Mia Hsiao-Wen;

Yuan Ze University, Taiwan, Republic of China

The Diversity Of Chinese Firms: Antecedents And Consequences For Chinese Direct Investments In Europe (Paper # 241)

Allen, Matthew (1); Liu, Jiajia (1); Allen, Maria (2);

1: University of Manchester, United Kingdom; 2: Manchester Metropolitan University Business School, United Kingdom

Testing The Formal Institutional Distance - Subsidiary Performance Link, And The Moderating Effects Of Ownership Strategy And Experience: Evidence From 17 Emerging Markets (Paper # 282)

Shirodkar, Vikrant (1); Konara, Palitha (2);

1: University of Sussex, United Kingdom; 2: University of Huddersfield, United Kingdom

The Determinants Of Inward Foreign Direct Investment Into The English Premier League (Paper # 317)

Cook, Mark (1); Jones, Andrew (1); Fallon, Grahame (2);

1: University of Wolverhampton, United Kingdom; 2: University of Brunel, United Kingdom

Sat 8.30 - 10.00 Location: G.33

Parallel Session SA5: Socio-cultural, Linguistic and Cognitive Impacts

Chair: Michael Ngoasong

Managerial Attitudes Toward Foreignness, Commitment Levels In Foreign Equity And The Level Of Multinationality Of Spanish Firms (Paper # 149)

Tanganelli, David;

Universitat Internacional de Catalunya, Spain

The Impact Of Formal And Informal Mentoring On Students' Cultural Intelligence: Evidence From Studies Abroad (Paper # 271)

Ambrosius, Judith;

School of Business and Economics, Friedrich-Alexander University Erlangen-Nürnberg, Germany

Collective Identity Of Country-Of-Origin Foreign Direct Investment Agglomeration: An Exploratory Case Study Of Mondragon Kunshan Industrial Park In China (Paper # 309)

Zhang, Ying (1); Urzelai, Berrbizne (2);

1: University of Strathclyde, United Kingdom; 2: Mondragon University Business School, Spain

Impact of Islamic Human Resource Practices on Employee Performance (Paper # 139)

Ishaq, Hafiz Muhammad (1); Naeem, Shanza (2)

1: Federal Urdu University of Arts, Science & Technology, Pakistan; 2: International Islamic University, Pakistan

Sat 8.30 - 10.00 Location: 1.22

Parallel Session SA6: Corporate Governance

Chair: Niina Nummela

Italian Family Firms Internationalization: An Empirical Analysis (Paper # 163)

Bannò, Mariasole; Pozza, Elisa; Trento, Sandro;

University of Trento, Italy

Global And Home Regional Diversification And The Capital Structure Of Multinational Subsidiaries (Paper # 184)

Nguyen, Quyen;

University of Reading, United Kingdom

The Impact Of Board Internationalization On Earnings Management (Paper # 204)

Hooghiemstra, Reggy (1); Hermes, Niels (1); Oxelheim, Lars (2); Randoy, Trond (3);

1: University of Groningen, Netherlands, The; 2: Lund University, Sweden; 3: University of Agder, Norway

Mutuality And German Football – An Exemplar Of Sustainable Sport Governance Structures? (Paper # 260)

Ward, Sara Jane (1); Hines, Anthony (1); Lammert, Joachim (2); Scanlon, Thomas J (1);
1: Manchester Metropolitan University, United Kingdom; 2: University of Leipzig, Germany

Sat 8.30 - 10.00 Location: 1.23

Parallel Session SA7: International Marketing

Chair: Jens Gammelgaard

Branding Strategy And Performance Of Internationalizing Ventures: The Role Of Culture (Paper # 166)

Kusi, Samuel Yaw (1); Gabrielsson, Peter (2);
1: University of Vaasa, Finland;

The Role Of Network Relationships In Italian Wine Producers' Internationalization: Six Cases (Paper # 203)

Vissak, Tiia (1); Francioni, Barbara (2); Musso, Fabio (2);
1: University of Tartu, Estonia; 2: University of Urbino "Carlo Bo", Italy

International Marketing Strategy Adaptation And Export Performance Of Traditionally Internationalized Firms Vs Born Internationals - Moderating Effects Of Contingency Factors (Paper # 251)

Kontkanen, Minnie; Larimo, Jorma;
University of Vaasa, Finland

Strategies For International Market Selection: A Systematic Approach (Paper # 266)

Ahi, Mohamadali (1); Kuivalainen, Olli (1); Bahreinian, Mohammadreza (2);
1: Lappeenranta University of Technology, Finland; 2: Shahid Beheshti University, Iran

Sat 8.30 - 10.00 Location: 1.24

Parallel Session SA8: Global Value Chains, Offshoring and Outsourcing

Chair: Pavlos Dimitratos

Considering The Value Chain Disaggregation In The Entry Mode Choice: The Role Of Modularity And Bandwidth In Offshoring Business Services (Paper # 281)

Elia, Stefano (1); Massini, Silvia (2); Narula, Rajneesh (3);
1: Politecnico di Milano, Italy; 2: University of Manchester, UK; 3: University of Reading, UK

Innovation Offshoring By Small And Medium-Sized Enterprises – Establishing The Gap (Paper # 299)

Gusenbauer, Michael (1); Massini, Silvia (2); Fink, Matthias (1);
1: Johannes Kepler University Linz, Austria; 2: University of Manchester, UK

Supply Chain Coordination Under Asymmetric Information And Partial Vertical Integration (Paper # 335)

Pishchulov, Grigory (1); Richter, Knut (2); Golesorkhi, Sougand (3);
1: TU Dortmund University, Germany; 2: St. Petersburg State University, Russia; 3: Manchester Metropolitan University, UK

Technology Sourcing And A 'Creative Transition' In Subsidiaries: The Case Of MNE Operations In China. (Paper #280)

Papanastassiou, Marina (1); Pearce, Robert (2); Zhang, Si (3);
1: Middlesex University Business School, United Kingdom; 2: University of Reading, UK; 3: Tsinghua University, China

Saturday, 18 April, 10.00 – 10.30

Sat 10.00 – 10.30 Location: Hub Atrium

Coffee, Tea, Refreshments and Pastries

Saturday, 18 April, 10.30 – 12.00

Sat 10.30 - 12.00 Location: 1.22

Parallel Session SB1: Socio-cultural, Linguistic, and Cognitive Impacts

Chair: Stephen Buzdugan

Trilingual Luxembourg (Paper # 122)

Schinzel, Ursula;

Université de Luxembourg, Luxembourg

Top Managers' Emotional Journeys Following A Cross-Border M&A – Evidence From An Indian–Finnish Acquisition (Paper # 221)

Hassett, Melanie E. (1); Sandberg, Birgitta (1); Reynolds, Noelia (2);

1: Turku School of Economics, University of Turku, Finland; 2: University of Essex, Essex Business School, UK

The Impact Of Language On Performance: A Global Study Of Microfinance Banks (Paper # 246)

Golesorkhi, Sougand (1); Piekkari, Rebecca (2); Mersland, Roy (3); Randoy, Trond (3)

1: Manchester Metropolitan University, United Kingdom; 2: Aalto University School of Business, Finland; 3: University of Agder, Norway

Strategizing Language And Language Strategy In The Internationalization Process Of The Firm: A Co-Evolutionary Perspective (Paper # 286)

Piekkari, Rebecca (1); Welch, Denise (2); Welch, Lawrence (2);

1: Aalto University School of Business, Finland; 2: Melbourne Business School, University of Melbourne, Australia

Sat 10.30 - 12.00 Location: 1.23

Parallel Session SB2: Global Value Chains, Offshoring and Outsourcing

Chair: M Dolores Anon

Bangladesh Garment Manufacturers And The Accessing Of MNE Knowledge Resources – An Opportunity For Economic Upgrading? (Paper # 161)

Hoque, Samia Ferdous; Sinkovics, Noemi; Sinkovics, Rudolf R.;

The University of Manchester, Manchester Business School, United Kingdom

Client Co-Production In The Production Process Of Offshored Knowledge-Intensive Business Services (Paper # 210)

Brandl, Kristin;

Henley Business School, United Kingdom

Entry-Mode And Growth Perspectives In The Offshoring Of Business Services: Learning Or Inertia? (Paper # 254)

Albertoni, Filippo; Elia, Stefano; Piscitello, Lucia;

Politecnico di Milano, Italy

Subsidiary Evolution Through Parent Driven Charter Change: A Relational View (Paper # 296)

Gillmore, Edward;

Malarsdalen University, Sweden

Sat 10.30 - 12.00 Location: 1.24

Parallel Session SB3: Firm Competitiveness

Chair: Sharon Loane

Value Creation In International Joint Ventures: The Role Of Resources, Culture, Relations, And Control (Paper # 273)

Nguyen, Le Huu; Larimo, Jorma; Ali, Tahir;
University of Vaasa, Finland

Firm Location, Knowledge Sourcing And Returns To Multinationality (Paper # 265)

Driffield, Nigel (1); yang, yong (2);
1: Warwick University, United Kingdom; 2: Sussex University, UK

Single Or Hybrid Career Paths Of MNC RD&E Employees? (Paper # 295)

Sofikitis, Emmanouil (1); Manolopoulos, Dimitris (2); Dimitratos, Pavlos (3);
1: Athens University of Economics and Business, Greece; 2: Athens University of Economics and Business, Greece; 3: University of Glasgow, UK

FDI And Bank Efficiency: Evidence From Emerging Markets (Paper # 324)

Konara, Palitha; Tan, Yong;
University of Huddersfield, United Kingdom

Sat 10.30 - 12.00 Location: 1.25

Parallel Session SB4: Institutional Factors and Multinational Strategies and Operations

Chair: Francisco Puig

Does The Quality Of Institutions And The Regulatory Bodies Influence Deal Duration In M&As? (Paper # 155)

Cai, Yingdan; van Ees, Hans; van Veen, Kees; Gubbi, Sathyajit;
University of Groningen, The Netherlands

Institutional Reform And FDI Locational Decision In Transition Economies: The Case Of Syria (Paper # 169)

Alajaty, Mahmoud;
University of Huddersfield Business School, United Kingdom

When SOEs Perform Better? A Multi Country Study (Paper # 197)

Solarino, Angelo Maria (1); Tao, Bai (2); Kalinina, Alexandra (1);
1: City University of Hong Kong, Hong Kong S.A.R., China; 2: Jiaotong-Liverpool University, China

Institution And Location Strategies Of Multinationals Corporations From Emerging Economies: Evidence From China's Cross-Border Merger And Acquisitions (Paper # 287)

Buckley, Peter (1); Yu, Pei (2); Liu, Qing (3); Munjal, Surender (1); Tao, Pan (4);
1: University of Leeds, United Kingdom; 2: Wuhan University of Technology, Wuhan, China; 3: University of International Business and Economics, Beijing, China; 4: Shandong University of Finance and Economics, Jinan, China

Sat 10.30 - 12.00 Location: G.33

Parallel Session SB5: International Human Resource Management

Chair: Chul Chung

Managers' Nationality And Their Role In Headquarter- Subsidiary Relationship In Multinational Enterprises (MNEs) (Paper # 154)

Alharbi, Jaithen;
Qatar University, Qatar

Staffing Foreign Subsidiaries With Parent-Country Nationals Or Host-Country Nationals: Insights From European Subsidiaries (Paper # 156)

Gammelgaard, Jens (1); Dörrenbächer, Christoph (2); McDonald, Frank (3); Stephan, Andreas (4); Tüselmann, Heinz (5);

1: Copenhagen Business School, Denmark; 2: Berlin School of Economics and Law, Germany; 3: University of Liverpool, UK; 4: Jonköping International Business School, Sweden; 5: Manchester Metropolitan University, UK

A Conceptual Model Of Subsidiary Staffing (Paper # 178)

Kim, Chipoong; Chung, Chul; Brewster, Chris;
Henley Business School, University of Reading, UK

Performing Strategy: Middle Manager Strategic Activities In Multinational Enterprises (Paper # 263)

O'Brien, Dónal (1); Sharkey Scott, Pamela (2); Andersson, Ulf (3);

1: Dublin City University, Ireland; 2: National University of Ireland, Maynooth, Ireland; 3: Malardalen University, Sweden

Sat 10.30 - 12.00 Location: G.34

Parallel Session SB6: Internationalisation from and to Emerging Markets

Chair: Grigory Pishchulov

Cultural Distance And Knowledge Acquisition In International Buyer-Supplier Relationships: The Moderating Role Of Trust (Paper # 142)

Ho, Mia Hsiao-Wen (1); Ghauri, Pervez N. (2); Carmeli, Abraham (3);

1: Yuan Ze University, Taiwan, Republic of China; 2: King's College London, UK; 3: Tel Aviv University, Israel, King's College London, UK

Motives Of Chinese FDI In Small European Countries-Cases: Volvo/Geely (Sweden), BYD (Finland) (Paper # 255)

Stenberg, Esa; Vilkinen, Jere;
University of Turku, Finland

FDI as a Facilitator of the Effect of Patent Enforcement Strength on Economic Growth (Paper # 323)

Papageorgiadis, Nikolaos (1); Alexiou, Constantinos (2); Nellis, Joseph G. (2)

1: University of Liverpool, UK; 2: Cranfield University Management School, UK

Ownership Mode Strategy Of Multinationals In China: The Impacts Of Firm, Industry And Country Level Determinants (Paper # 308)

Wang, Yi; Jorma, Larimo; Huu le, Nguyen;
University of Vaasa, Finland

Sat 10.30 - 12.00 Location: 3.17

Parallel Session SB7: International Marketing

Chair: Olli Kuivalainen

Reverse Knowledge Transfer (RKT) From Emerging Market Subsidiaries To Headquarters Of Multinational Enterprises: Conceptual Discussion And Propositions On Marketing RKT (Paper # 138)

Leposky, Tiina (2); Arslan, Ahmad (1); Kontkaken, Minnie (2);

1: Edge Hill University, Lancashire, United Kingdom; 2: University of Vaasa, Finland

Finnish Owners Versus Non-Owners Of A Luxury Brand (Mercedes-Benz): Country-Image And Country-Of-Origin Effect (Paper # 144)

COUDOUNARIS, DAFNIS;
University of Vaasa, Finland

Marketing Performance Measurement System (MPMS) And Firm Performance: The Indirect Effect of Marketing Capabilities And The Uses Of MPMS (Paper # 175)

Liang, Xiaoning; Gao, Yuhui;
Dublin City University, Ireland

Enhancement Of Customer Value: The Role Of Corporate Social Responsibility Initiatives In The European Telecommunications Industry (Paper # 232)

Annan-Diab, Fatima (1); Jensen, Barbara (1); Seppala, Nina (2);

1: Kingston University, United Kingdom; 2: Lincoln Business School, University of Lincoln, UK

Sat 10.30 - 12.00 Location: G.35

Special Track: The International Marketing Strategies of Emerging Market Firms: Nature, Boundary Conditions, Antecedents, and Outcomes

Chair: Joseph Amankwah-Amoah

Export Promotions Programmes: The Mediating Role Of Distribution And Foreign Market Attractiveness On Export Performance (Paper # 159)

Sraha, Gloria;

Victoria University Of Wellington, New Zealand

Caught In The Guanxi Trap: A Chinese Born Global's Experience (Paper # 172)

Vissak, Tiia (1); Zhang, Xiaotian (2);

1: University of Tartu, Estonia; 2: University of Tartu, Estonia, University of South Denmark and University of Oulu, Finland

Exporting, Management Practice And Ownership: The Case Of Chinese Firms (Paper # 301)

Beleska-Spasova, Elena; Walker, James;

University of Reading, Henley Business School, United Kingdom

Customer Selection As Internationalisation Strategy: Cases From Indian Knowledge-Intensive Service Firms (Paper # 321)

Kumar, Nishant; Nordin, Fredrik;

Stockholm Business School, Sweden

Sat 10.30 - 12.00 Location: G.36

Meet the Editors Session:

Chair: Heinz Tüselmann

Publishing IB Research in Major Management and IB Journals

Geoffrey Wood;

Editor of British Journal of Management

Ulf Andersson;

Area Editor of Journal of International Business Studies

Timothy Devinney;

Co-editor of Academy of Management Perspectives

Kamel Mellahi;

Senior Editor of Journal of World Business

Saturday, 18 April, 12.00 – 13.00

Sat 12.00 – 13.00 Location: Hub Hospitality Atrium

Lunch (two course hot lunch)

Saturday, 18 April, 13.00 – 13.30

Sat 13.00 – 13.30 Location: G.36

AIB UK & Ireland Members Meeting

Saturday, 18 April, 13.30 – 15.00

Sat 13.30 - 15.00 Location: 1.25

Parallel Session SC1: Business Strategy

Chair: Richard Nyuur

Losing An Empire And Struggling To Find A Role: Corporate Strategy In Cable & Wireless 1928-Present (Paper # 147)

Turner, Colin;

Heriot Watt University, United Kingdom

International Business – The Telecommunications Sector (Paper # 243)

Sutherland, Ewan;

University of the Witwatersrand, United Kingdom

Financial Risk And The Operating Strategies Of FDI (Paper # 262)

Driffield, Nigel (1); Schmidt, David (2); Grosman, Anna (3);

1: Warwick University, UK; 2: Hartzell Aerospace; 3: Aston University, UK

Models Of Internationalization: A Business Models Approach To Understanding Internationalization (Paper # 268)

McQuillan, Deirdre (1); Sharkey Scott, Pamela (2); Mangematin, Vincent (3);

1: University of Bradford; UK; 2: National University of Ireland, Maynooth; 3: Grenoble Ecole de Management, France

Sat 13.30 - 15.00 Location: 1.24

Parallel Session SC2: Dynamic Capabilities

Chair: David Freund

A Means to an End: Initiatives and Renewal of MNC Capabilities (Paper # 269)

Tippmann, Esther (1); Sharkey Scott, Pamela (2)

1: University College Dublin, Ireland; 2: Maynooth University, Ireland

Coevolution Of The Business Environment And The Dynamic Capability Of Ambidexterity: A Process Perspective (Paper # 208)

Kallio, Elisa; Zettinig, Peter; Kaartemo, Valtteri;

Turku School of Economics, Finland

The International Competitiveness Of Traditional Manufacturing Smes Through The Lens Of Absorptive Capacity: The Case Of The Northern Ireland Agri-Food Industry. (Paper # 274)

Quinn, Clare; Quinn, Barry; Dunn, Adele;

Ulster University, United Kingdom

Value Co-Creation In An Outsourcing Arrangement: Resource Commitment, Innovation And The Role Of Collaboration (Paper # 289)

Sinkovics, Rudolf R. (1); Roath, Anthony S. (2); Kuivalainen, Olli (3);

1: The University of Manchester, Manchester Business School, UK; 2: The University of Bath, School of Management, UK; 3: Lappeenranta University of Technology, School of Business and Management, Finland

Sat 13.30 - 15.00 Location: 3.17

Parallel Session SC3: Firm Competitiveness

Chair: Ahmad Arslan

The Business Failure Research Of Chinese Firms: A Great Leap Forward Or Leap Into The Unknown?
(Paper # 140)

Amankwah-Amoah, Joseph ; Zhang, Hongxu;
Bristol University, United Kingdom

How To Add Value By Implementing CSR Into Business Strategy? (Paper # 233)

Annan-Diab, Fatima; Jensen, Barbara; Pitsakis, Konstantinos;
Kingston University, United Kingdom

Crossing Boundaries - McDonalds - A Case Study (Paper # 319)

Herin, Maryam (1); Reilly, Mark (2);

1: Manchester Metropolitan University, United Kingdom; 2: McDonalds Restaurants Ltd, UK

Impact of Work Centrality on Job Performance and OCB: A Study on Service Sector in Pakistan (Paper # 181)

AHMAD, JAWWAD (1); ATHAR, MUHAMMAD RAZZAQ (1); HUSSAIN, MAZHAR (2)

1: Pir Mehr Ali Shah Arid Agri Universit, Pakistan; 2: International Islamic University, Pakistan

Sat 13.30 - 15.00 Location: 1.23

Parallel Session SC4: The Impact on Host / Home Countries

Chair: Yingqi Wei

An Investigation Into The Role Of Government On Strategic Asset Seeking And Chinese Outward Foreign Direct Investment In OECD Countries (Paper # 259)

Pun, Chi Chung;

Lancaster University Management School, UK

Potential Technology And Knowledge Transfer From China To Africa: The Case Of The Ghanaian Construction Industry (Paper # 283)

Osabutey, Ellis Luther Chile;

Middlesex University Business School, United Kingdom

Which European Countries Are Benefitting More From Multinational Investment? A Meta-Regression Analysis (Paper # 305)

Bruno, Randolph Luca (1); Cipollina, Maria (2);

1: University College London, United Kingdom; 2: University of Molise, Italy

Impact Of Foreign Presence On Innovation In High-Velocity Industries: Does Speed Matter? (Paper # 329)

Ha, Yoo Jung;

University of York, United Kingdom

Sat 13.30 - 15.00 Location: 1.22

Parallel Session SC5: International Entrepreneurship

Chair: Masango Shingairai

Digital Entrepreneurship In Emerging Economies: The Role Of ICTs And Local Context (Paper # 240)

Ngoasong, Michael Zisuh;

Open University, United Kingdom

The Internationalization Of German Small And Medium-Sized Enterprises: Empirical Evidence Of Decision-Making (Paper # 272)

Beyrle, Theresa Lucia;

University of Birmingham, United Kingdom

Networks And Timing In The Internationalisation Of Creative Industries. (Paper # 288)
Bisignano, Angelo Pietro;
Nottingham Trent University, United Kingdom

An Entrepreneurial Approach To Capability Development: The Case Of Early Rapidly Internationalising Small Firms (Paper # 310)
Masango, Shingairai Grace;
Sheffield Hallam University, United Kingdom

Sat 13.30 - 15.00 Location: G.33

Parallel Session SC6: Internationalisation from and to Emerging Markets

Chair: Xinming He

How Can Emerging-Market Multinationals Increase Foreign Acquisition Completion? (Paper # 137)
He, Xinming (1); Zhang, Jianhong (2);
1: Durham University, United Kingdom; 2: Nyenrode Business Universiteit, The Netherlands

Post Financial Crisis Catch-Up Strategies In Emerging Market Mnes: A Comparative Analysis Of Strategic Asset Seeking FDI In The United States (Paper # 201)
Sutherland, Dylan (1); Anderson, John (2);
1: Durham University Business School, United Kingdom; 2: University of Northern Iowa, United States

Differentiation On Location Choice Of Individual Firms: Determinants And Motivations Of Telecommunication MNEs In Africa (Paper # 302)
Tang, Yuxuan; Pearce, Robert;
University of Reading, United Kingdom

Sat 13.30 - 15.00 Location: G.34

Parallel Session SC7: Global Value Chains, Offshoring and Outsourcing

Chair: Sougand Goleosorkhi

Global Production Network And Local Business Network Influences In Supplier Development: A Case Study Of The Serbian Agri-Food Processing Sector (Paper # 247)
O'Connell, Maeve; Yamin, Mohammad; Alfoldi, Eva;
Manchester Business School, UK

When Do Companies Reverse Offshore Outsourcing? (Paper # 123)
Schinzel, Ursula (1); Banai, Moshe (2);
1: Université de Luxembourg, Luxembourg; 2: Baruch College, New York City University

Building Service Provider Capabilities: The Impact Of Clients And Service Types In Service Offshore Outsourcing (Paper # 257)
Brandl, Kristin (1); Oerberg Jensen, Peter (2); Jaura, Manya (2);
1: Henley Business School, United Kingdom; 2: Copenhagen Business School, Denmark

Sat 13.30 - 15.00 Location: G.35

Parallel Session SC8: Theoretical, Conceptual and Methodological Issues

Chair: Jeremy Clegg

Path Dependency, Path Renewal Or Inertia: Implications For The Selection Of Foreign Market Re-Entry Commitment Decisions (Paper # 173)
Surdu, Irina Minodora; Mellahi, Kamel; Glaister, Keith;
University of Warwick, United Kingdom

The Internationalization Of Emerging Market Multinationals: Institutions, Resources And Strategy - A Conceptual Review (Paper # 235)
Omokaro-Romanus, Felicia Constance; Anchor, John R.;
University of Huddersfield, United Kingdom

Conceptual Contribution Of Social Network Analysis To Internationalization Research (Paper # 245)

Yamin, Mo; Kurt, Yusuf;

Manchester Business School, The University of Manchester, United Kingdom

Sat 13.30 - 15.00

Location: G.36

Special Track: Integrating Comparative Institutional Analysis into International Business Research (B)

Chair: Matthew Allen

Theorizing The Transfer Of Managerial Practices Within Multinationals (Paper # 214)

Sharpe, Diana Rosemary (1); Mir, Raza (2);

1: Sheffield Hallam University, United Kingdom; 2: William Patterson University, New Jersey, USA

Excluded Or Embraced: How Do Multinationals Lobby In Eastern Europe? (Paper # 250)

Sallai, Dorottya;

University of Greenwich, United Kingdom

Strong State, Weak Managers: How Hungarian Firms Cope With Autocracy (Paper # 298)

Sallai, Dorottya (1); Schnyder, Gerhard (2);

1: University of Greenwich, United Kingdom; 2: King's College London, UK

Capability Building Strategy In A New Sector And Institutionally Embedded Resources; A Case Study On The Development Of Flat Panel Display Industry In South Korea (Paper # 322)

Do, Hyunkyu;

University of Manchester, United Kingdom

Abstracts

Parallel Session FA1: International Entrepreneurship

Fri 9.00 - 10.30 Location: G.36

Chair: Simon Harris

Affordable Loss In Entrepreneurial Internationalisation: Focus On Finnish Biotechnology Firms (Paper # 244)

Ketolainen, Mari (1); Nummela, Niina (1); Kalinic, Igor (2);

1: Turku School of Economics / University of Turku, Finland; 2: European Commission

In the recent years, a growing number of International Entrepreneurship scholars have applied the effectuation theory to get a deeper understanding of the entrepreneurial decision-making process when exploring the international landscape. However, the approach is rather novel one and its premises have not been investigated thoroughly. Affordable loss, one of its elementary concepts, is no exception as only a limited number of works have dedicated attention to it. We argue that in order to be applied to international entrepreneurial firms, the concept would require contextualisation. Consequently, this paper provides an in-depth analysis of the concept and an application to international entrepreneurial firms in the biotechnology sector. Based on our findings, affordable loss seems to be connected to short-term, operative decisions but less applied for long-term, strategic decisions. Furthermore, the use of affordable loss principle appears to be more common in decisions which involve only a single-decision-maker than in shared decision-making.

Internationalisation Stages Of UK Smaller-Size Firms: What Makes The Difference? (Paper # 253)

Coudounaris, Dafnis;

University of Vaasa, Finland

Abstract. This study examines the internationalisation stages of UK smaller-size firms. Findings reveal that UK smaller firms follow a different pattern than other models do and particularly the internationalisation stages consist of non-exporters, traditional small exporters, traditional medium exporters, accelerated medium exporters, born globals and declining exporters. The suggested internationalisation stages model is developed based on a survey of 110 firms located in the Greater Manchester area and it concludes that the Uppsala model does not apply in this study and there is evidence of the existence of a new internationalisation stage, so-called accelerated medium exporters (pre-born globals) that has not been discussed in previous research. Profiles of exporters are neglected by the main body of recent investigations on born global phenomenon, creating a research gap concerning different new types of exporters.

Business Strategies In Internationalisation Outcomes Among SMEs (Paper # 314)

Torkkeli, Lasse; Saarenketo, Sami; Kuivalainen, Olli; Puumalainen, Kaisu;

LUT School of Business and Management, Finland

Innovativeness- and quality-focused business strategies have been found to determine international success of rapidly internationalizing firms known as born globals. However, it remains unclear if these strategies are also applicable in the context of internationalizing SMEs in general. In this study, we examine how two business strategies, “unique product development” and “quality focus”, determine internationalization outcomes among SMEs. By applying a cross-sectional sample of 119 internationally operating Finnish SMEs collected in 2008, we find that 1) unique product development is a differentiating factor between born globals and other SMEs, and is linked to increased turnover growth at the start of internationalization, 2) the quality focus has no such effects, and 3) neither of the focal strategies are linked to increased international performance. We further consider the implications of these results, which in part align with, and in part are contrary to those found in the born global context.

***Ecopreneurial Internationalisation: Is It, Far Away Fields Or The Green,
Green Grass Of Home? (Paper # 326)***

Loane, Sharon Patricia (1); Galkina, Tamara (2); Ramsey, Elaine (1);

1: Ulster Business School, University of Ulster, United Kingdom; 2: Hanken School of Economics, Vaasa, Finland

This enquiry focuses on ecopreneurial SMEs, we explore growth trajectories undertaken as well as the motivations and barriers to such growth. In all evidence from 33 shallow cases and 8 in depth interviews informed this study, and 5 illustrative cases are presented. A major finding was that the green values of the ecopreneurial founders imprints and shapes the internationalisation and growth trajectories of these firms, Some pursue an international market concentration strategy, whilst others pursue a product diversification strategy. Drawing on our findings we present a typology of ecopreneurial (international) growth trajectories, draw conclusions from a resource based perspective, and comment upon implications for those engaged in managing ecopreneurial firms with international potential and for the policy in support of such firms. We conclude by delineating the limitations of this enquiry and suggesting avenues for future research effort.

**Parallel Session FA2: Institutional Factors and Multinational
Strategies and Operations**

Fri 9.00 - 10.30 Location: G.35

Chair: Gary Cook

***Are Foreign Owned Firms More Or Less Likely To Pay Bribes Than Domestic Ones? Evidence From
Emerging Markets (Paper # 143)***

Webster, Allan; Piesse, Jenny; Djalilov, Khurshid;
Bournemouth University, United Kingdom

An extensive literature exists on the adverse effects of corruption on inward FDI but the reverse causality has not been fully explored. Legislation in the US and the EU prohibiting firms from engaging in corrupt practices in foreign countries suggests that foreign owned firms might be less likely to pay bribes. However, such legislation may be ineffective because foreign firms have to adapt to local market conditions. Using firm level data for six emerging countries, a probit model estimates the probability that a firm pays bribes and propensity score matching tests for differences in the propensity to pay bribes by domestic and foreign firms. No difference is found between foreign owned and domestic firms. Results are robust to different levels of foreign ownership and support the view that foreign owned firms adapt to local practices and are neither more nor less likely to pay bribes than comparable domestic firms.

***What Drives Adjustments In Ownership Share Of Foreign Investors? The Role Of Institutional And
Financial Voids (Paper # 152)***

Driffield, Nigel (1); Mickiewicz, Tomek (2); Temouri, Yama (2);
1: Warwick University, UK; 2: Aston University, UK

This paper relates changes in the holdings of foreign parents in their affiliates, to the institutional pattern at home and abroad. We examine ownership changes of affiliates in 125 host countries, with parents based in 122 home countries over the period 2002-2013. We contrast the importance of traditional measures of weak institutional quality, with measures based on the quality and effectiveness of equity markets, comparing both home and host country effects. We find that as corruption increases, any adjustment of parent firm's ownership share in the affiliate is less likely, due to greater transaction costs and risk. However, as equity markets improve, parent firms are more likely to reduce their ownership share and less likely to increase it. In addition, in cases where the parent firm has longer experience in host countries or the affiliate is more profitable, it is more likely the parent firm will adjust its ownership share. Finally, if the affiliate is operating in the same core activities as the parent firm, then ownership adjustment is much less likely.

From Cosmopolitan To British MNE: HSBC In The First World War (Paper # 160)

Smith, Andrew David Allan;
University of Liverpool Management School, United Kingdom

This paper will show that the Hongkong and Shanghai Banking Corporation (HSBC) responded to the First World War by evolving from a cosmopolitan MNE into a more purely British firm. At the start of the war, this transnational bank had an ethos that reflected a liberal set of assumptions about the operation of the world economy. By the close of the conflict, the bank was identifying itself much more closely with British patriotism. The research presented in this paper shows that it is possible for the degree to which a company identifies with its home nation to change dramatically and in a very short period of time. The managerial implications of this research will be discussed below.

Effects Of Geographic, Institutional And Linguistic Regions On FDI Performance (Paper # 211)

Chen, Stephen;
University of Newcastle, Australia

This paper examines the effects of geographic, institutional and linguistic region on return on investment in foreign subsidiaries of UK MNEs using a large panel dataset consisting of 55,726 subsidiaries over the period 1996-2005. The results show significant regional biases both in the selection and profitability of FDI locations. For UK firms, FDI into EU member countries is likely to be more profitable compared to FDI into other countries. Secondly, FDI in the US, Canada, Australia and New Zealand is more profitable compared with the rest of the world, excluding Europe. Thirdly, the effect of EU membership on subsidiary performance is greater than the effect of geographic distance which in turn is greater than the effect of English language.

Parallel Session FA3: Political Risk and Economic Crisis

Fri 9.00 - 10.30 Location: 3.17

Chair: Mike Crone

Legitimate Or Illegitimate: Domestic Market Opportunism And Cross-Border Trade In The Cocoa Industry (Paper # 202)

Amankwah-Amoah, Joseph (1); Debrah, Yaw (2); Nuerthey, Dorcas (3);
1: Bristol University, UK; 2: Swansea University, UK; 3: Kwame Nkrumah University of Science and Technology, Ghana

This study integrates “institutional voids” and opportunism in inter-firm relationship literature to develop a framework of how institutional voids create space and conditions for illegitimate activities to occur in the supply chain. Using insights from cocoa production and distribution in an emerging economy, we uncovered illegitimate activities such as tampering, adjustment of weighing scales and smuggling which have emerged as some supply chain partners abuse the institutional voids left by weak markets and legal enforcement mechanisms. The study also illuminates the underlying processes inherent in market opportunism. We conclude by articulating the implications for future research and supply chain risks.

Mexico: A Proxy For Emerging Market Development And Financial Modernisation In A Globalised And Crisis Dominated World (Paper # 226)

Howard-Jones, Robert Peter;
Bournemouth University, United Kingdom

Mexico's economic profile makes it an ideal proxy for emerging market economies. It displays all the attributes defined by the World Bank and economists with the added complexities of its proximity to the United States and the violence of its drug cartels. Mexico enjoyed substantial economic growth from 1940 to the mid - seventies under the Import Substitution Industrialisation programme and the country's welfare improved substantially. However, stagnation and a misguided fiscal expansion programme created a sovereign debt default, recession, high inflation and a currency crisis. The subsequent introduction of the Washington Consensus programme failed, although the reduction of the state ultimately led to an improved economy and membership of the WTO and NAFTA in 1994. Since that time Mexico has achieved a sound macroeconomic environment but growth of GDP and incomes have proved elusive and little has been achieved in the reduction of poverty and inequality.

Its dependence on the US economy, the asymmetric effects of NAFTA, the fiscal drag of the informal economy and the drug cartels mitigate against Mexico achieving its full potential. New initiatives in relation to structural reforms, control of vested interests, improvements in education and reorganisation of the state owned oil behemoth should encourage increased investment in “value added” and an improvement in national welfare.

Predicting Recessary Times With Singular Spectrumanalysis Technique (Paper # 264)

Rahmani, Donya;
Bournemouth University, United Kingdom

In this paper, we are trying to predict sudden shocks in economic activities with Singular Spectral Analysis technique. The role of a proper selection of window length and eigenvalues is investigated and proved that the gain in the forecasting can be remarkably enhanced via the root mean square error and direction of change prediction criteria. The applicability of the model is examined by diversity of simulated time series and real time series. Empirical results obtained using simulated and real world data sets justify that the model does indeed perform better, or at least as well.

Political Risk And Multinational Firms In Nigeria: An Empirical Investigation (Paper # 294)

Mshelia, James Buba; Anchor, John;
University of Huddersfield, United Kingdom

Despite the flux in the political environment of Nigeria, Africa’s largest economy and an emerging market, the country has witnessed a continuous inflow of Foreign Direct Investment. This paper investigates empirically the impact of political risk on firms by statistically analysing data from 74 multinational firms in Nigeria. The results reveal that the impact of political risk on multinational firms is significantly influenced by other factors such as degree of internationalisation, perception of political risk, outcome of political risk assessment, leverage and perceived rewards of internationalisation to specific emerging markets. The differences in these factors influence the impact of political risk on multinational firms in Nigeria, thus identifying a reason why some firms internationalise to specific countries and why some have been able to manage and mitigate political risk. The paper offers an insight into the dynamics of the relationship between political risk and multinational firms.

Parallel Session FB1: Business Strategy

Fri 13.30 - 15.00 Location: 3.17

Chair: Ursula Schinzel

***Antecedents Of International Strategic Alliance Performance: A Co-Evolutionary View
(Paper # 148)***

Ho, Mia Hsiao-Wen;
Yuan Ze University, Taiwan, Republic of China

This research develops a co-evolutionary perspective on international strategic alliances by associating contextual factors with processual antecedents of alliance performance. We argue that not only the internal interactions of an international strategic alliance, such as cross-border knowledge transfer and learning processes and inter-partner relationships, but also its external environments, particularly the institutional heterogeneities between the countries from where the partners originate, significantly affect the alliance performance. We define the co-evolution of international strategic alliances as the simultaneous interactions among partner firms (micro-level environment), alliances (meso-level environment), and their contexts (macro-level environment), domestically and internationally. By a detailed and critical review on relevant alliance theories, we develop a co-evolutionary framework of international strategic alliances for future research on the roles of contextual and processual antecedents of alliance performance.

Where Are The Europeans? A Longitudinal Analysis Of The World's Largest Telecommunications, Media And Technology Companies (Paper # 275)

Curwen, Peter (1); Sadowski, Bert (2); Whalley, Jason (1);

1: Northumbria University, Newcastle, United Kingdom; 2: TU Eindhoven, Eindhoven, The Netherlands

We live in an information based economy. We buy books and music online, and when we want to hire a tradesman we turn to Google rather than a 'yellow pages' directory. Nor do many of us visit travel agents when we want to go on holiday, but instead turn to a series of online intermediaries like Expedia. While there are many benefits associated with the information economy, there are also causes for concern. Many of the leading online companies are US-based, and Europe is increasingly reliant on technology developed and manufactured elsewhere. This paper explores the extent to which European companies are present among the world's largest telecommunications, media and technology (TMT) companies. Drawing on data from the Financial Times between 2000 and 2014, we show how the number of European TMT companies has declined over time and how the balance between different lines of business has shifted.

Innovation And Imitation: What Strategy Do Internationalised Firms Follow? (Paper # 278)

Añon Higon, Dolores;

University of Valencia , Spain

The aim of this paper is to evaluate whether foreign-owned firms and domestic exporters follow a passive, an imitative or a pioneer-innovation strategy. The analysis is performed on a sample of manufacturing Spanish firms over the period 2006-2011. We find that foreign firms and domestic exporter (excluding those serving only the EU market) are more likely to introduce market novelties ahead of competitors in low-tech sectors, and to a lesser extent imitate more than local firms. However, foreign firms tend to do less innovation than local firms in high-tech sectors.

Divestment: A Multi-Level Review And Conceptualisation Of Firm Ownership Structure (Paper # 325)

Amankwah-Amoah, Joseph (1); Konara, Palitha (2);

1: University of Bristol, United Kingdom; 2: University of Huddersfield, United Kingdom

In spite of a growing body of research on divestment, limited attention has been paid to types of ownership and changes in ownership. We integrate multiple streams of the literature to develop a novel integrated framework of types of divestment. The 2x2 matrix of divestment framework outlines the dimensions of the subject and mechanisms through which such changes can occur. The paper also offers integrated sets of factors/motives for "moving into" and "moving out" of cells. This study utilizes and extends the divestment literature by developing the notion of "divestment clock" to fill a void in the existing literature. We conclude by explaining the underlying conditions and implications for theory and literature.

Parallel Session FB2: Firm Competitiveness

Fri 13.30 - 15.00 Location: 1.25

Chair: Rotem Shneor

Experience, Age And Exporting Performance In UK SMEs (Paper # 127)

Love, Jim (1); Roper, Stephen (1); Zhou, Ying (2);

1: University of Warwick, United Kingdom; 2: University of Birmingham, United Kingdom

We consider the determinants of SMEs exporting using a survey of internationally engaged UK SMEs. We first develop a theoretical model incorporating organisational and prior managerial learning effects. Our empirical analysis then allows us to separately identify the positive effects on exporting from the international experience of the firm and the negative effects of firm age. Positive exporting effects also result from grafted knowledge – acquired by the recruitment of management with prior international experience. Innovation also has positive exporting effects with more radical new-to-the-industry innovation most strongly linked to inter-regional exports; new-to-the-firm innovation is more strongly linked to intra-regional trade. Early internationalisation is also linked positively to the number of countries to which firms export and the intensity of their export activity. We find no evidence, however, relating early internationalisation to extra-regional exporting providing further evidence that firms tend be 'born regional' rather than 'born global'.

***An Entrepreneurial Resource-Based View Of Export Channel Selection And
Export Performance (Paper # 129)***

Kalinic, Igor (1); Brouthers, Keith (2);

1: European Union; 2: King's College London, United Kingdom

Although research indicates that the export channel a firm uses can significantly impact export performance, it is unclear how firms should select this channel. Models of export channel choice tend to concentrate on transaction costs, ignoring the value generation potential of entrepreneurial capabilities. In this paper we develop and test the theoretical notion that in addition to transaction costs, differences in entrepreneurial capabilities influence export channel choice and as a consequence export performance. In addition, since the RBV maintains that value generating capabilities are context dependent, we deepen the analysis by exploring the moderating influence of export market institutional distance. Using data from a sample of European SMEs we find that export channel choice is contingent on both entrepreneurial capabilities and institutional distance in addition to transaction cost factors. Results also indicate that SMEs using export channels that take these three sets of factors into account have higher export performance compared to other firms.

Institutional Development And Firm Profitability In Transition Economies (Paper # 131)

Aliyev, Murod; Kafouros, Mario;

University of Leeds, United Kingdom

Transition economies experience significant institutional transformations that vary in their pace and magnitude, yet our understanding of how such changes influence firm performance is rather limited. We examine how institutional development and international openness in 16 transition economies influence firm profitability, arguing that it affects the competitive advantages of domestic and foreign firms differently. Our analysis of over 230,000 observations reveals that although institutional development benefits domestic firms, it has negative consequences for the profitability of foreign subsidiaries. The effect of international openness on firm profitability is on average negative, but this negative effect is significantly stronger for foreign firms. Contrary to the view that foreign subsidiaries benefit from developed institutions and open markets, we show that the nature of institutional changes makes domestic firms the main beneficiaries.

***Internationalisation Of SMEs: Internationalisation's Impact On Short And Long Term
SME Performance (Paper # 158)***

Cao, Qi (1); Criscuolo, Paola (2); Autio, Erko (2);

1: Manchester Metropolitan University, United Kingdom; 2: Imperial College London, United Kingdom

This study investigates the effect of foreign investment activity, on small and medium sized enterprises (SMEs). The process of internationalisation allows SMEs survive and thrive through deployment of unique resources and the building of local capabilities. We argue that small company internationalisation is an entrepreneurial strategy that shapes these companies' future business development. However, the impact of this strategic move on SME performance has not been explored. The arguments in this paper are based on international entrepreneurship and organisational capability's interpretation of SME internationalisation. We propose that unlike MNEs, SMEs foreign market entry activities are performance-driven entrepreneurial actions rely on local knowledge and resource exploitation to achieve success in host markets. The hypotheses are tested exploiting 1,206 EU SMEs over 7 years of continuous observation. Our test results suggest that SMEs' internationalisation activities have a 'U-shaped' effect on firm growth. In short term, fungible resource drain and liability of foreignness in home and host market respectively have a negative impact on firm profitability. In the long run however, local resource exploitation, novel knowledge, innovative ideas, and unique opportunities bolster a superior financial gain of international SMEs compare with their domestic counterfactuals. Our study contributes to the inconsistent empirical test results of SME internationalisation and performance relationship with highlight of a difference-in-differences estimation.

Parallel Session FB3: Impact of/on Government Policy

Fri 13.30 - 15.00 Location: 1.24

Chair: Sara Ward

A Meta-Analysis On Export Assistance Programmes (Paper # 132)

Coudounaris, Dafnis N.;
University of Vaasa, Finland

Since the economic crisis of 2008 the EU governments have realized the SMEs need extra care to maintain in business. The focus on the drivers of awareness and the use of export assistance programmes (EAPs) may solve the problem of ignorance of such programmes among small exporters. This paper will shed light on the impact of resources and capabilities on the drivers of EAPs which in turn, influence the competitive advantage, export knowledge and commitment that impact on the firm's export performance through its export strategy. The proposed conceptual model is drawn on the need that the awareness of EAPs as well as the use of EAPs should play a more active strategic role in shaping the firm's export performance. A meta-analysis is used to indicate which relationship to include in future research.

China In Africa – Alternative Models For Telecommunications Markets (Paper # 133)

Sutherland, Ewan;
University of the Witwatersrand, South Africa

China is the major supplier of telecommunications equipment in Africa. Global best practice for telecommunications comprises liberalisation, privatisation and regulation of markets, with economies of scale leading to trans-national operator groups. Where there is competition Chinese manufacturers have sold network equipment to operators. Political risks (e.g., conflict) have been borne by the Chinese government. Where African governments have rejected reforms, Chinese firms offer outsourcing of network construction and management for the state-owned monopoly. Everywhere, Chinese manufacturers have supplied handsets on a commercial basis, through a variety of channels.

Opportunistic Behaviour And Risk Externalisation In Outward Internationalisation Incentives (Paper # 165)

Torres, Miguel Matos (1); Clegg, Lawrence Jeremy (2); Varum, Celeste Amorim (1);
1: University of Aveiro, Portugal; 2: University of Leeds, UK

This paper investigates why firms use public incentives towards outward internationalization through focusing on the application process. We pose three research questions: (1) Do firms select public incentives that compensate for a lack of internal resources or capabilities in their possession? (2) Do firms react primarily to internal or external exigencies? And (3) do firms use public support to externalize the increased risk of internationalization, and thereby protect their external activities and investments from loss? We apply a Heckman Selection Model to survey data collected from a sample of Portuguese firms. We find that (1) more use is made of public support the greater are the internal limitations of firms with respect to resources and capabilities, and the more demanding are the conditions in which internationalization takes place; (2) awareness of the availability of support, though positively associated with more demanding conditions of internationalization, is unrelated to any lack of resources and capabilities; (3) the use of public support is associated with the opportunity costs of public incentives, and with the increased inherent risk of internationalization. These results indicate important sources of inefficiency within the process of application for policy measures, particularly with respect to the link between awareness and use.

Putting Down Roots? Exploring The Political Embeddedness Of Toyota And Hyundai In Brussels (Paper # 176)

Barron, Andrew (1); Stacey, Stephen (2);
1: Toulouse Business School, France; 2: EuroRAP

This working paper explores the extent to which the Brussels-based government affairs units of Toyota Motor Corporation (TMC) and Hyundai Motor Company (HMC) sought over time to embed themselves politically in the EU policy-making system and gain the acceptance and approval of key policy actors. It is based on unique, primarily data gathered from in-depth interviews with key protagonists in the historical development of TMC and HMC in Europe. Our preliminary findings suggest that the political embedding by Toyota and Hyundai

been an evolutionary process. Both firms are more politically embedded today compared to the past, but remain less embedded compared to other politically active automotive companies. Our analysis to date elucidates factors to explain these comparatively low levels of embeddedness. These include resistance from established European firms, the effects of the financial crisis, and - importantly - specific Japanese and Korean interpretations of what constitutes the optimum level of political embeddedness. Our initial findings contribute generally to prior literature on the history of East Asian firms in Europe, and to conversations in international business regarding the definition and value of political embeddedness.

Parallel Session FB4: Internationalisation from and to Emerging Markets

Fri 13.30 - 15.00 Location: 1.23

Chair: David Lal

Determinants Of Reinvested Earnings Of Multinational Subsidiaries In Emerging Economies (Paper # 183)

Nguyen, Quyen;
University of Reading, United Kingdom

We examine the determinants of reinvested earnings of the multinational subsidiary, which retains and reinvests its own earnings to finance sequential investments for continuing sustainable expansion and growth. We suggest that only subsidiary managers have in-depth host country-specific knowledge, familiarity and cumulative experience to make such strategic decisions into the existing known locations. Reinvested earnings are a type of firm-specific advantage (FSA) of the subsidiary. We test our hypotheses, using an original primary survey data from subsidiaries of British multinational enterprises in six emerging economy countries in the ASEAN region. We present three significant findings. First, reinvested earnings are sustainable strategy of the subsidiary. Second, reinvested earnings depend on subsidiary managers' perceptions and assessment of host country location factors, of which the two most important ones are access to customers, the reliability and quality of infrastructure. Third, host country experience of the subsidiary in terms of duration of operation has a statistically significant positive impact on its reinvested earnings. Our findings have important implications for subsidiary managers, as well as inward foreign direct investment attraction strategies for host country governments.

An Agency Perspective Of Entry Timing Determinants: A Study On The Market Entry Of Multinational Corporations (MNEs) To An Emerging Economy (Paper # 230)

Ling, Yukun;
BI Norwegian Business School, Norway

Entry timing is fundamentally determined by decision makers' perception of risk adjust return from early entry. However, risk relevant considerations and the role of decision makers is missing in extant market entry study. Drawing on agency theory, this study address this gap by proposing that managerial self-interests is a key mechanism that determines the timing of market entry. We choose MNEs' entry into an emerging economy as the theoretical laboratory. Our proposed conceptual framework suggests that, the resolution of agency conflicts through managerial incentives, boards of directors, and institutional investors at the parental firm positively affects subsequent subsidiary performance, with the timing of entry as a mediating mechanism in the context of early market entry to an emerging market. Our research contributes to both the market entry timing literature and the international business literature.

The Internationalisation Of Innovation To China: The Case Of AstraZeneca PLC (Paper # 284)

Zhao, Shasha (1); Papanastasiou, Marina (1); Tan, Hui (2);
1: Middlesex University, United Kingdom; 2: Royal Holloway College, United Kingdom

The internationalisation of firms is increasingly concerned with locating innovation activities in the most appropriate locations, particularly for more strategic research and development projects. This article attempts to explore this area by taking a slightly different perspective – the internationalisation of innovations by advance-economy firms in less-advanced economies – which is increasingly prominent in international business development. This article describes the history of international expansion of AstraZeneca from 1990s to year 2014, which demonstrates the development of the company with its unique approach to international business

operations, and in particular its innovation. In order to explain such a progress, considerations are given to a number of theoretical frameworks in terms of their explanatory power.

Institutional Distance And Greenfield Entry Strategy Into Emerging Economies (Paper # 315)

Arslan, Ahmad (1); Larimo, Jorma (2,3);

1: Edge Hill University, Lancashire, United Kingdom; 2: University of Vaasa, Finland;
3: University of Tartu, Estonia

This paper analyzes greenfield entry strategy of multinational enterprises (MNEs) in emerging economies. Although, IB studies have addressed market entry strategies of MNEs extensively from different perspectives, there is lack of studies specifically concentrating on greenfield mode of entry. We use new institutional economics to hypothesize and empirically analyze the influences of formal and informal institutional distance, as well as ownership freedom in the host economies, on greenfield entry strategies of MNEs. Our paper also hypothesizes the potential moderating relationship between formal and informal institutional distances and ownership freedom in relation to greenfield entry strategies of MNEs. The empirical analysis is based on a sample of 263 greenfield market entries (in manufacturing sector) launched by Finnish MNEs in emerging economies during 1990-2013.

Parallel Session FB5: International Mergers and Acquisitions

Fri 13.30 - 15.00 Location: 1.22

Chair: Mark Cook

The Impact Of Cross Border M&A On Firm-Level Productivity (Paper # 223)

Lin, Yupu (1); Driffield, Nigel L. (2); Temouri, Yama (1); Olczak, Matthew (1);

1: Aston University, United Kingdom; 2: The University of Warwick, United Kingdom

This paper examines the causal relationship between cross border M&A and firm's productivity using a rich micro dataset across global market over the period 2002-2011. The effects of cross border M&A and firm-level characteristics on firm's productivity are assessed from the aspects of target side and acquirer side respectively. This paper finds that the completion of a cross border M&A decreases the post-acquisition productivity level of targets and acquirers compared with the productivity of similar firms in takeover rumours. Firms fail to improve their post-acquisition productivity levels in the cases of market seeking or strategic assets seeking international takeovers. By comparing with different productivity measures in terms of TFP and labour productivity, TFP is regarded as more appropriate measure for firm's productivity.

The Impact Of Institutional Distance On The Performance Of Acquired Firms By EMNEs In The OECD Countries (Paper # 234)

Wu, Yaoan (1); Zheng, Nan (2); Qu, Yi (3); Wei, Yingqi (4);

1: China Industrial and Commercial Bank; 2: Huddersfield Business School; 3: Southwestern University of Finance and Economics; 4: Leeds Business School

This study looks at the impact of institutional distance on acquired firm performance by using accounting measures. The findings indicate that formal institutional distance (political, economic and administrative) positively affect acquired firm performance, while informal institutional distance (cultural and knowledge) negatively affect acquired firm performance.

Creating Value In M&As Through Strategic Networks (Paper # 238)

Degbey, William Y.; Hassett, Melanie E.;

Turku School of Economics, University of Turku, Finland

It has been argued that competitive advantage can be derived from interfirm networks that compete with other networks. Hence, in order to obtain a better understanding of M&A value creation, it is important to view M&As in their context, i.e. the network in which the focal firms are embedded in. The purpose of this research is two-fold: first, to study a focal firm's network position in the external environment of the industry through its embeddedness in network of external relationships with other actors for potential value creation, and second, to analyze how the dissolution of acquired firm customers' network may influence a focal actor's ability to reduce

its excess capacity within the industry. The empirical research is based on a case study on a European stainless steel company, which illustrates the importance of strategic networks in shaping the structure and positioning of a focal actor (acquirer and acquired) within the industry to create value in M&A. While competing actors within the external environment may attempt to derail the intended motive of an M&A agenda, the embeddedness of a focal actor in network of external relationships with other actors may help shape its network position and network structure for superior value creation.

***Determinants Of Russian Cross-Border Acquisitions: The Joint Effect Of Investment Motives
And International Context (Paper # 249)***

Panibratov, Andrei (1); Dikova, Desislava (2); Veselova, Anna (1); Ermolaeva, Liubov (1);
1: Graduate School of Management Saint-Petersburg State University, Russian Federation; 2: Vienna University
of Economics and Business, Austria

In this paper we apply the OLI paradigm to examine the impact of macroeconomic influences on the trends of Russian cross-border M&As over the period 2007-2013. Our analysis gives an understanding of what attracts Russian investors abroad or in other words what motives – market-seeking, resource-seeking, efficiency-seeking or asset (technology)-seeking – are critical for them. The main thrust of our paper is that not only factors associated with the M&A target (host) country are important determinants of Russian firms' investment-location decisions, but institutional differences between Russia and the host country play an important, moderating role. We test our model using current data, derived from open sources (e.g., international databases and national statistic agencies). Despite several limitations, our study reveals valuable insights about cross-border M&A determinants of Russian firms.

Parallel Session FB6: Theoretical, Conceptual and Methodological Issues

Fri 13.30 - 15.00 Location: G.33

Chair: Sami Saarenketo

Proactivity Revisited (Paper # 168)

Hannibal, Martin; Rasmussen, Erik S.;
University of Southern Denmark, Denmark

Recent developments in entrepreneurship research have questioned the dominant individualistic epistemology focused on small businesses and/or individual traits that hold explanatory power to the proactive behaviour of the entrepreneur. Accordingly, it has been argued that opportunities are often the product of iterative interactions between the entrepreneur and key stakeholders. This paper re-examines the concept of proactivity and introduces Donald Davidson's epistemological construct consisting of the subjective, the objective, and the intersubjective as the basis for a reconceptualization that introduce a distinction between an endogenic and an exogenic genesis to the displayed proactiveness. This reframed concept is applied to a case sample of two international new ventures to illustrate that proactive behaviour displayed by a founder or a firm may have an exogenic genesis in customers, etc. This demonstrates that the international entrepreneur's behaviour cannot be termed proactive in a strict individualistic sense when embedded in a contemporary business environment.

***Context In The Foreign Market Entry Literature: What Is The State Of Theorising For Emerging Market
Multinationals? (Paper # 236)***

Surdu, Irina Minodora; Mellahi, Kamel; Glaister, Keith;
University of Warwick, United Kingdom

Foreign market entry (FME) literature assumes that understanding the characteristics of home and host country contexts is an important area of research. This has led to two divergent views, with one set of scholars arguing that it is important to accommodate emerging markets into existing theory, with another set maintaining that it is necessary to develop newer theorisations. These positions stand in contrast to the lack of scholarly attention given to these topics in mainstream journals. Based on a systematic review of 150 academic articles, we discuss what theories have, thus far, been studied to investigate the FME behaviour of emerging market firms and their respective contributions to this area of research. We provide some directions for future research to reduce the

time-lag between how the internationalisation of firms' economic activities has evolved and what we have learned about the foreign market entry decisions of multinational firms from emerging markets.

Making Research More Policy Relevant: A Longitudinal Case Study Of Engaged Scholarship (Paper # 239)

Fletcher, Margaret; Young, Stephen; Dimitratos, Pavlos;
University of Glasgow, United Kingdom

In response to calls for more policy-relevant academic research, this paper provides an assessment of an innovative evaluation and research study of a public policy programme to support the internationalisation of Small and Medium Sized Enterprises (SMEs) in Scotland, UK, namely the Global Companies Development Programme (GCDP); and, to analyse and interpret the longitudinal methodology pursued within an engaged scholarship (ES) framework. The study was undertaken by academics and included a combined formal evaluation and research study, a follow-up workshop and group interviews; and policy maker reflections. The findings suggest that researchers and policy makers produced excellent results when they worked cooperatively over a long-time period; so that stakeholder groups acquired ownership of the outputs of their cooperation, which led to communal behaviour. Our principal contribution derives from the application of stewardship theory in understanding key factors that influence successful ES.

The Ambidextrous Subsidiary: How Alignment, Adaption & Allegiances Shape Strategy (Paper # 267)

Reilly, Marty (1); Sharkey Scott, Pamela (2); Mangematin, Vincent (3);
1: Dublin City University, Ireland; 2: National University of Ireland, Maynooth, Ireland; 3: Grenoble, Ecole de Management, France

Increased global competition, manifesting both internally within the multinational (MNC), and originating externally from global adversaries dictates that subsidiaries must be responsive to change, be adaptable, and be capable of sensing and seizing new opportunities for capability development and growth. For many subsidiaries an additional complexity arises in adhering to, or being seen to adhere to, the wider organisational goals dictated by the parent. A key issue arising is that by diverting slack resources towards capability development does the subsidiary run the very real risk of being categorised as an unruly node in the network? Further, by failing to show compliance with organisational strategy will future subsidiary driven efforts be curbed or prohibited in light of previous mis-alignment? On the one hand the subsidiary must demonstrate value to the MNC through developing new and novel capabilities, often with no existing precedent, yet on the other they must show acquiescence by aligning with parent driven strategy to demonstrate compliance and to quell parent concerns over rent seeking at the subsidiary management level. In light of such observations it is surprising therefore that subsidiary allegiances, where they lie, and what takes precedence remains an underexplored phenomenon in international business research. As the first part of a larger empirical study we build upon the seminal ambidexterity literature in framing this dilemma as encompassing the seemingly conflicting goals of alignment and adaption.

Parallel Session FB7: Subsidiary Development

Fri 13.30 - 15.00 Location: G.34

Chair: Trond Randøy

Reverse Knowledge Transfer And Subsidiary Power (Paper # 151)

Najafi-Tavani, Zhaleh (1); Zaefarian, Ghasem (1); Naudé, Peter (2); Giroud, Axele (2);
1: University of Leeds Business School, UK; 2: Manchester Business School, UK

Rather than looking at the more typical inter-company level adopted in most B2B marketing, this study investigates how a subsidiary gains power within the context of the multinational corporation. Building on network theory and dependence theory, two approaches well-known in the B2B marketing literature, this study aims to test empirically the impact of reverse knowledge transfer, knowledge transfer from a subsidiary to headquarters, on subsidiary influence and autonomy. The survey-based data from 183 subsidiaries located in the UK suggests that reverse knowledge transfer significantly enhances the relative influence of the subsidiary within the broader multinational corporation. Moreover, we find that this association is (a) stronger when the level of internal embeddedness is high and (b) weaker when the level of external embeddedness is high. Finally,

our results indicate that a higher level of subsidiary autonomy only occurs in conjunction with internally embedded reverse knowledge transfer.

Beyond Simple Headquarters Configurations – Dual Headquarters Involvement In Multibusiness Firms’ Innovation Activities (Paper # 256)

Dellestrand, Henrik (1); Kappen, Philip (2); Nell, Phillip (3);

1: Uppsala University, Sweden; 2: Copenhagen Business School, Denmark; 3: WU Vienna, Austria

We investigate “dual headquarters involvement”, i.e. corporate and divisional headquarters’ simultaneous involvement in subsidiaries’ innovation development projects. Analyses draw on 85 innovation projects in 23 multibusiness firms and reveal that cross-divisional innovation importance, i.e., an innovation that is important for the firm beyond the divisional boundaries, drives dual headquarters involvement in innovation development. Contrary to expectations, on average, a non-significant effect of cross-divisional embeddedness on dual headquarters involvement is found. Yet, both cross-divisional importance and embeddedness effects are contingent on the overall complexity of the innovation project as signified by the size of the development network. The results lend support for the notion that parenting in complex structures entails complex headquarters structures and that we need to go beyond simple conceptualizations of headquarters.

Initiative, Creativity And Learning: Strategic Outcomes At Senior Management Levels In Multinational Subsidiaries (Paper # 276)

O'Brien, Dónal (1); Sharkey Scott, Pamela (2); Andersson, Ulf (3);

1: Dublin City University, Ireland; 2: National University of Ireland, Maynooth; 3: Malardalen University, Sweden

The ability of some subsidiaries to negotiate with headquarters and manipulate the strategy process of the multinational corporation (MNC) is broadly accepted but little is known about the role of the subsidiary general manager in this process. We suggest that tensions between the headquarters and subsidiary perspectives demand a new lens of analysis. Subsidiary managers are MNC middle managers and an organising framework for subsidiary management strategic activity is put forward based on an extended middle manager typology. The vertical and horizontal flows of subsidiary strategy are studied to capture the full range of strategic activities at the subsidiary management level. By testing the impact of these activities on key subsidiary level outcomes we provide a revised typology of middle manager strategic activity capturing middle manager vertical and horizontal strategic activities both at the subsidiary and MNC level.

The Effects Of Knowledge Flows And Subsidiary Autonomy Within Multinational Enterprises (Paper # 306)

Park, Jeong-Yang (1); Harris, Simon (2);

1: The University of Nottingham, United Kingdom; 2: The University of Edinburgh, United Kingdom

The role of subsidiaries of multinational enterprises has been increasing their activities to both downstream as well as upstream activities such as research and development and support activities (Bartlett and Ghoshal, 1998; Mudaumbi and Navarra, 2004). Specifically, subsidiaries of MNEs actively engage in knowledge creating activities within MNEs and managers of subsidiary can build processes to help enhance knowledge flows within MNEs (Bhagat et al., 2002). Employing an exploratory case study, we found that the use of a wider network by subsidiary managers facilitated knowledge flows within MNE and they autonomously developed knowledge flows with MNE’s other subsidiaries and partners.

Special Track : Integrating Comparative Institutional Analysis into International Business Research (A)

Fri 13.30 - 15.00 Location: G.36

Chair: Matthew Allen

An Analysis Of National Versus Strategic Influences On The Existence Of Integrated International HR Functions (Paper # 136)

Edwards, Tony (1); Tregaskis, Olga (2); McDonnell, Anthony (3); Ferner, Anthony (4);
1: King's College London, UK; 2: University of East Anglia; 3: Queen's University Belfast; 4: De Montfort University, UK

The international human resource (IHR) literature intimates that the international HR functions within multinational companies (MNCs) play an important role in business success. This apparent importance is often implied because little is known on its nature particularly the extent to which the HR functions across countries are joined up or integrated. Moreover, there has been no consideration of the factors which influence the extent to which MNCs possess internationally integrated HR functions. Drawing on nationally representative, comparative data from four countries, we find that there is a link between the nature of the IHR function and MNC strategy and structure. Moreover, country of origin significantly conditions MNCs in developing IHR structures. We surmise that country of origin does not merely reflect organizational characteristics such as size, sector, strategy and structure but that institutional influences from the country of origin also exist and that these appear to endure over time.

Firms' Strategies And Institutions: International Competition And The Fate Of German Solar Photovoltaic Companies (Paper # 150)

Allen, Matthew (1); Allen, Maria (2);
1: The University of Manchester, United Kingdom; 2: Manchester Metropolitan University Business School, United Kingdom

This paper examines the interplay between firms' strategies, employment practices, and institutions amongst German solar PV firms. Existing analyses of firm success either tend to downplay specific firms' institutional settings or consider companies at a relatively aggregated level. We focus on firms and draw on comparative case-study material, including interviews and documentary analysis, to examine how German solar PV firms use institutions, especially labour-market ones, to support their production strategies. The rise of many German solar PV firms has been rapid; the demise of some was equally swift. This enables the research to link the fate of individual firms more closely to their strategies and institutional settings, as it overcomes potential problems of 'survivor bias' associated with assessments of more established companies at more aggregated levels of analysis. Our research suggests that future studies should scrutinize strategic and institutional diversity in more detail in order to explain company outcomes.

Takeovers In European Banking: An Institutional Analysis (Paper # 195)

Goyer, Michel (1); Valdivielso del Real, Rocio (2);
1: Birmingham Business School, United Kingdom; 2: Liverpool John Moores University, Business School, United Kingdom

The market for corporate control constitutes one of the most crucial strategic options by which firms develop innovative capabilities and achieve external growth. Yet, the market for corporate control is also characterised by extensively documented substantial cross-national differences regarding the methods of payment, the friendly versus hostile character of the transaction, the characteristics of the post-acquisition reorganization process, and the overall prominence of takeovers in the governance of companies. This paper investigates the uneven spread of takeovers in the restructuring of the banking sector in the European Union. Our institutional perspective illustrates the precise paths through which institutions and outcomes are linked in different ways across national settings, thereby moving beyond the correlational thinking of research design based on differences in institutions to explain variations in outcomes. Building from the concept of substitutability, i.e. the presence of different but functionally equivalent paths, we highlight how institutional arrangements enable bank executives to resist unsolicited bids at different points along the chain of decisions for the successful completion of takeovers.

***Institutions And Corporate Restructuring: The Contingent Case Of France In Comparative Perspective
(Paper # 196)***

Goyer, Michel;
Birmingham Business School, United Kingdom

The results of large N studies of corporate restructuring have been disappointing – particularly in the area of employment relations. For instance, the impressive number of empirical studies of employee downsizing in the United States are characterized by the overall lack of consistent results that, in turn, reflects the limited focus of the bulk of these empirical investigations on the direct effects of hypothesized independent variables. In other words, the vast majority of these empirical analyses have failed to incorporate the moderating effects of contextual factors, such as institutions, in understanding their influence on the dependent variable. The paper highlights the role of institutional arrangements as part of a process of complex causation on employment outcomes in France. I illustrate the effects of the institutionally constraining regulation of employment termination. Large scale employee downsizing in France results from the presence of leverage, i.e. debt. That is, employee downsizing constitutes a defensive mechanism as opposed to the United States whereby layoffs constitutes an offensive strategy to manage relationships with institutional investors.

Special Track: Geographies of Cities: Rescaling International Business

Fri 13.30 - 15.00 Location: G.35

Chair: Frank McDonald

Cluster Benefits And Costs: Does Industry Or Multinationality Matter? (Paper # 167)

Pandit, Naresh (1); Cook, Gary (2); Beaverstock, Jonathan (3); Ghauri, Pervez (4);

1: University of East Anglia, United Kingdom; 2: University of Liverpool, United Kingdom; 3: University of Bristol, United Kingdom; 4: King's College London, United Kingdom

This study has two objectives. Firstly, to compare cluster benefits, costs, and processes in two different highly productive clusters holding city location constant: financial services and media in London. To what extent are cluster forces similar and different in these two clusters? The second objective is to compare cluster benefits, costs, and processes for MNEs and UNEs within the two clusters. To what extent are cluster forces similar and different for MNEs and UNEs? Via exploratory factor analysis and logit analysis of derived factor scores, we find that similar factors are at work in each cluster: the factors are largely generic and not industry/cluster specific. We also find that some factors are similarly valued by MNEs and UNEs, some are valued more by MNEs, and some are valued more by UNEs. Importantly, factors falling into each category varies by cluster. So, multinationality matters and what matters is industry/cluster specific.

***Institutions In Global Value Chain Research: A Critique And Proposal For Theorising And Investigating
The 'Missing Dimension' (Paper # 300)***

Makhmadshoev, Dilshod;
University of Strathclyde, United Kingdom

This conceptual paper aims to contribute to research on institutions in Global Value Chain (GVC) literature. The 'institutional context' has been identified as one of four analytical dimensions of GVC framework. However, this paper contends it has not been adequately theorised and incorporated into the mainstream GVC research. It argues that insights from the conceptualization of institutions provided by Douglass North and his associates can provide a viable basis for developing the 'institutional dimension'. In particular, distinguishing institutions in terms of formal rules and informal constraints is shown to provide a useful foundation for analysing national institutional contexts and understanding how they might influence the integration of developing country suppliers into GVCs. Conceptualizing institutions in this way not only addresses a major shortcoming of the GVC framework, but also enhances its analytical potential for understanding and explaining value chain dynamics in supplier countries.

Cities And The Autonomy And Network Relationships Of Foreign Subsidiaries: The Case Of Greater Copenhagen (Paper # 312)

McDonald, Frank (1); Gammelgaard, Jens (2); Tuselmann, Heinz (3); Stephan, Andreas (4); Dörrenbächer, Christoph (5);

1: University of Liverpool, UK; 2: Copenhagen Business School, Denmark; 3: Manchester Metropolitan University, UK; 4: Jönköping International Business School, Sweden; 5: Berlin School of Economics and Law, Germany

The study examines some of the major characteristics of the autonomy and network relationships configurations of subsidiaries located in competitive city locations. Using international business and economic geography theories propositions are derived on differences in autonomy and network relationship configuration in competitive city region compared to those in other locations. The propositions are tested by considering the effects on performance of autonomy and of inter and intra-organizational network relationships of subsidiaries in Greater Copenhagen compared to those located elsewhere in Denmark. The results reveal that subsidiaries located in Greater Copenhagen have a different autonomy and network configuration that relate positively to performance. The paper considers the implications of these differences for research on competitive cities and sub-national location.

Comparing And Contrasting International Business And Economic Geography Perspectives On The ‘Space, Place And Organisation’ Of Service Offshoring (Paper # 313)

Crone, Mike

Sheffield Hallam University, United Kingdom

This paper adds to the growing body of work at the interface of International Business and Economic Geography by comparing and contrasting the perspectives of these two disciplines on geographic and organisational aspects of ‘service offshoring’. The intention is to work towards an enhanced, inter-disciplinary understanding of this important phenomenon; this paper takes some initial steps. The paper begins with an initial comparison of the scope and key concerns of the two disciplines and a brief review of some recent studies of service offshoring from both fields. The main section of the paper comprises a comparative discussion, organised around four focal themes relating to the conceptualisation of ‘place, space and organisation’ in the specific case of service offshoring: (1) Conceptualising ‘organisation’ and theorising the firm; (2) The geographical unit of analysis and issues of spatial scale; (3) Conceptualising location and the firm-location ‘nexus’; (4) Conceptualising ‘distance’ and its influence on firm behaviour.

Alan Rugman Memorial Panel Session

Fri 15.30 to 17.00 Location: G.36

Chair: Heinz Tüselmann

Alan Rugman’s Contribution To Internalisation Theory (Paper # 334)

Buckley, Peter;

University of Leeds, UK

Alan Rugman believed that the core theory of the field of international business was internalisation theory. Alan’s unique contribution (later developed with others) was the CSA/FSA matrix which provided insights based on the analysis of country –specific and firm specific advantages (later subsidiary –specific advantages were added). Alan was always influenced by data – examples include the profitability of MNEs and their regional focus. A neglected contribution to internalisation theory is the focus on MNEs as “flagship firms”.

The Limits Of Firm-Level Globalisation: Revisiting The FSA/CSA Matrix (Paper # 332)

Hillemann, Jenny (1); Michael, Gestrin (2);

1: Vrije Universiteit Brussel, Belgium; 2: OECD, Paris

The vast majority of international business (IB) scholars argues that multinational enterprises (MNEs) entering a foreign market must typically offset the liability of foreignness, which leads to additional operational costs related to differences in the institutional and cultural environment. MNEs must therefore deploy their firm-specific advantages (FSAs) that, along with country-specific advantages (CSAs) and internalization advantages,

determine 'the form and competitiveness of the international operations of an MNE', and hence compensate for the disadvantages vis-à-vis relevant rivals in the host country (Rugman & Verbeke, 1992: 762). The impact on IB transactions, i.e., the scope and the direction of activities, derived from FSAs and CSAs has been explored by Rugman (1981, 2006). Rugman's classic FSA/CSA matrix has been one of the most popular, traditional IB tools that models the interaction between location and firm-level resources. In this paper, we revisit Rugman's (1981, 2006) FSA/CSA matrix and extend the extant knowledge on how firms effectively bundle their assets with host country CSAs. In addition, we contribute to the prior debate on the linkages between the global factory paradigm and internalization theory by providing empirical evidence of de-globalization and MNE reconfiguration. Through an in-depth assessment of various FDI as well as M&A components, the present paper further enhances our understanding of complex decision dynamics in MNEs resulting from the development of new FSAs, the change of CSAs over time and ultimately the upgrading of resource recombination capabilities.

Alan Rugman's Methodology (Paper # 331)

Casson, Mark;
University of Reading, UK

This paper reviews the research methodology that underpins Rugman's wide-ranging work on internalisation theory, regional MNEs, financial performance of MNEs, tax policy and trade policy. It focuses on Rugman's use of general economic principles (such as market imperfections and economic efficiency), his concern with the nature of the firm, and his interest in government policies towards the MNE. It emphasises his commitment to rigorous empiricism. To Rugman, theory was not a collection of abstract propositions, but an essential tool for understanding the behaviour of real-world MNEs. One good theory (namely internalisation) was worth any number of bad theories, and an important mission in his life was to eradicate bad theory. Combining theory and empirics led him to an interest in heuristics: that is, with the behavioural rules used by rational decision-makers in specific sets of circumstances. Some of these heuristics and identified are discussed in the paper. The paper concludes with some reflections on the potential for further theory development in the Rugman tradition.

Research On Emerging-Market Multinational Enterprises: Extending Alan Rugman's Critical Contribution (Paper # 330)

Li, Jing; Hoon, Chang
Simon Fraser University, Canada

We summarize the key messages conveyed by Rugman's work on emerging-market multinational enterprises (EMNEs) and propose directions to extend his work. Specifically, we examine his applications of international business theories based on his early work (e.g., CSA-FSA framework, regionalization theory, MNE-government interactions) to understand the nature and activities of EMNEs. Rugman's main conclusions are that no new theory is needed to explain internationalization of EMNEs. Application of the CSA-FSA framework suggests that EMNEs largely rely on their home CSAs for international expansion and lack strong FSAs, especially in the host country. Similar to developed-market MNEs, EMNEs mainly focus on their domestic or regional market and lack the capacity to expand globally. Rugman's work points to several future research directions: (1) more rigorous empirical tests of strategy and performance of EMNEs using large datasets; (2) theoretical and empirical investigations of the mechanisms through which EMNEs can develop strong FSAs, especially those not location bound; (3) a more in-depth understanding of strategy and performance of state-owned MNEs from emerging markets.

Revisiting The Strategic Significance Of 'Regional Multinationals' (Paper # 333)

Verbeke, Alain; Kano, Liena
University of Calgary, Canada

"The presence of both 'regional' and 'global' multinational enterprises (MNEs), even within single industries, reflects variety in international strategy selection and implementation, and such variety supposedly serves efficiency purposes. However, there are no universally accepted measures to assess a firm's regional versus global focus, and the normative implications – if any – arising from such focus, are equally opaque. After Rugman and Verbeke introduced the regionalization hypothesis in 2004, their simple observation that most large MNEs are in fact not global, but rather home-region focused, has been the subject of intense debate and empirical testing, and some normative conclusions have been formulated based on this subsequent research. In this paper, we re-examine the empirical literature on regionalization, as developed during the past decade. We critically revisit the following elements as adopted in empirical work: 1) Definition of a 'region': What is a

‘region’, and does a single classification of the world into specific regions, as typically done in empirical studies, make sense for all MNEs in strategy terms? 2) Definition of firm-level regional orientation: Is there a credible, general distinction between what constitutes a regional versus a global MNE orientation, and how has this been operationalized in empirical research? Has proper attention been devoted to assessing simultaneously the extent of a firm’s inter-regional footprint and the extent of its region-centric governance? 3) Proposed linkage between regional strategy choices and performance: Is there a credible linkage to be established between strategy choices in the realm of MNE regional focus and performance? Or are a firm’s inter-regional footprint and region-centric governance driven by endogenous conditions, whereby MNEs simply select a geographic scope and organizational approach as a function of their underlying capabilities? We conclude with suggestions for future research to advance the regional strategy and regional governance research agenda.

Parallel Session SA1: International Human Resource Management

Sat 8.30 - 10.00 Location: 1.25

Chair: Maryam Herin

Expats In Luxembourg: How Cultural Specificities Impact The Use Of Social Networking Technologies And Human Resource Practices In Luxembourg (Paper # 125)

Schinzl, Ursula;
Université de Luxembourg, Luxembourg

The purpose of this research is to investigate, in this world of global mobility, the cultural and language characteristics of Luxembourg that may influence the tendency of HR specialists in Luxembourg to utilise NSNT. The methodology is first a profound literature review in global mobility, in HRM and NSNT, second interviews in 41 companies, and third questionnaires in 1 company with 134 filled-in questionnaires, evaluated in SPSS. Findings are: first, the author finds that HR managers are reluctant to using NSNT, keeping practices surprisingly mainly unchanged. Second, looking at the specific political, economic and historical context of Luxembourg using Hofstede’s cultural dimensions, the author finds that Luxembourg has a high level of ‘Uncertainty-Avoidance’, ‘Long-Term-Oriented’ combined with ‘Happiness’. Limitations are the comparatively small sample size, the data collected only in one company, and the lack of a strong theory to link culture and happiness, and could all have biased the results and their interpretations. Practical implications are given for expats, their spouses and family coming for work to the Grand Duchy of Luxembourg, trying to cope with the cultural and linguistic specificities described in this research, especially in the HR Domain and global mobility. Regarding social implications, the author hypothesizes that the reluctance to use NSNT is related to Luxembourg’s high score on ‘Uncertainty-Avoidance’ and that Luxembourgish language is used as an identifier. The originality of this research lies in its usefulness for expats, global managers, in their attempt of integration into Luxembourg.

Impact Of Organizational Empowerment On Employee Commitment: Moderating Role Of Organization Learning Culture And Locus Of Control (Paper # 145)

Ahmad, Muhammad Shakil;
Comsats Institute of IT, Pakistan

Employee commitment is a way to improve the employee’s productivity and decrease their intention to leave the organization. It is a matter of great interest to show how level of employee commitment varies with the level of empowerment. Organizational empowerment is a self autonomy and authority to make a decision regarding their task. The current study explains the impact of organizational empowerment on employee commitment with the moderating role of locus of control and organizational learning culture. Linear regression, hierarchical regressions are used to test the relation. Data was collected from three levels (top, middle and lower management) of Pakistani banks, whereas sample size was three hundred and thirty-seven respondents. Results of the analysis revealed that the organizational empowerment has a positive relation with the employee commitment and this relation enhanced by the moderating effect of organizational learning culture and locus of control. HRD professionals can help the employee as well as an organization to improve the commitment by establishing the environment which supports the empowerment, and locus of control highly affects the individual’s perception of empowerment which ultimately affects the level of commitment. In contrast of Spector (1988) study, the results found that internals are more capable to utilize the empowerment and become more committed towards the organization. This study is limited to the banking sector while the same framework can be investigated for different organizations.

Winning The War To Keep Top Talent: The Effects Of Lateral Hiring In Two Emerging Markets (Paper # 177)

Amankwah-Amoah, Joseph (1); Nyuur, Richard Benon-be-isan (2); Ifere, Simeon (3);
1: Bristol University, United Kingdom; 2: Northumbria University, United Kingdom; 3: University of Lagos, Nigeria

On the basis of a qualitative study in two emerging economies, we advance the literature on lateral hiring by developing an integrated phase model to explain how the effects of lateral hiring unfold to affect the originating firm and its employees. Our work uncovered two types of effects on the originating firm, i.e. first-order and second-order effects. Our stage model elucidates how the psychological and emotional effects are manifest to affect the existing employees. Personnel poaching appear to have triggered the quest for meaning and attempts by the existing employees to enhance their visibility, career adaptability and marketability. We discuss implications for practice, theory and research on lateral hiring.

Foreign Market Experience, Learning By Hiring And Firm Export Performance (Paper # 270)

Masso, Jaan; Rõigas, Kärt; Vahter, Priit;
University of Tartu, Estonia

Export experience of managers and other top specialists is among the key drivers of export decisions in firms. We show evidence of this regularity based on employer-employee level data from the manufacturing industry in Estonia. We find that hiring managers and other high-wage employees with prior experience in exporting to a specific geographical region is associated with a higher probability of export entry to that region. Experience matters only if it is region specific and it is especially important for entry to neighbouring markets (the 1st markets of entry). However, there is much less evidence of effects on export intensity. Notably, the relationship between export experience and a firm's export entry decisions is stronger if the export experience is recent and if it comes from an exporter that is located nearby in the product space.

Parallel Session SA2: The Impact on Host / Home Countries

Sat 8.30 - 10.00 Location: G.36

Chair: Esa Stenberg

Employment Effects Of FDI In Hot Labour Markets: A Cross-Country Analysis (Paper # 153)

Driffield, Nigel (1); Becker, Bettina (2); Love, Jim (1); Lancheros, Sandra (3);
1: Warwick University, United Kingdom; 2: Aston University, UK;
3: Nottingham University, Ningbo China

We examine the effects of FDI on domestic employment and labour costs, concentrating on high-tech industrial sectors. Using a detailed firm-level dataset covering 6 sectors in 29 countries over the period 2002-10, we find no evidence of crowding out of domestic employment by FDI in 'hot' labour markets, but strong evidence of significant wage effects. These effects are strongest in countries which are typically regarded as having relatively flexible labour markets. In the long run there is some evidence of crowding out in the domestic sector, but this is restricted to transition countries.

Regional Convergence In The UK: The Role Of MNCs Affiliates And Domestic Firms (Paper # 261)

Papanastassiou, Marina (1); Bournakis, Ioannis (1); Pitelis, Christos (2);
1: Middlesex University Business School, United Kingdom; 2: University of Bath, United Kingdom

The paper investigates the sources of Total Factor Productivity (TFP) growth for UK Regions between 2004-2010. The key research theme is to understand and compare the impact on regional growth purely domestic firms (DOMS) and Multinational affiliates (MNCs). The substantial regional disparities in the UK has been in the core of empirical analysis for long, nonetheless the literature so far has not assessed whether the contribution of MNCs' on regional TFP is more important than that of DOMs. By using firm level data, we find that current FDI activity in the UK lacks embeddedness while export and R&D activity of domestic firms contribute relatively more to growth and regional productivity convergence. The most important characteristic of MNCs in driving regional growth is investment in intangible assets.

The Impacts Of Chinese Outward Foreign Direct Investment On Domestic Firm's Productivity (Paper # 279)

Hsu, Wen Chung;

National Chi Nan university, Taiwan, Republic of China

This paper examines the impacts of outward foreign direct investment (OFDI) on home firm's productivity in an emerging economy. Based on the literature review and findings from this paper of Chinese outward investing firms, we develop a conceptual framework that integrates the resource based view, industrial organization economics, and institutional view of international business study. In our findings, they show that the integrating model of three aspects have higher explanation than individual aspect model. We try to use firm-level data to explain how the firm-specific factors, industrial factors and national institution factors affect productivity in Chinese OFDI firms. Also, this analysis of firm-level data can provide the evidences in the effectiveness of resource using, competitiveness, and policy impact on individual firms.

Economic Growth In CIS Countries: A Panel Data Analysis (Paper # 292)

Lal, David (1); Salykova, Leila (2);

1: The American University in Ras Al Khaimah, United Arab Emirates; 2: The Kazakh-British Technical University, Almaty, Kazakhstan

This paper focuses on the CIS region and aims to examine CIS countries growth performance during the last two decades - from exports – and from demand-side perspectives. The paper analyses economic growth within a theoretical framework, not only because evolutionary economics provides us with concepts and formal schemes which are suitable for the analysis of economic growth, but also because this research aspect is nowadays intensely focused in the role of demand in relation to economic change. This research identifies the influence on demand side parameters of economic growth in sample countries, as well as considers important factors as they influence on higher levels of economic growth. The impact of the variables to GDP is estimated using three panel estimation models which are called: the pooled model (OLS), the fixed effects model (FEM) and the random effects model (REM). The findings show variables positive relationships to GDP.

Parallel Session SA3: Impact of/on Government Policy

Sat 8.30 - 10.00

Location: G.35

Chair: Mario Kafourous

Institutions, Inter-State Relations And The Subsidiary Performance Of Emerging Market Multinational Enterprises (Paper # 162)

Han, Xia; Liu, Xiaohui; Gao, Lan;

Loughborough University, United Kingdom

Drawing on the institutional-based view and global political economy (GPE) perspective, this study examines the role of home government support and bilateral relations on the subsidiary performance of Chinese multinational enterprises (MNEs). Using survey data for Chinese outward investment in 2011, we found that Chinese MNEs' subsidiary performance is positively related to the degree of home government support. Moreover, the strength of the relationship between home government support and subsidiary performance is moderated by bilateral political and economic relations. Stronger bilateral political affinity complements initiatives taken by the home government to promote Chinese firms' overseas success, whereas interstate economic cooperation substitutes for home-country government support.

Political Connections and Exporting Decisions: Evidence From The Perspective of 'Lishu' Relationship In Chinese Unlisted Firms (Paper # 194)

Du, Jing;

The University of Birmingham, United Kingdom

Given a relatively undeveloped legal and financial system, the extraordinary development of exporting in China is considered as a miracle. The existing research finds that political connections contribute to the development of Chinese firms in the market environment with Chinese characteristics. 'Lishu' relationship is a unique kind of political connections in China. Currently, no study has looked at the extent to which the 'lishu' relationship may affect the exporting activities of Chinese unlisted firms. It is therefore interesting to study the relationship

between 'lishu' relationship and exporting. Using a panel of 115,941 Chinese unlisted firms over the period 2000-2007, this research suggests that firms with 'lishu' relationship are less likely to export and export less. Larger firms with higher liquidity, higher leverage, foreign ownership, and located in coastal region are more likely to export and export more. Moreover, the results are mixed in terms of age, productivity and industry sectors.

Do Public Support Services Matter In The Multi-Location Process In China? (Paper # 242)

Puig, Francisco (1); Portero, Borja (2);

1: University of Valencia, Spain; 2: Polytechnic University of Valencia, Spain

In a globalised environment, the firm's growth and survival is conditioned by a committed, prompt and effective international development, which has increased the demand to comprehend the overarching success factors of the multi-location process in developing countries. Within this process the PSS seem to be especially relevant when companies try to operate in culturally and physically distant markets such as the Chinese one. Based on a mixed methods research which combines an extensive qualitative and quantitative analysis of 31 firms, we highlight the fact that PSS do not seem to have a big and homogenous influence on the multi-location process, although those companies with higher levels of commitment installed in China for a longer time have used it more frequently. Therefore the design and implementing of strategies to support enterprises in the multi-location process in emerging markets should be specific to each country and the capabilities of the firms.

Explaining Differences In Developing Countries' Compliance To Trips: Effect Of Local vs. Foreign Firms And Supra-National Institutions (Paper # 307)

Darendeli, Izzet (2); Brandl, Kristin (1); Mudambi, Ram (2); Hamilton, Robert (2);

1: Henley Business School, United Kingdom; 2: Temple University, USA

We study the different approaches of developing countries to fully comply with TRIPS and consequently secure intellectual property standards in the countries domestic innovation systems. We seek to understand the impact of local firms, foreign firms and supra-national institutions on this compliance. Though a study of ratification periods of 60 developing countries (from 1995 to full compliance) we conclude that the pressure of foreign firms in developing countries results in faster TRIPS compliance, positively moderated by the existence of on-going dependency to the supra-national institutions; domestic firms pressure for slow TRIPS compliance regardless the impact of supra-national institutions on the process.

Parallel Session SA4: Internationalisation from and to Emerging Markets

Sat 8.30 - 10.00

Location: G.34

Chair: Qi Cao

The Role Of Country-Of-Origin And Inter-Partner Interactions In Explaining Knowledge Acquisition In International Strategic Alliances (Paper # 141)

Ho, Mia Hsiao-Wen;

Yuan Ze University, Taiwan, Republic of China

This study examines how country-of-origin effects and inter-partner interactions influence knowledge acquisition in international strategic alliances. Its contribution rests in developing two constructs, knowledge protectiveness and causal ambiguity, and in explaining how they interact with country- and firm-specific characteristics to affect the process of knowledge acquisition. We further show how and when inter-partner relationships mitigate the challenges arising from variations in institutional environments. The analysis of 671 international strategic alliance partners supports the view that the complexity of cross-border knowledge acquisition is the result of the divergent institutional environments in the countries from where alliance partners originate. However, it also extends this view by indicating that such country-of-origin effects are not always negative and by demonstrating how some firms overcome these challenges by building harmonious inter-partner relationships.

The Diversity Of Chinese Firms: Antecedents And Consequences For Chinese Direct Investments In Europe (Paper # 241)

Allen, Matthew (1); Liu, Jiajia (1); Allen, Maria (2);

1: The University of Manchester, United Kingdom; 2: Manchester Metropolitan University, United Kingdom

Chinese firms are playing an increasingly prominent role in the international economy, investing in many sectors and a range of countries. Analyses of Chinese firms' foreign direct investments have frequently drawn attention to the important distinctions between the activities of state-owned and private-owned enterprises. We build upon these distinctions to develop and examine a novel typology of Chinese firms to explain substantial variation in privately owned enterprises (POEs) and state-owned enterprises (SOEs), based on their degree of indirect state support. Drawing on the resource-based view of the firm and comparative institutional analysis, we develop hypothesis about the extent and type of outward foreign direct assessment for different groups of firms: favoured SOEs (enjoying direct and indirect state support), favoured POEs (indirect state support); unfavoured SOEs (direct state support); and unfavoured POEs (neither). We propose to examine our hypotheses using a unique firm-level data set in the strategic solar photovoltaic industry.

Testing The Formal Institutional Distance - Subsidiary Performance Link, And The Moderating Effects Of Ownership Strategy And Experience: Evidence From 17 Emerging Markets (Paper # 282)

Shirodkar, Vikrant (1); Konara, Palitha (2);

1: University of Sussex, United Kingdom; 2: University of Huddersfield, United Kingdom

We examine the link between formal (regulatory) institutional distance and subsidiary performance of foreign-owned multinational enterprises (MNEs) operating in 17 emerging markets, based on a large panel dataset consisting of 13975 firms whose performance we traced over the 9-year period: 2004 - 2012. We hypothesise that greater formal institutional distance has a negative impact on subsidiary performance. We also build theoretical arguments regarding the moderating effects of ownership strategy and host country experience on the institutional distance - subsidiary performance relationship. Our empirical findings based in the context of emerging markets support the negative effect of institutional distance on the performance of MNEs' subsidiaries operating in these markets. Confirming our theoretical arguments, our findings also show that the negative effects of institutional distance on subsidiary performance are lesser for subsidiaries with partial ownership (than for subsidiaries with full ownership), and for subsidiaries with greater host country experience.

The Determinants Of Inward Foreign Direct Investment Into The English Premier League (Paper # 317)

Cook, Mark (1); Jones, Andrew (1); Fallon, Grahame (2);

1: University of Wolverhampton, United Kingdom; 2: University of Brunel, United Kingdom

This paper analyses the inflow of Foreign Direct Investment (IFDI) into the English Premier League. IFDI into the English Premier League is a relatively new phenomenon, only commencing in 1997, but by 2013 over half the English Premier League clubs were under foreign ownership. This foreign ownership is almost equally divided between developed market investors and those from emerging markets. There is at present a dearth of work investigating the motivations or determinants behind this IFDI. Using questionnaires, face-to-face interviews and other documentary evidence, these motivations were explored. The results indicate that the determinants of IFDI into the English Premier League encompass factors which fit well with both mainstream FDI theory and that used to analyse emerging markets, nonetheless respondents also provided additional key factors such as that of conspicuous consumption, positional good theory and that of a trophy asset, suggesting an extension of the theoretical models underpinning IFDI in this sector.

Parallel Session SA5: Socio-cultural, Linguistic and Cognitive Impacts

Sat 8.30 - 10.00 Location: G.33

Chair: Michael Ngoasong

Managerial Attitudes Toward Foreignness, Commitment Levels In Foreign Equity And The Level Of Multinationality Of Spanish Firms (Paper # 149)

Tanganelli, David;
Universitat Internacional de Catalunya, Spain

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

The Impact Of Formal And Informal Mentoring On Students' Cultural Intelligence: Evidence From Studies Abroad (Paper # 271)

Ambrosius, Judith;
School of Business and Economics, Friedrich-Alexander University Erlangen-Nürnberg, Germany

Considering students as the future workforce, this study takes into account the relevance of mentoring within the context of studies abroad. In this study the impact of formal and informal mentoring on the outcome of studies abroad is analysed. Drawing on social exchange theory, eight research hypotheses are developed and tested using a sample of 1.300 students. Linear regression modelling reveals that certain aspects of formal and informal mentoring are related to students' intercultural competence. It is found that students' age and well-being can moderate the relationship between mentoring and intercultural competence. Important implications for the implementation of formal and informal mentoring within the context of studies abroad are derived. The study is of value for researchers, universities, and students, as it identifies several ways to benefit from studies abroad. Furthermore, it is of high relevance for multinational companies, as they benefit from employees with increased intercultural competence.

Collective Identity Of Country-Of-Origin Foreign Direct Investment Agglomeration: An Exploratory Case Study Of Mondragon Kunshan Industrial Park In China (Paper # 309)

Zhang, Ying (1); Urzelai, Berrbizne (2);
1: University of Strathclyde, United Kingdom; 2: Mondragon University Business School

In this paper, we explore collective identity construction of expatriates from country-of-origin foreign direct investment agglomeration and its impact on the network relationship among compatriot firms within an agglomeration. The paper adopts a qualitative methodological approach through an inductive case study to look for patterns and describe the relationships among the expatriates of Spanish companies co-located in Mondragon Kunshan Industrial Park based in China. The findings suggest that collective identity is dynamically constructed by expatriates who strategically maneuver their rhetoric repertoire to draw the boundary between us versus them. The salience of collective identity can not only contribute to the expatriates psychological wellbeing and trust building but also support the compatriot firms to gain legitimacy in emerging markets.

Impact of Islamic Human Resource Practices on Employee Performance (Paper # 139)

Ishaq, Hafiz Muhammad (1); Naeem, Shanza (2)
1: Federal Urdu University of Arts, Science & Technology, Pakistan; 2: International Islamic University, Pakistan

This study attempts to examine the impact of Islamic human resource management practices i.e., Recruitment, Selection, Training, Compensation and Performance Appraisal, on employee performance in the banking sector of Pakistan. The Islamic Human Resource Management practices are an initial attempt to grant managers with

an efficient way of managing and understanding their workforce. Data was collected from banking sector of Islamabad, the Federal Capital of Pakistan. Sampling technique and statistical tool were simple random sampling and regression respectively. This study will help organizations to implement policies, which are in accordance to the Islamic Shariah to ensure justice in the organization, so employees will be satisfied and in return they will perform better.

Parallel Session SA6: Corporate Governance

Sat 8.30 - 10.00 Location: 1.22

Chair: Niina Nummela

Italian Family Firms Internationalisation: An Empirical Analysis (Paper # 163)

Bannò, Mariasole; Pozza, Elisa; Trento, Sandro;
University of Trento, Italy

This paper provides new evidence on the relationship between Italian family firms features and their international growth. In particular, our aim is to understand how the family impacts on the international expansion of a multinational firm. The sample is composed of 293 Italian companies affiliated with 4,215 foreign firms. Our results show that the dimensions considered to define the family business phenomenon have a different impact on the expansion of a firm abroad. Specifically, the involvement of the family in the ownership and in the board of directors is negatively associated with the level of internationalization of a firm. In contrast, the presence of young successors favors the development of the business abroad.

Global And Home Regional Diversification And The Capital Structure Of Multinational Subsidiaries (Paper # 184)

Nguyen, Quyen;
University of Reading, United Kingdom

We extend the literature on the relationship of international market diversification and capital structure, which has been mainly examined at parent-firm level, by studying such a relationship at subsidiary level. We investigate the impact of international diversification strategy of the multinational subsidiary by engaging in foreign sales activities (exporting) on its capital structure. We suggest that the traditional concept of international market diversification can be redefined as global versus home regional diversification, using geographic segment accounting data. We adopt an inter-disciplinary approach by drawing upon the capital structure theory and international business theories to develop our hypotheses. We perform an empirical test using an original new sample of Triad-based public-listed multinational subsidiaries in five ASEAN countries. We find that global diversification (foreign sales to rest of the world outside the home region where subsidiaries are geographically located) is negatively associated with the total-debt-to-equity ratio. This relationship is, however, positively moderated by the quality of host country institutional environments in terms of economic freedom. Home regional diversification (foreign sales to neighbouring countries in the home region where subsidiaries are geographically located) has insignificant effect on the total-debt-to-equity ratio of the multinational subsidiary. We discuss our theoretical and empirical contributions to the academic literature and implications of these findings for subsidiary managers.

The Impact Of Board Internationalisation On Earnings Management (Paper # 204)

Hooghiemstra, Reggy (1); Hermes, Niels (1); Oxelheim, Lars (2); Randoy, Trond (3);
1: The University of Groningen, Netherlands; 2: Lund University, Sweden;
3: University of Agder, Norway

Prior literature shows that choices regarding board composition are associated with earnings management. In this study we add to this literature by examining the effects of the presence of a foreign board member on earnings management. Using a sample of 3,249 firm-year observations representing 586 non-financial listed Nordic firms during 2001–2008, we find that the presence of a non-Nordic, foreign director is associated with significantly higher levels of earnings management. We obtain largely similar findings from OLS, an instrumental variables approach, and propensity score matching. Moreover, we provide preliminary evidence that differences in accounting knowledge, rather than language-related factors, drive this effect. Our results

favor the interpretation that it may not necessarily be beneficial to appoint a foreign director to the board of directors.

***Mutuality And German Football – An Exemplar Of Sustainable Sport
Governance Structures? (Paper # 260)***

Ward, Sara Jane (1); Hines, Anthony (1); Lammert, Joachim (2); Scanlon, Thomas J (1);
1: Manchester Metropolitan University, United Kingdom; 2: University of Leipzig, Germany

German football has been hailed as the ‘holy grail’ of sustainable governance structures by their European counterparts. With laws favouring members’ associations, efficient nonprofit governance structures and sustainable financial regulations resulting in profitable leagues it seemed to warrant further investigation. Focusing on the purest form of the members’ association model, an eingetragener Verein (e.V), this article provides unique case study insights into Hamburger SV (HSV) football club. The main findings reveal supporter ownership is democratic, involving different actors, membership and advisory groups, who contribute to carrying out different governance functions. However, HSV have experienced challenges to their business model, primarily due to financial constraints influencing the club’s competitive advantage. Moreover, the ever-growing number of members has resulted in the dilution of the Supporters’ Club core philosophy. The qualitative findings have been able to provide practical implications to the nonprofit governance literature in relation to multilevel governance structures and subsidiary Boards.

Parallel Session SA7: International Marketing

Sat 8.30 - 10.00 Location: 1.23

Chair: Jens Gammelgaard

***Branding Strategy And Performance Of Internationalising Ventures: The Role
Of Culture (Paper # 166)***

Kusi, Samuel Yaw; Gabrielsson, Peter
1: University of Vaasa, Finland

Branding strategy has received less attention in the literature of internationalizing ventures (IVs). Moreover, slender of studies on the subject have to a large degree omitted to investigate the influence of culture on branding strategies of IVs. This paper develops a conceptual framework of branding strategies of IVs and develops propositions that demonstrate how international entrepreneurial culture (IEC) shapes branding strategies and asserts how country culture (i.e. Hofstede 5 dimensions) moderates the relationship between standardized branding strategy and performance. The main contribution can be seen in the attempt to develop a theoretical model of branding strategy for IVs that takes both the IEC and country culture into consideration thus contributing to the international entrepreneurship literature that has lacked studies investigating the contingency factors on branding strategies.

***The Role Of Network Relationships In Italian Wine Producers’ Internationalisation:
Six Cases (Paper # 203)***

Vissak, Tiia (1); Francioni, Barbara (2); Musso, Fabio (2);
1: University of Tartu, Estonia; 2: University of Urbino "Carlo Bo", Italy

The paper aims to examine the role of network relationships in the internationalization of small Italian wine producers. It shows that most of the case firms did not pre-plan their foreign activities: they relied mostly on contacts created at trade fairs or by friends/relatives. Also, international tourism was one of the most important sources for creating such contacts: the case firms created relationships/networks in the tourists’ home markets and, as a result, expanded there either through selling to the tourists themselves or to the importers they recommended. Still, not all internationalization attempts succeeded.

International Marketing Strategy Adaptation And Export Performance Of Traditionally Internationalized Firms vs Born Internationals - Moderating Effects Of Contingency Factors (Paper # 251)

Kontkanen, Minnie; Larimo, Jorma
University of Vaasa, Finland

This study explores the similarities and differences between traditionally internationalizing firms (TRs) and the born internationals (BIs) in terms of the adaptation level of marketing strategies and their effect on the export performance. Discussion of marketing strategies focuses on product, price, distribution, and communication strategies. The paper highlights the role of contingency factors and their moderating effects on the relationship between adaptation level of marketing strategies and export performance. The empirical part of the study will focus on the strategies used by 221 Finnish firms. The findings indicate similarities between TRs and BIs in the adaptation levels of marketing strategies in general and in the direct performance implications of the marketing strategy elements. Great differences were found in the moderating effects of contingency factors between TRs and BIs.

Strategies For International Market Selection: A Systematic Approach (Paper # 266)

Ahi, Mohamadali (1); Kuivalainen, Olli (1); Bahreinian, Mohammadreza (2);

1: Lappeenranta University of Technology, Finland; 2: Shahid Beheshti University, Iran

Managers need to screen and evaluate foreign markets before deciding on market entry and subsequent entry modes. Therefore, international market selection (IMS) has been the topic of much research in the international business domain over the years. However, surprisingly few researchers have empirically studied the IMS process, giving detailed descriptions on how this selection process is done. Reviewing the literature on the subject, this paper aims to look at IMS from a practical point of view. Accordingly, the paper introduces a model which includes the criteria, with their relevant importance, needed to assess international markets for the purpose of doing timber business. Delphi method has been used to gain the opinions of the experts in the field to develop a model which can help in the assessment of the market attractiveness of the firm in the wood and timber business.

Parallel Session SA8: Global Value Chains, Offshoring and Outsourcing

Sat 8.30 - 10.00 Location: 1.24

Chair: Pavlos Dimitratos

Considering The Value Chain Disaggregation In The Entry Mode Choice: The Role Of Modularity And Bandwidth In Offshoring Business Services (Paper # 281)

Elia, Stefano (1); Massini, Silvia (2); Narula, Rajneesh (3);

1: Politecnico di Milano, Italy; 2: University of Manchester, UK; 3: University of Reading, UK

This paper investigates the role of modularity on entry mode choice of companies undertaking offshoring of business services. We distinguish between Functional modularity, reflecting the possibility to separate the business function into smaller modules, and Architectural modularity, reflecting low interdependence among the modules, and, hence, small bandwidth needed to reintegrate the module into the system. We explain how these two dimensions of modularity interplay with the traditional theories explaining entry mode choice, such as Transaction Costs Economics and Resource Based View. We show how the possibility to take advantage of modularity decreases transaction costs and the risks of knowledge leakages associated to offshoring, thus increasing the probability to opt for less hierarchical entry mode choices. Our empirical analysis, which involves 490 offshoring initiatives of business functions, confirms this relationship, especially in high-tech and knowledge-intensive industries. We also provide evidence that inexperienced firms tend to neglect the role of Architectural modularity when selecting the entry mode choice, thus increasing the risk of a failure of the offshoring initiatives due to the high costs arising when the need for bandwidth is high.

***Innovation Offshoring By Small And Medium-Sized Enterprises – Establishing
The Gap (Paper # 299)***

Gusenbauer, Michael (1); Massini, Silvia (2); Fink, Matthias (1);
1: Johannes Kepler University Linz, Austria; 2: University of Manchester, UK

The body of knowledge on innovation offshoring (IO) has increased substantially over the last decade. IO as a business strategy is (still) widely regarded as the domain of multinational enterprises. So far the particularities of SMEs are widely neglected, even though more and more researchers claim that SMEs are indeed also offshoring innovation. However, a small business is not a little big business – a fact for which most of research lacks generalizability onto SMEs. This study takes on (1) developing the gap and (2) obtaining a current picture of IO research on SMEs examining the notions of academic experts in the research fields closest to SMEs' IO. This paper provides rich insights regarding which facets of research into IO are especially relevant in the context of SMEs. By doing so, it highlights distinct managerial needs and appropriate theoretical approaches. For practice it provides SME-specific recommendations for action in IO.

***Supply Chain Coordination Under Asymmetric Information And Partial
Vertical Integration (Paper # 335)***

Pishchulov, Grigory (1); Richter, Knut (2); Golesorkhi, Sougand (3);
1: TU Dortmund University, Germany; 2: St. Petersburg State University, Russia; 3: Manchester Metropolitan
University, UK

Most of the supply chain coordination models assume either independent firms engaging in a supply chain relationship or a vertically integrated supply chain structure with a common ownership. At the same time, management and organisation studies literature points to the existence of governance forms which involve shared ownership between the business partners - in particular, such forms where one supply chain member owns an equity share in the other. Such supply chain forms can be described by the term partial vertical integration; to our best knowledge, they remained largely unaddressed by the supply chain research. The literature suggests that a partial vertical integration via equity participation may help the firms to ease contracting problems within a supply chain in particular, by aligning firms' incentives, and thus improve the total surplus as a result. In the present work we provide an overview of the relevant literature and further address the above proposition by studying a stylized model of a partially integrated supply chain in which the buyer holds an equity stake in the supplier. Assuming information asymmetry and a principal-agent form of relationship in this supply chain, we investigate optimal contracting between the parties within the classical joint economic lot size framework. We demonstrate that the full vertical integration must not indeed be a pre-requisite for achieving supply chain coordination in the presence of asymmetric information; a minority stake may be capable of eliminating the transaction costs owing to information asymmetry and enable supply-chain coordination. This does not however hold in general; in certain situations, achieving coordination is only possible with a majority ownership share. We also demonstrate that contrary to the intuition, increasing the degree of partial vertical integration may in some cases reduce the level of supply-chain coordination.

***Technology Sourcing And A 'Creative Transition' In Subsidiaries: The Case Of MNE
Operations In China. (Paper # 280)***

Papanastassiou, Marina (1); Pearce, Robert (2); Zhang, Si (3);
1: Middlesex University Business School, United Kingdom; 2: University of Reading, UK; 3: Tsinghua
University, China

The paper focuses on a 'creative transition' (CT) as a crucial tipping point in the strategic evolution of MNE subsidiaries. Before a CT a subsidiary's operations will be based around application (in a market-seeking or efficiency-seeking strategy) of the successful established technologies and products of the MNE group. After the CT (as, for example, a Product Mandate) the subsidiary will be deriving new sources of technology, notably from its host country, and developing new products from these. Thus, we argue, the sources of technology accessed and/or generated by a subsidiary are crucial in defining its competitive status. Evidence cited from a study of MNE subsidiaries in China demonstrates the value of the concept of CT. Though pre-CT operations of an ES, export-oriented, nature have played a role in China it is shown that, to an increasing degree, it is now post-CT innovation that provides the dominant imperative.

Parallel Session SB1: Socio-cultural, Linguistic, and Cognitive Impacts

Sat 10.30 - 12.00 Location: 1.22

Chair: Stephen Buzdugan

Trilingual Luxembourg (Paper # 122)

Schinzel, Ursula;
Université de Luxembourg, Luxembourg

Purpose: The purpose of this study is to describe and explain the Luxembourgish trilingual public education system (MENFP, 2006, 2007, 2009, 2010, 2013) considering the special cultural pattern following Hofstede et al. (2010). The aim is to determine whether people in Luxembourg and the rest of the world have a positive or negative opinion towards the trilingual public education system in place, or if they rather would prefer a bilingual public education system, or any other combination of languages of instruction in education. **Design:** 154 questionnaires were collected and 36 interviews conducted among 1) Luxembourgers with Luxembourgish Nationality (Lux.Nat.), 2) Luxembourg residents including Lux.Nat. and foreigners who reside in Luxembourg (Lux.All.), and 3) the rest of the world (World). More specifically cross-cultural management theories by Hofstede et al. (2010), Hofstede (2001) and House et al. (2004), in combination with language theories by Lewis (2006), Blackledge and Ceece (2010), (Cummins (2000), García (2014, 2009), and language and management theories by Brannen, Piekkari & Tietze (2014) serve as basis for the language as identifier theory (Schinzel, 2013a). **Findings:** The findings indicate that most respondents prefer integration not separation of the population, the system should maintain its instruction in the three official languages of the country: Luxembourgish, French, German. Residents should adopt a geocentric approach residing in a multilingual and multicultural reality in Luxembourg. **Originality:** This research combines education and Hofstede et al. (2010). It tries an answer to the question, whether the Luxembourgish trilingual public education system is a system of success or of failure, considering the special cultural pattern following Hofstede et al. (2010). **Practical implications:** There is a high failure rate of school students who tend to not understand the language of instruction especially in mathematics, biology, chemistry, and history, and the command of the English language in schools is insufficient. Some of the interviews are reprinted; discussion, implications, and recommendations for future research follow.

Top Managers' Emotional Journeys Following A Cross-Border M&A – Evidence From An Indian-Finnish Acquisition (Paper # 221)

Hassett, Melanie E. (1); Sandberg, Birgitta (1); Reynolds, Noelia (2);

1: Turku School of Economics, University of Turku, Finland; 2: University of Essex, Essex Business School, UK

Cross-border mergers and acquisitions (M&As) a challenging for several reasons, but also very emotional organisational events, in which top managers need to deal with their own and employees' emotions. While M&A research has widely studied employees' post-acquisition integration attitudes, emotions and the role top managers' emotions play in post M&A integration has been largely ignored. In this paper, we analyse top managers' emotions and how they develop following a cross-border M&A. We argue that a deeper understanding of top managers' emotion is crucial to better understand and improve post-M&A integration management. This study is a longitudinal, single case on an Indian-Finnish acquisition in the IT field.

The Impact Of Language On Performance: A Global Study Of Microfinance Banks (Paper # 246)

Golesorkhi, Sougand (1); Piekkari, Rebecca (2); Mersland, Roy (3); Randoy, Trond (3)

1: Manchester Metropolitan University, Manchester, UK; 2: Aalto University School of Business, Finland; 3: University of Agder, Norway

This empirical study investigates the impact of language on performance in 405 microfinance banks located in 73 developing countries over the period of 1996 to 2009. Based on arguments from literature on language in international business we find that microfinance banks that are based in a country that shares a common language, particularly English, with its major partner, have higher financial performance. We also observe that microfinance banks that are based in countries with a large linguistic distance to their partners have lower

financial performance. Thus study highlights the importance of language considerations in the management of international partnerships.

Strategising Language And Language Strategy In The Internationalisation Process Of The Firm: A Co-Evolutionary Perspective (Paper # 286)

Piekkari, Rebecca (1); Welch, Denise (2); Welch, Lawrence (2);

1: Aalto University School of Business, Finland; 2: Melbourne Business School, University of Melbourne

The purpose of this paper is to theorize about how language strategy evolves. Previous research predominantly treats language as a tactical problem of the human resource management function. In contrast, we view it in strategic terms. We adopt a 'strategy-as-process' perspective and propose dynamic process models that link internationalisation of the firm with the evolution of language strategy. In doing so, we explore how language issues emerge in strategy processes, interacting with and influencing internationalisation. Based on limited empirical evidence, we propose a movement from a reactive informal language strategy to one that is more proactive and deliberate. We offer a co-evolutionary perspective on the relationship between the international expansion of the firm and the evolution of its language strategy.

Parallel Session SB2: Global Value Chains, Offshoring and Outsourcing

Sat 10.30 - 12.00 Location: 1.23

Chair: M Dolores Anon

Bangladesh Garment Manufacturers And The Accessing Of MNE Knowledge Resources – An Opportunity For Economic Upgrading? (Paper # 161)

Hoque, Samia Ferdous; Sinkovics, Noemi; Sinkovics, Rudolf R.;

The University of Manchester, Manchester Business School, United Kingdom

In this paper we pursue two main objectives. Firstly, we seek to explore what type of technological and marketing knowledge (i.e. tacit or explicit) suppliers can gain from their multinational buyers. Secondly, we investigate how effectively that knowledge leads the suppliers towards economic upgrading. The research is based on case study analysis of four small Bangladeshi garment manufacturers that are involved in non-equity and non-contractual relationships (yet moving beyond single transactions) with their multinational buyers. The findings indicate that firms can only access the buyers' codified/explicit knowledge. It is less likely that they have access to tacit knowledge as a result of the absence of collaborative relationships. At the same time, suppliers seem to be unable to unilaterally develop tacit knowledge internally or seek support externally. With their limited resources, they can merely access information-oriented or publicly available explicit knowledge which enables them to improve only technocratic or output-oriented dimensions of process upgrading. However, this knowledge does not allow them to 'deepen' their upgrading initiatives such as workers' skill development, let alone 'climb up the ladder' for example through functional upgrading.

Client Co-Production In The Production Process Of Offshored Knowledge-Intensive Business Services (Paper # 210)

Brandl, Kristin;

Henley Business School, United Kingdom

Clients co-produce knowledge-intensive business services through transferring and co-creating knowledge. I study the production process of the services and how a geographic relocation (offshoring) impacts client co-production in this process. Through an empirical analysis of multiple service production processes, I find that client co-production decreases in intensity over time, but despite expectations never stop entirely. Moreover, I find that the interdependent tasks in the production processes of the offshored services, in causation with this continuous client co-production, result in modularization of production tasks, and as a consequence, in standardization of production processes as well as a change of service characteristics.

***Entry-Mode And Growth Perspectives In The Offshoring Of Business Services:
Learning Or Inertia? (Paper # 254)***

Albertoni, Filippo; Elia, Stefano; Piscitello, Lucia;
Politecnico di Milano, Italy

Research on entry-mode is focussed on transaction costs, strategic resources, and institutional and cultural distances. Several studies have recognized the interdependence of entry-mode choices; however, the literature does not indicate whether companies grow when they iterate their choices, and it has traditionally attributed the replication of previous choices to the need of reducing uncertainty and transaction costs. This strategic behaviour is linked with companies locked-in in the blind self-imitation and replication of routines that is incapable to lead to any business expansion. Conversely, some companies are able to learn from their previous experiences and foster their own growth. Using data from the Offshoring Research Network, this paper tests when companies iterating their entry choices grow. The ritualistic imitation of previous choices does not increase the probability of growth of the present offshoring initiative; conversely, the adoption of a strategy fostering learning and developing knowledge over time leads to expansion.

***Subsidiary Evolution Through Parent Driven Charter Change:
A Relational View (Paper # 296)***

Gillmore, Edward;
Malarsdalen University, Sweden

Increasingly activities once considered the “core competence” of the MNC such as processes using proprietary technology are increasingly viable for captive offshoring. Coupled with the rapid increase in globalization and globally dispersed centres of expertise within R&D the splitting up of higher value R&D activities into mandates for global reassignment have expedited. Increasingly, large multinationals are experiencing difficulties and unforeseen consequences in managing the offshored activities. Existing research on captive offshoring has taken a top down HQ orientated view on the phenomenon, guided by the research question - How does gaining or losing R&D Mandates through captive offshoring affect subsidiary evolution? - The purpose of this paper is to investigate the potential consequences of captive offshoring from the subsidiary's point of view.

Parallel Session SB3: Firm Competitiveness

Sat 10.30 - 12.00 Location: 1.24

Chair: Sharon Loane

***Value Creation In International Joint Ventures: The Role Of Resources, Culture,
Relations, And Control (Paper # 273)***

Nguyen, Le Huu; Larimo, Jorma; Ali, Tahir;
University of Vaasa, Finland

In this paper, we aim to investigate the role of inter-partner resource complementary, cultural differences, relational quality as well as their control strategy in IJVs on value creation in IJVs. We develop and test our hypotheses with 89 IJVs established by Nordic MNCs. Our results show that resource complementary, relational quality, and social control all have positive influence on value creation in IJVs, whereas national cultural differences have negative impact on value creation in IJVs. However, we do not find support for the negative influence of integration between IJVs and parent firms on value creation in IJVs. An interesting result is that as opposite to our expectations, we found that organizational cultural differences between the partner firms had negative impact on value creation in IJVs. In addition, we find that the influences of flexibility, communication quality and national cultural distance on value creation depend on the location of IJVs.

Firm Location, Knowledge Sourcing And Returns To Multinationality (Paper # 265)

Driffield, Nigel (1); Yang, Yong (2);
1: Warwick University, United Kingdom; 2: Sussex University, UK

In this paper, we examine the role of location choices of FDI on firm performance, considering both the different motivations for firms undertake FDI and the asymmetry of distance between home and host countries. Drawing on firm-level data covering over 16,000 multinational firms from 46 countries in the period 1997-2007,

we employ a matching process and find that, although the majority of foreign investment occurs in developed countries, firms are more profitable once they invest more in developing countries. Further, we find that while investment in developed countries leads to productivity improvement, the continued productivity growth is required in order to generate excessive profits. Productivity gains sustain higher rates of profits growth when high tech firms invest in developed country location.

Single Or Hybrid Career Paths Of MNC RD&E Employees? (Paper # 295)

Sofikitis, Emmanouil (1); Manolopoulos, Dimitris (2); Dimitratos, Pavlos (3);

1: Athens University of Economics and Business, Greece; 2: Athens University of Economics and Business, Greece; 3: University of Glasgow, UK

Contemporary theoretical approaches on career choice have gained extensive credence in the career research stream. However, earlier contributions that favor more traditional career shapes have lately been revisited. This paper considers this career choice theme in the context of knowledge professionals' career preferences over a single or a hybrid career path. It incorporates two categories of research variables, namely the type of Research and Development (R&D) laboratories in which knowledge professionals are employed; and, employee-related demographic characteristics. Research evidence based on a large-scale study of 921 professionals employed in 70 R&D units of MNC subsidiaries in Greece is provided in the current study. The findings indicate that the type of R&D unit, employee age and marital status stand out as significant predictors of knowledge professionals' career choice over either a single or a hybrid path, and thus, should be taken into consideration when formulating a human resource management policy. This paper is seemingly the first study to incorporate the type of R&D units as a predictor of the single vs. hybrid career choice, contributing to the international human resource literature.

FDI And Bank Efficiency: Evidence From Emerging Markets (Paper # 324)

Konara, Palitha; Tan, Yong;

University of Huddersfield, United Kingdom

Few empirical studies have investigated and compared the performance between domestic and foreign banks. Based on firm level data in 8 emerging countries over the period 1999-2013, this paper examines the impact of FDI on bank efficiency. In contrast to previous studies that have studied one (or two) type(s) of efficiency measure(s), we look at six types of efficiency measures, i.e. technical efficiency, pure technical efficiency, scale efficiency, cost efficiency, profit efficiency and revenue efficiency derived from the non-parametric Data Envelopment Analysis (DEA). We develop theoretical arguments to explain how FDI-efficiency relationship can differ across different efficiency measures and empirically test our hypothesis while accounting for endogeneity among efficiency, risk and capital under a three stage least squares model. Our findings broadly suggest that foreign banks have an advantage in terms of technical efficiency, pure technical efficiency, and scale efficiency but do not have an advantage in terms of cost efficiency, profit efficiency and revenue efficiency.

**Parallel Session SB4: Institutional Factors and Multinational
Strategies and Operations**

Sat 10.30 - 12.00 Location: 1.25

Chair: Francisco Puig

***Does The Quality Of Institutions And The Regulatory Bodies Influence Deal
Duration In M&As? (Paper # 155)***

Cai, Yingdan; van Ees, Hans; van Veen, Kees; Gubbi, Sathyajit;

University of Groningen, The Netherlands

The speed with which a merger and acquisition (M&A) deal is completed or the number of days taken from the announcement of the deal until its completion is an important barometer of the success and efficiency of a deal. In this paper, we apply the institutional-based view to propose that in the context of acquisitions by emerging market firms, the deep embeddedness in the institutional environment is likely to influence deal duration. Our theoretical model speculates on the effect of the quality of home and host country institutional environment in

cross-border acquisition deal duration. We further propose that the number of regulatory agencies involved has a bearing on deal duration. The hypotheses are tested using a unique sample of both domestic and international acquisitions with non-zero duration dates by Brazilian firms between 2000 and 2014. The findings supported our conjectures.

***Institutional Reform And FDI Locational Decision In Transition Economies:
The Case Of Syria (Paper # 169)***

Alajaty, Mahmoud;
University of Huddersfield Business School, United Kingdom

This study recognises and responds to two major gaps in previous studies on the locational determinants of FDI in transition economies. These are contextual and methodological gaps. In response to the contextual gap, it extends the borders of previous research by exploring the impact of institutional reform on the locational decision of FDI in transition economies within a new region, i.e. Syria, which has not been explored empirically regarding this point before. The study also contributes an open and flexible qualitative research design that can go beyond the borders of the quantitative findings of previous econometric research. The research findings revealed that institutional reforms enhanced Syria's attractiveness to FDI. Yet, further steps are needed to overcome remaining problems in the Syrian institutional investment environment. However, these problems proved to be less daunting to foreign investors who already had experience in Syria or in a similar type of economy. The same holds true for investors whose backgrounds were culturally close to that of Syria.

When SOEs Perform Better? A Multi Country Study (Paper # 197)

Solarino, Angelo Maria (1); Tao, Bai (2); Kalinina, Alexandra (1);
1: City University of Hong Kong, Hong Kong S.A.R. (China); 2: Jiaotong-Liverpool University (China)

In this study we examine the contingent relationship between the state ownership and performance. We identify two mechanisms moderating the performance of SOEs: private block-holders and institutional environment. We argue that SOEs are more likely to achieve better performance when private better block-holders and developed institutions mitigate the political interference of the government. We test our hypotheses based on public firms in Italy and Russia from year 2002-2006. We find that private block-holders do improve the performance of SOEs, but limited to developed economies. We also find that the better developed institutions positively moderate the SOE's performance. These findings contribute to our knowledge of the performance implications of SOEs.

Institution And Location Strategies Of Multinationals Corporations From Emerging Economies: Evidence From China's Cross-Border Merger And Acquisitions (Paper # 287)

Buckley, Peter (1); Yu, Pei (2); Liu, Qing (3); Munjal, Surender (1); Tao, Pan (4);
1: University of Leeds, United Kingdom; 2: Wuhan University of Technology, Wuhan, China; 3: University of International Business and Economics, Beijing, China; 4: Shandong University of Finance and Economics, Jinan, China

Using Heckman's two-stage model this study investigates the institutional influence in location strategies of Chinese cross-border mergers and acquisitions (M&A) during the period 1985-2012 and across 146 economies. Results suggest that Chinese MNCs are "shortsighted" and present dual character when confronting host institutions. On the one hand, they demonstrate "risk aversion" by avoiding countries with high corruption level; while on the other hand, they show "risk preference", through conducting larger M&A volume in country with higher political and economic risk, which may damage a firm's long term profit. Besides, China's institutional change towards "Go global" pushes Chinese MNCs to locate increasingly in countries with abundant strategic assets.

Parallel Session SB5: International Human Resource Management

Sat 10.30 - 12.00 Location: G.33

Chair: Chul Chung

Managers' Nationality And Their Role In Headquarter- Subsidiary Relationship In Multinational Enterprises (MNEs) (Paper # 154)

Alharbi, Jaithen;
Qatar University, Qatar

This paper is an empirical investigation into the control mechanisms of headquarters (HQ) exercised over their subsidiaries. Grounded in a literature review of the reasons for employing either parent country national or host country nationals in top management position-subsidiary manager- in foreign subsidiaries, a number of factors influencing the choice between these alternatives are identified. Using a data collected from 147 Multinational Enterprises (MNEs) operating in the kingdom of Saudi Arabia (KSA), the influence of each of these factors on this selection is empirically tested with the help of primary data. Headquarters can strategize to implement control by the informal and social means method by positioning a sizeable number of managers from the home country within the subsidiary. Indeed, our results revealed this as true. As such, our study reconfirmed the importance of the variable size, but concluded that it is mainly associated with higher levels of indirect control.

Staffing Foreign Subsidiaries With Parent-Country Nationals Or Host-Country Nationals: Insights From European Subsidiaries (Paper # 156)

Gammelgaard, Jens (1); Dörrenbächer, Christoph (2); McDonald, Frank (3); Stephan, Andreas Stephan (4); Tüselmann, Heinz (5);

1: Copenhagen Business School, Denmark; 2: Berlin School of Economics and Law, Germany; 3: University of Liverpool, UK; 4: Jönköping International Business School, Sweden; 5: Manchester Metropolitan University, UK

This paper investigates the relationship between the use of parent-company nationals (PCNs) and home-country nationals (HCNs) and various attributes of foreign-owned subsidiaries in Denmark, Germany, and the UK. The study explores whether the existing literature on international staffing adequately captures the effects of PCN and HCN managers on key subsidiary characteristics. The results indicate that the PCN/HCN dichotomy that is widely used in the international staffing literature needs to take account of several issues. First, the study confirms theoretical assumptions based on social capital theory that subsidiaries led by HCNs are more embedded in the host-country's external environment, as they have more frequent relationships with host-country customers, suppliers, and competitors. However, the study also reveals that the assumed advantages of PCN-led subsidiaries in relation to headquarters do not extend to their relationships with competitors in other parts of the MNC. Second, HCN-led subsidiaries are more autonomous than PCN-led subsidiaries when it comes to operational and strategic decisions related to market issues (e.g. market areas supplied, product range), and with respect to the local institutional environment (e.g. HRM). This is also the case with regard to strategic decisions related to financial control, R&D, and new product development. Third, the study shows that, on average, HCN-led subsidiaries perform significantly better than PCN-led subsidiaries with regard to sales growth (in terms of value), productivity, and innovation. This is in line with Beechler et al. (2005), the only other study to investigate European subsidiaries to date. It also confirms Konopaske et al.'s (2002) findings. However, it contradicts the findings presented by Segiguchi et al. (2011) and Bebenroth and Li (2010).

A Conceptual Model Of Subsidiary Staffing (Paper # 178)

Kim, Chipoon; Chung, Chul; Brewster, Chris;
Henley Business School, University of Reading (UK)

The main purpose of this study is to propose a conceptual model of subsidiary staffing by refining categories of the subsidiary staffing options based on the social capital theory, the knowledge based view and the resource based view. By developing a matrix consisting of two dimensions - relevant international experiences and nationality - six distinct subsidiary staffing options are suggested; traditional type (PCN, HCN, and TCN), and hybrid type (PCN-H, HCN-P, and TCN-H). Besides, we propose a theoretical model of the relationship between subsidiary staffing and subsidiary performance including contextual factors such as cultural distance, institutional distance, strategic role of subsidiary, needs for global integration, and local responsiveness.

Performing Strategy: Middle Manager Strategic Activities In Multinational Enterprises (Paper # 263)

O'Brien, Dónal (1); Sharkey Scott, Pamela (2); Andersson, Ulf (3);
1: Dublin City University, Ireland; 2: National University of Ireland, Maynooth, Ireland; 3: Malardalen University, Sweden

An understanding of middle manager strategic activities is particularly critical for today's most dominant and complex organizational form, the multinational enterprise (MNE). The traditional perspective of these activities, presented in the principal typology of Floyd and Wooldridge (1992; 1997), considers middle managers as 'linking pins' connecting vertically related groups. This study extends this narrow vertical perspective taking the subsidiary general manager as "the" middle manager. The findings enable two key contributions. First, by substantiating middle managers' strategic activities outside the realm of the direct TMT perspective, we develop an integrated framework of middle managers horizontal and vertical boundary spanning activities in MNEs. Second, this study develops insights on the true levels of strategic co-ordination required to manage large complex organizations, and the horizontal internal negotiating activities of subsidiary CEOs as middle managers within MNEs. The important managerial implications of these findings indicate the rich potential of applying this integrated framework.

Parallel Session SB6: Internationalisation from and to Emerging Markets

Sat 10.30 - 12.00 Location: G.34

Chair: Grigory Pishchulov

Cultural Distance And Knowledge Acquisition In International Buyer-Supplier Relationships: The Moderating Role Of Trust (Paper # 142)

Ho, Mia Hsiao-Wen (1); Ghauri, Pervez N. (2); Carmeli, Abraham (3);
1: Yuan Ze University, Taiwan, Republic of China; 2: King's College London, UK; 3: Tel Aviv University, Israel

Cultural distance poses both opportunities and challenges for multinational firms as it can be a source for learning and greater responsiveness and meanwhile bears significant hurdles concerning knowledge transfer and integration. We develop an integrative moderated-mediation model in which cultural distance inhibits parties from accessing to knowledge but when it is obtained, while behavioral trust is developed, it promotes cross-border knowledge acquisition in international buyer-supplier exchange. Our empirical findings indicate that firms can overcome cultural distance challenges and facilitate access to knowledge and knowledge acquisition when they are able to develop and cultivate trusting relationships with their foreign partners.

Motives Of Chinese FDI's In Small European Countries Cases: Volvo/Geely (Sweden), BYD(Finland) (Paper # 255)

Stenberg, Esa; Vilkinen, Jere;
University of Turku, Finland

Besides the bigger European countries like Germany and the UK, the Chinese investments have also grown in smaller European countries, like the Northern European countries Sweden, Denmark, Norway, Finland. In previous years, there has been a debate whether the traditional FDI theories are able to describe the investment behavior of the emerging nations' companies (Child and Rodrigues 2005, Buckley 2007, Rugman 2008, Ramamurti 2009, Peng 2012). It has been suggested that new theories should be developed for this phenomenon. This study aims at further development of those theories. It is assumed that the investment motives differ in small countries from previous findings because the market-seeking motives may be weaker due to the small size of markets and hence the strategic asset motives may be stronger. The acquisition of the Swedish car manufacturer Volvo by the Chinese company Geely, and the more gradual acquisitions of the Chinese company BYD are the cases in this study.

***FDI As A Facilitator Of The Effect Of Patent Enforcement Strength On
Economic Growth (Paper # 323)***

Papageorgiadis, Nikolaos (1); Alexiou, Constantinos (2); Nellis, Joseph G. (2);
1: University of Liverpool, United Kingdom; 2: Cranfield University Management School, UK

This study investigates the effect of patent enforcement strength on economic growth and the role of inward FDI flows in facilitating and enhancing this relationship in the time period following the TRIPs agreement. We find that stronger levels of patent enforcement have a significant positive effect on the economic growth of both developed and developing countries. Importantly, we uncover the mediating role of inward FDI flows in positively boosting this effect for all countries and particularly for developed countries. We also find that strengthened levels of patent legislation have a moderately negative effect on economic growth.

***Ownership Mode Strategy Of Multinationals In China: The Impacts Of Firm, Industry And Country Level
Determinants (Paper # 308)***

Wang, Yi; Jorma, Larimo; Huu le, Nguyen;
University of Vaasa, Finland

The aim of this study is to analyze determinants of ownership mode strategies of Nordic firms in China at three levels: institutional, industrial, and firm level and to investigate the interaction effect of country and firm specific determinant. We employed a quantitative method with the sample consisting of 405 manufacturing FDI by Nordic MNEs in China for the period of 30 years from 1982 to 2012. We used binary logistic regression analysis to test our hypotheses. The findings indicate that all institutional, industrial, and firm factors had strong influence on ownership strategies of Nordic MNEs. Furthermore, our finding indicates that country specific determinant (i.e. regional institutional advancement) interacts with firm level variable (i.e. international experience) to influence ownership mode strategy. This study contributes to current literature on entry strategies by building our hypotheses on the three theories of transaction cost economics, resource- and institution-based view. Furthermore, we extend the knowledge of foreign subsidiary strategy by analyzing determinants of ownership mode strategies of Nordic MNEs on three levels - institutional, industrial, and firm level. In addition, we contribute to the field by further investigating the interaction effect. This study offers some valuable implications for managers of other MNEs with regards to planning of their foreign subsidiaries.

Parallel Session SB7: International Marketing

Sat 10.30 - 12.00 Location: 3.17

Chair: Olli Kuivalainen

***Reverse Knowledge Transfer (RKT) From Emerging Market Subsidiaries To Headquarters Of Multinational
Enterprises: Conceptual Discussion And Propositions On
Marketing RKT (Paper # 138)***

Leposky, Tiina (2); Arslan, Ahmad (1); Kontkaken, Minnie (2);
1: Edge Hill University, Lancashire, United Kingdom; 2: University of Vaasa, Finland

Emerging market (EM) subsidiaries are becoming increasingly important for multinational enterprises (MNEs) because of their high growth potential and future prospects. Moreover, it has been established that knowledge transfer across MNE sub-units is a key ingredient of organisational competitiveness. A literature review reveals that EM subsidiaries have been largely ignored concerning their potential for reverse knowledge transfer (RKT) to MNE headquarters (HQ), as they have been mostly viewed as knowledge recipients and strategy implementers. Our paper fills this gap in literature by identifying multi-level factors at subsidiary level (establishment mode, role and age), relationship level (trust/legitimacy and position of subsidiary in MNE network), and knowledge related factors (generalizability and transfer mechanism) that influence the potential for RKT specific to marketing in EM subsidiaries. The conceptual discussion offered in the paper leads to the development of study propositions and conceptual framework. Our paper contributes to extant IB literature by being one of the first to conceptually address the potential for RKT of EM subsidiaries specific to an organisational function i.e. marketing, rather than general discussion on knowledge transfer from HQs to EM subsidiaries as done in most past studies.

Finnish Owners Versus Non-Owners Of A Luxury Brand (Mercedes-Benz): Country-Image And Country-Of-Origin Effect (Paper # 144)

Coudounaris, Dafnis;
University of Vaasa, Finland

This paper examines the symbolic representations of non-consumers compared to lived experiences of consumers related to a luxury brand, particularly, the non-owners and the owners of a luxury brand (Mercedes-Benz) together with the country-of-origin effect. The study reveals that in a survey of 274 consumers coming from the community of higher education in Finland, the country-of-origin effect for both non-owners (242 non-consumers) and owners (32 consumers) of a Mercedes-Benz has a similar impact, as both models developed, include the same constructs and their fits are statistically significant. The paper suggests the “Extended self-congruity theory for hypothetical purchases of non-consumers/non-owners” which is developed and tested, leading to its approval. Moreover, it concludes that there are statistically significant differences between owners of a luxury brand (Mercedes-Benz) and non-owners related to the constructs of brand familiarity, brand commitment, product design and product experience.

Marketing Performance Measurement System (MPMS) And Firm Performance: The Indirect Effect Of Marketing Capabilities And The Uses Of MPMS (Paper # 175)

Liang, Xiaoning; Gao, Yuhui;
Dublin City University, Ireland

Academics and marketing managers have been trying to understand whether and how a comprehensive marketing performance measurement system contributes to firm performance. The main purpose of this paper is to synthesize the marketing performance and the management control literature to develop an integrated conceptual framework, which examines the mediating mechanism in the MPMS-performance linkage. The framework addresses the importance of MPMS in the development of exploitation-oriented, market-based marketing capabilities and the improvement of firm performance. By doing so, the study highlights future research needs for advancing theoretical understanding of the mediating model in the MPMS research, especially through a capabilities-development lens.

Enhancement Of Customer Value: The Role Of Corporate Social Responsibility Initiatives In The European Telecommunications Industry (Paper # 232)

Annan-Diab, Fatima (1); Jensen, Barbara (1); Seppala, Nina (2);

1: Kingston University, United Kingdom; 2: Lincoln Business School, University of Lincoln, UK

The purpose of this paper is to develop a framework that describes and explains the customer perception of corporate social responsibility (CSR) initiatives and links the customer perception to customer value perception. The main concepts used are customer perception of CSR initiatives based on CSR beliefs, customer lifestyle and values to extract the customer relevant CSR initiatives mediating the customer value perception. The multidimensionality of the value concept is explained and is firstly used to evaluate the value enhancing effects of relevant CSR initiatives and secondly, to differentiate the effect that different value categories have on customers' attitude and behaviour. The results of the analysis of the twelve semi-structured interviews suggest that CSR initiatives, when communicated efficiently and considered as relevant by the customers, will enhance the extrinsic self-oriented value and the intrinsic other-oriented value. Enhancement of extrinsic self-oriented value imbeds the potential to affect customers' purchase behaviour.

**Special Track: The International Marketing Strategies of Emerging Market Firms:
Nature, Boundary Conditions, Antecedents, and Outcomes**

Sat 10.30 - 12.00 Location: G.35

Chair: Joseph Amankwah-Amoah

***Export Promotions Programmes: The Mediating Role Of Distribution And Foreign Market Attractiveness On
Export Performance (Paper # 159)***

Sraha, Gloria;
Victoria University Of Wellington, New Zealand

Many governments use export promotion programmes as a tool to support firms transacting business outside their national borders to get acquainted with foreign market operations in competitive international markets. The existing literature on export promotion programmes have been largely fragmented and unsystematic and only few studies have examined the contributory role of export promotion programmes in enhancing export performance at the individual firm level. This study examines the direct and indirect effects of export promotion programmes on export performance using the intervening variables of place and foreign market attractiveness based of 116 exporters from Ghana. Drawing from the theoretical framework of export promotion programmes and the Resource Based View, we find that the effectiveness of export promotion programmes are achieved through the adaptation of the export marketing strategy (place) and the attractiveness of the foreign market. This paper provides evidence from an under researched area in the context of Ghana, thus extending the existing literature to sub-Saharan Africa.

Caught In The Guanxi Trap: A Chinese Born Global's Experience (Paper # 172)

Vissak, Tiia (1); Zhang, Xiaotian (2);
1: University of Tartu, Estonia; 2: University of Tartu, Estonia, University of South
Denmark and University of Oulu, Finland

This paper contributes to international business, international entrepreneurship, and international management research by finding out how guanxi can initially foster a born global's internationalization but later, restrict its owner's decision-making freedom and result in the firm's partial de-internationalization. We conclude that due to guanxi's reciprocal nature owners/managers should use it with caution: not only focus on what (knowledge, financing, contacts) they can gain but also consider what (time, services, financial resources) they are expected to contribute and what (reputation, customers, access to financing) they can lose in case their partners decide to break the guanxi due to receiving less than expected. Moreover, they should understand that successful guanxi partners are expected to contribute more than they have received, and they are also expected to help the partners of their partners. Still, even in later stages of internationalization, guanxi can be beneficial to some extent.

Exporting, Management Practice And Ownership: The Case Of Chinese Firms (Paper # 301)

Beleska-Spasova, Elena; Walker, James;
University of Reading, Henley Business School, United Kingdom

In this study we investigate the role of a relatively novel type of firm specific competencies, the management practices, in the firm's propensity to export as well as its ability to grow its exporting activities. We argue that firms from emerging markets such as China that follow mostly cost leadership strategies derive their competitive advantages from more process-based advantages. Our findings show that superior management practices in performance management, target monitoring and people management have significant positive relationship with the firm's decision to export as well as firm's ability to grow its exporting activities in the case of Chinese firms. We also found that private and family ownership of firms have positive effect on both export propensity and export intensity. The findings make a novel contribution to the exporting literature by investigating a novel type of firm-specific competency based on a rigorous management quality survey data.

Customer Selection As Internationalisation Strategy: Cases From Indian Knowledge-Intensive Service Firms (Paper # 321)

Kumar, Nishant; Nordin, Fredrik;
Stockholm Business School, Sweden

The aim of this paper is to explore the factors that have influence on the way knowledge-intensive service providers select their potential customers and allocate their resources in building relationships with customers in international markets. Relying upon the existing literature on internationalization of service firms and customer relationship management, this study uses case study of two knowledge-intensive service firms from India, and suggests that besides financial reasons, the possibility of long-term relationships with clients, potential for learning new technologies, and the business domain of client are potential key reasons for choosing a customer in foreign markets. This study further suggests that customer selection can be also a means for international expansion.

Parallel Session SC1: Business Strategy

Sat 13.30 - 15.00 Location: 1.25

Chair: Richard Nyuur

Losing An Empire And Struggling To Find A Role: Corporate Strategy In Cable & Wireless 1928-Present (Paper # 147)

Turner, Colin;
Heriot Watt University, United Kingdom

This paper will examine the notion that the imperial strategy followed by C&W (and in its antecedent companies) since the 1860s and into the first half of the 20th century has had a lasting legacy on the company, contributing to its decline and influencing the process of adaptation which had a multi-faceted legacy for C&W that still resonates and from which it has struggled to break free. In examining this proposition, this paper will initially outline the antecedence of C&W and the emergence of the imperial strategy. Thereafter, the piece will move on to examine the path dependencies within C&W across three broad periods. The first starts from with the formation of the body that would become C&W (in 1934) and period of imperial transition; the second from 1948-1999 is a period of post-imperial transition and the third is the rise of the global strategy and de-merger between 1999-present.

International Business – The Telecommunications Sector (Paper # 243)

Sutherland, Ewan;
University of the Witwatersrand, South Africa

The telecommunications sector underpins and enables much of international business. Network service providers, supplying services to MNEs, are a mixture of regional and global players, heavily reliant on national regulation. The supply of network equipment by Ericsson, Huawei, etc. is a well-researched knowledge-intensive global industry. Similarly, the handset supply business is also global, but with firms rising and falling. Mobile network operator groups, providing retail services are national and regional, constrained by the scale of investment, but more by CPA and litigation, even though many activities are outsourced to local and regional firms (e.g., construction and maintenance of towers). Telecommunications is different from the markets usually considered in international business, being more national, the result of decades of policy and regulation around monopolistic and oligopolistic markets. In particular, operators are obliged to have licences and thus engage in corporate political activity, constraining modes of entry, and some firms engage in litigation and corrupt practices.

Financial Risk And The Operating Strategies Of FDI (Paper # 262)

Driffield, Nigel (1); Schmidt, David (2); Grosman, Anna (3);

1: Warwick University; 2: Hartzell Aerospace; 3: Aston University, United Kingdom

The different motives of foreign direct investment seek to exploit varying advantages and competencies in foreign markets. The firm's basic entry motive is linked with an operating strategy with a unique set of business risks. Subsidiaries balance the added financial risk by using higher leverage to support growth with the business risks that attend these operating strategies to maximize their risk to return ratio. Financial leverage in the foreign subsidiary provides both higher returns and some added shareholder protection through risk sharing with host creditors. We find support for a dynamic trade-off model in which the capital structure of foreign subsidiaries is linked with their operating strategy and the risk factors in the subsidiary's host environment.

Models Of Internationalisation: A Business Models Approach To Understanding Internationalisation (Paper # 268)

McQuillan, Deirdre (1); Sharkey Scott, Pamela (2); Mangematin, Vincent (3);

1: University of Bradford, UK; 2: National University of Ireland, Maynooth; 3: Grenoble Ecole de Management, France

The need to understand how firms internationalize has long been the focus of international business research. The leading frameworks have contributed significantly to our understanding of the process, but do not explain how firms create and capture value when internationalizing their activities. In response, we apply a business model perspective to analyse 144 internationalisation events of ten professional service firms. We find that four different business models are adopted by professional service firms when internationalizing, and evidence a portfolio approach. In addition to important managerial insights, our findings contribute to theory in three ways. First, our findings advance the understanding of the variability in how value is captured and created by such firms when internationalizing their activities. Second, our findings substantiate the use of business model portfolios within firms. Third, we provide insights on the selection and interrelatedness of business models for professional service firm internationalization.

Parallel Session SC2: Dynamic Capabilities

Sat 13.30 - 15.00 Location: 1.24

Chair: David Freund

A Means To An End: Initiatives And Renewal Of MNC Capabilities (Paper # 269)

Tippmann, Esther (1); Sharkey Scott, Pamela (2)

1: University College Dublin, Ireland; 2: Maynooth University, Ireland

Subsidiary initiative generation is long established as a means for subsidiary units to attract attention and secure their position. Initiative outcomes are embodied in new knowledge, products, services or processes for exploitation across the organization, and their relationship with subsidiary capabilities is overlooked. We argue that initiatives are not homogenous but related to demand for strategic renewal at the subsidiary or MNC level. Using triangulated, qualitative data relating to 20 initiatives from 9 subsidiaries, we develop a framework of strategic initiatives which uncovers their differentiated capacity to develop and renew capabilities at both subsidiary and MNC levels. We classify initiatives according to their strategic impact and outline their respective characteristics in terms of main drivers, challenges and success tactics, differentiating between four kinds of strategic initiatives: small-step initiative, catch-up initiative, excellence initiative, and prospector initiative. The findings highlight how initiatives are a means for the MNC to accomplish strategic renewal, so more closely integrating theoretical perspectives on initiatives from the corporate entrepreneurship and international business literature. The paper also contributes to our understanding of distributed entrepreneurship within MNCs, in particular the challenges and success tactics of strategic initiatives, and offers explicit advice for subsidiary managers for successfully anticipating and dealing with the complexities of initiative development.

***Coevolution Of The Business Environment And The Dynamic Capability Of Ambidexterity:
A Process Perspective (Paper # 208)***

Kallio, Elisa; Zettinig, Peter; Kaartemo, Valtteri;
Turku School of Economics, Finland

This paper explores the dynamic capability of ambidexterity through the lens of organisational coevolution. By taking a coevolutionary perspective on ambidexterity as a capability, it was hoped to discover how organisations and their environments interact and coevolve. The work-in-progress paper builds on existing research on ambidexterity, by providing empirical evidence of ambidexterity as a dynamic capability and its changing nature using longitudinal process research design. The findings led to setting boundary conditions to ambidexterity capability based on the company's size and phase of evolution. For exploration and exploitation to occur simultaneously, the company must have reached a size where it has a sufficient amount of resources and capabilities to perform both explorative and exploitative actions, and has to have developed routines which work as mechanisms for exploitation and thus enable efficient operation simultaneously to exploratory activities.

The International Competiveness Of Traditional Manufacturing SMEs Through The Lens Of Absorptive Capacity: The Case Of The Northern Ireland Agri-Food Industry. (Paper # 274)

Quinn, Clare; Quinn, Barry; Dunn, Adele;
Ulster University, United Kingdom

The international environment for an SME, characterised by resource poverty and liability to foreignness, can be regarded as a dynamic operating environment where competitive advantage is typically derived from superior technological knowledge and skills. Conventionally, agri-food SMEs are categorised as traditional manufacturers and often branded as low-technology firms. Yet, many agri-food SMEs compete successfully in the international environment by leveraging a distinctive group of capabilities that enhance the flow of knowledge, a key resource, through the firm to respond effectively to environmental turbulence. However, little is known about the underlying constructs of such capabilities. Given the importance of the agri-food sector to Northern Ireland, as both a source of employment and revenue, this study undertakes a qualitative approach, utilising comparative in-depth case studies of SME agri-food companies from Northern Ireland, in an attempt to add knowledge to this under researched area.

***Value Co-Creation In An Outsourcing Arrangement: Resource Commitment, Innovation
And The Role Of Collaboration (Paper # 289)***

Sinkovics, Rudolf R. (1); Roath, Anthony S. (2); Kuivalainen, Olli (3);

1: The University of Manchester, Manchester Business School, UK; 2: The University of Bath, School of Management, UK; 3: Lappeenranta University of Technology, School of Business and Management, Finland

How is the performance of manufacturing firms related to the resource commitment and innovation of third-party logistics providers (3PLs) that they utilize to provide distribution services to retail customers? Furthermore, what is the role of collaboration in leveraging the 3PL's resource commitment and innovation capability? Focusing on value co-creation in general we address both issues in this research, and find that collaboration between the manufacturers and the 3PLs mediates the relationship between resource commitment and innovation, and performance. We also address how resources are converted into capabilities (through effective management) to increase performance. Our results show that third party providers are becoming much more of collaborative partners. When manufacturers and 3PLs collaborate to target efforts strategically, the 3PL's resource commitment can be focused on developing innovative approaches. Ultimately, these processes and resources should be aimed to develop dynamic capabilities which can differentiate performance.

Parallel Session SC3: Firm Competitiveness

Sat 13.30 - 15.00 Location: 3.17

Chair: Ahmad Arslan

The Business Failure Research Of Chinese Firms: A Great Leap Forward Or Leap Into The Unknown? (Paper # 140)

Amankwah-Amoah, Joseph (1); Zhang, Hongxu (2);
1: Bristol University, United Kingdom; 2: Bristol University, United Kingdom

In spite of a growing body of literature on business failures in China, our understanding of the current state of knowledge remains unclear. The study advances research on the subject by developing the “four-parties” framework to review and synthesis the literature. The paper lays the groundwork for an integrated understanding of the causes and consequences of business failure. In sharp contrast with the evolution and development of Western-based business failure research, much of the literature on China and Chinese firms have leaped directly into business failure prediction models by bypassing the traditional evolution from qualitative case study and stories approaches to quantitative-based approaches. The study outlines the important implications and promising avenues for future research

How To Add Value By Implementing CSR Into Business Strategy? (Paper # 233)

Annan-Diab, Fatima; Jensen, Barbara; Pitsakis, Konstantinos;
Kingston University, United Kingdom

The purpose of this paper is to explore how to implement the concept of strategic corporate social responsibility into the business strategy. The aim is to identify strategic approaches to create value by implementing CSR into business strategy. The research is based on Galbreath (2008) framework describing how CSR can become more integrated in the firm’s strategy and Burke and Logsdon (1996), identifying the five strategic dimensions which are critical to the firm’s success and relevant for the CSR approach to create value. The results of thirteen interviews suggest that CSR has to be fully implemented in the company’s strategy and leaders have to be determined towards CSR and recognise the value of CSR and sustainability. Only if these preconditions are fulfilled it is possible for the company to set the focus on CSR as well as establish a motivated workforce to implement a successful business strategy embedding CSR.

Crossing Boundaries - McDonalds - A Case Study (Paper # 319)

Herin, Maryam (1); Reilly, Mark (2);
1: Manchester Metropolitan University, United Kingdom; 2: McDonalds Restaurants Ltd

McDonalds Restaurants is a MNC headquartered in the US and has successful franchises around the world. The purpose of the paper is to examine the link between Higher Education learning and the reconstruction of learning in the workplace to improve the business and competitiveness. The case study analysis was conducted in McDonalds with the 2014 graduands on a small-scale pilot basis. Semi-structured interviews and questionnaires provide the data for this research, and the data was examined using Social Practice Theory. Results suggested that 100% of the respondents felt the learning was useful back in the workplace. It is recommended that future research tests the generalisation of these findings internationally either within the McDonalds context and/or within other contexts. An emerging argument worthy of further research is the notion that this model of education eases the financial burden for the student and improves benefits in business internationally.

Impact of Work Centrality On Job Performance and OCB: A Study On Service Sector In Pakistan (Paper # 181)

Ahmad, Jawwad (1); Athar, Muhammad Razzaq (1); Hussain, Mazhar (2)
1: Pir Mehr Ali Shah Arid Agri Universit, Pakistan; 2: International Islamic University, Pakistan

This study examines the impact of work centrality on job behaviors (job performance and OCB). Data was collected from 352 respondents from service sector in Pakistan. OLS (Ordinary least squares) regression is used to examine the hypothesis of research. The results shows that Work Centrality has positive effect on Job Performance and OCB. Future research directions are discussed.

Parallel Session SC4: The Impact on Host / Home Countries

Sat 13.30 - 15.00 Location: 1.23

Chair: Yingqi Wei

An Investigation Into The Role Of Government On Strategic Asset Seeking And Chinese Outward Foreign Direct Investment In OECD Countries (Paper # 259)

Pun, Chi Chung
Lancaster University Management School

This paper focuses on Chinese investment in 34 OECD countries, for the period 2003 to 2011, with the aim of identifying the key determinants of outward investment as well as the role of government on this type of outward investment. Particular attention is paid to the role of the Chinese government in promoting strategic asset seeking foreign investment activities. The work permits an examination of the validity of a wide range of factors believed to underpin the motives driving foreign direct investment. The results provide some support for the contention that Chinese multinationals have sought out physical technological assets, as opposed to simply looking to expropriate the technological know-how of host countries. As such, the study provides support for notion that Chinese multinationals are engaging in strategic asset seeking behaviour when they invest overseas. Whilst interesting in its own right, this key finding is also important for any countries interested in designing an international co-operation policy aimed at attracting foreign direct investment from China.

Potential Technology And Knowledge Transfer From China To Africa: The Case Of The Ghanaian Construction Industry (Paper # 283)

Osabutey, Ellis Luther Chilie
Middlesex University Business School, United Kingdom

There has been an upsurge, with mixed optimism and scepticism, of Chinese firms operating in Africa. Whilst there is growing literature on China's presence in Africa, studies that explore technology and knowledge (T&K) transfer are scarce. Chinese construction firms (CCFs) win and execute the majority of construction projects in Sub-Saharan Africa (SSA). Using the construction industry in Ghana as a case study, we compare views from local and foreign (Chinese and non-Chinese) practitioners on how T&K transfer could be enhanced in SSA. Practitioners' views reveal long-term potential South-South T&K transfer because of Ghana's comparable T&K base. The potential is neither being pursued nor realised because there are no relevant policies and strategies. The absence of deliberate policies together with CCF bidding, human resource management/development, language and cultural differences inhibit transfer. We contribute to the literature by highlighting that perpetual dependency has characterised African development which has consequently curbed T&K transfer potential.

Which European Countries Are Benefitting More From Multinational Investment? A Meta-Regression Analysis (Paper # 305)

Bruno, Randolph Luca (1); Cipollina, Maria (2);
1: University College London, United Kingdom; 2: University of Molise, Italy

In this paper we combine, explain and summarize recent findings from the empirical literature focusing on the Foreign Direct Investment impact on growth within firm level studies on Enlarged Europe. We collect relevant quantitative studies and run a regression of regressions to measure the strength of the FDI-performance relationship when correcting for publication bias via FAT-PET as well as the 'precision-effect estimate with standard error' (PEESE) methodology. The results show that there exists a positive indirect impact of FDI on productivity and ultimately on economic growth in the New EU Member States, less so on the old EU 15. The heterogeneity between countries is the most remarkable result of this study. This should be taken into account when designing policies attracting FDI, especially by carefully assessing different absorptive capacity of the old EU 15 vis-à-vis the New Member States.

***Impact Of Foreign Presence On Innovation In High-Velocity Industries:
Does Speed Matter? (Paper # 329)***

Ha, Yoo Jung
University of York, United Kingdom

This research investigates the impact of foreign presence on innovation in high-velocity industries in a host country. When an industry witnesses rapid technological change, more technological opportunities become available through transactional linkages between MNEs and local firms. Using Korean Innovation Survey data, we show that environment velocity moderates the positive effect of backward and forward FDI spillovers on local suppliers and customers, and is a negative moderator of horizontal spillovers on local competitors. This enhanced understanding of foreign presence and innovation has implications for innovation strategies of MNEs and domestic firms.

Parallel Session SC5: International Entrepreneurship

Sat 13.30 - 15.00 Location: 1.22

Chair: Masango Shingairai

***Digital Entrepreneurship In Emerging Economies: The Role Of ICTs And Local
Context (Paper # 240)***

Ngoasong, Michael Zisuh;
Open University, United Kingdom

Advances in digitisation and the development of information and communication technologies (ICTs) is creating opportunities for new types of entrepreneurial activities in emerging economies. However, to date, there is very limited international business research to understand the nature of digital entrepreneurship in emerging economies. Using qualitative case studies developed in Cameroon I investigate how ICTs as operand resource shapes the choices that digital entrepreneurs make when dealing with local contextual influences in digital entrepreneurship. Based on analysis of these cases I develop five testable propositions focused on the choices entrepreneurs make to respond to local contextual influences.

***The Internationalisation Of German Small And Medium-Sized Enterprises: Empirical
Evidence Of Decision-Making (Paper # 272)***

Beyrle, Theresa Lucia;
University of Birmingham, United Kingdom

This study is one of the first to investigate decision modes in the field of international entrepreneurship empirically. It is intended to refine to the growing body of research which acknowledges the need of a more nuanced conceptualization of decision-making for the internationalization of SMEs beyond binary distinctions. I base my research on a sample of seven case studies from the German engineering sector. My findings are threefold: (1) I found that the decision modes as conceptualized in the literature do not have to be distinct, but frequently overlap: for instance, unexpected, serendipitous triggers can often lead to internationalization attempts when an initial intention to move abroad was already apparent. (2) Prior presence in the same foreign market and the level of product standardization can determine certain types of decision modes. (3) Learning leads to a shift towards more rational decision-making. Future research should apply a more holistic approach.

Networks And Timing In The Internationalisation Of Creative Industries (Paper # 288)

Bisignano, Angelo Pietro;
Nottingham Trent University, United Kingdom

Networks have a primary role in supporting the internationalisation of organisations (Segal-Horn and Faulkner 2012). In particular, Small and Medium Enterprises (SMEs) in fast growing industries rely on networks for fostering internationalisation processes (Coviello and Munro 1997). Building on previous studies on the role that networks play for SMEs' competitiveness, this paper attempts to explore the timing of accessing networks during internationalisation processes. Moreover, the empirical study is contextualized in the creative industries as this offers the opportunity to observe both intra-sector and inter-sector differences in approaching the use of networks and to identify industry-specific behaviours.

A multi-cases of 162 SMEs in 20 countries highlighted how SMEs within the creative industries have distinct approaches in using networks for internationalisation. Moreover, the findings indicated how SMEs in the creative industries use networks at different moments of their internationalisation process in order to achieve unique purposes and innovative approaches to international management.

An Entrepreneurial Approach To Capability Development: The Case Of Early Rapidly Internationalising Small Firms (Paper # 310)

Masango, Shingairai Grace
Sheffield Hallam University, United Kingdom

This paper explores an entrepreneurial approach to capability development. We argue for the explicit inclusion of entrepreneurial dynamics, specifically those related to the entrepreneurial opportunity construct, in capability conceptualisation. We define capability development within the context of new technology based firms which are yet to crystallise their organisational structures and are engaged in early and rapid internationalisation activities. In line with the extant capability literature, we acknowledge the existence of a capability hierarchy. This paper's conceptualisation is located within the third level of the capability hierarchy. Our research delineates the key entrepreneurial process defining capability development; provides richer insights into the role of a broader spectrum of contextual factors; and explicitly links capability development to the inward, outward and collaborative cross border links defining early and rapid internationalisation.

Parallel Session SC6: Internationalisation from and to Emerging Markets

Sat 13.30 - 15.00 Location: G.33

Chair: Xinming He

How Can Emerging-Market Multinationals Increase Foreign Acquisition Completion? (Paper # 137)

He, Xinming (1); Zhang, Jianhong (2);
1: Durham University, United Kingdom; 2: Nyenrode Business Universiteit, the Netherlands

Emerging-market multinationals (EMMs) face a negative country-of-origin (COO) effect on their acceptance in host countries, adding difficulty to overseas acquisitions. This study explores how this effect impacts EMM acquisitions, and how EMMs can increase their acquisition success. We propose that their foreign acquisition is more likely to complete if the acquirer has an international footprint, i.e., having inward internationalization experience or acquiring through overseas subsidiaries; and if it enters institutionally close markets. Using longitudinal data of 13,967 acquisitions between 1996 and 2012 by firms from ten major emerging economies including the BRICS (Brazil, Russia, India, China, and South Africa), Argentina, Malaysia, Mexico, Thailand and Turkey, we empirically test our hypotheses. The findings have important implications for scholars, policymakers and managers.

Post Financial Crisis Catch-Up Strategies In Emerging Market MNEs: A Comparative Analysis Of Statregic Asset Seeking FDI In The United States (Paper # 201)

Sutherland, Dylan (1); Anderson, John (2);
1: Durham University Business School, United Kingdom; 2: University of Northern Iowa, United States

Some argue emerging market (E)MNEs are different to their developed market (D)MNE counterparts because in the post-financial crisis period they have increasingly undertaken 'accelerated internationalization', predominantly using acquisitions to acquire intangible strategic assets in psychically distant developed markets for the purposes of 'catch-up'. To date, however, there has been little systematic comparative analysis of whether asset seeking by EMNEs has intensified in the post-financial crisis period or whether their asset seeking orientation is truly different to that of their DMNE counterparts. Here we compare the investment location choice motivations of Chinese, German and British MNEs in the United States in the pre and post financial crisis periods to address these questions. While we do find Chinese asset seeking activity has intensified in the post crisis period we also find that DMNE FDI is strongly motivated by asset seeking. Building from our location choice study we further compare complementary balance sheet data to compare intangible asset levels and growth in the two kinds of MNEs. This shows that Chinese MNEs are not 'catching-up'. Our findings bring

into question a number of ideas that are increasingly being accepted as received wisdom, namely: the extent to which Chinese MNEs are truly different; whether in turn new theories are required to explain their behaviors; and, finally, whether outward FDI genuinely facilitates their 'catch-up' with DMNEs.

Differentiation On Location Choice Of Individual Firms: Determinants And Motivations Of Telecommunication MNEs In Africa (Paper # 302)

Tang, Yuxuan; Pearce, Robert;
University of Reading, United Kingdom

This paper, based on two stream of IB theory: institution-based view and location choice on host country, explains the cross-country differences on macroeconomic and institutional environment and how they affect strategic behaviour of Chinese Infrastructure MNEs in Africa. It analyses the determinants and motivations of investment in ICT sectors in terms of two Chinese MNEs. Using the panel probit model, the analysis relies on correlates of the digging firm-level data from relative data resources and then country-level factors and institutional indicators on determinants of investments. This study evaluates the influences on location choices by general country-level factors as the objective determinants and sectoral conditions as the subjective motivations in specific sectors. Owing to the particularity of IMNEs in telecommunication sector, the paper is going to pick two major Chinese players as cases (Huawei Technologies and ZTE).

Parallel Session SC7: Global Value Chains, Offshoring and Outsourcing
Sat 13.30 - 15.00 Location: G.34

Chair: Sougand Golesorkhi

Global Production Network And Local Business Network Influences In Supplier Development: A Case Study Of The Serbian Agri-Food Processing Sector (Paper # 247)

O'Connell, Maeve; Yamin, Mohammad; Alfoldi, Eva;
Manchester Business School, UK

This paper investigates how local suppliers' upgrading and innovativeness capabilities are shaped by the supply chains and business network(s) in which they are engaged. It examines the relationships suppliers have with their buyers, own suppliers and non-firm actors (government, donors, other institutions/associations) and how they facilitate supplier development. Four case studies are discussed, each exploring the relationships local suppliers have with their buyers (food processors operating in Serbia). Two food processors are MNEs and two are local companies producing both own brands and private labels. A number of locally based non-firm actors are also interviewed to study their involvement in the process. The data was compiled using semi-structured interviews with companies' management and representatives from various institutions and donor organisations. Preliminary findings demonstrate how varying configurations of global production networks and business networks have different influences on how firm and non-firm actors individually and collectively are facilitating supplier capability development.

When Do Companies Reverse Offshore Outsourcing? (Paper # 123)

Schinzel, Ursula (1); Banai, Moshe (2);

1: Université de Luxembourg, Luxembourg; 2: Baruch College, New York City University, USA

This study defines, describes and explains the phenomenon of reverse offshore outsourcing, and provides a conceptual framework, as well as a management method, that could be used to make a decision about the circumstances under which it would be appropriate to reverse offshore outsourcing. We use Industrial Organization View and Resource Based View as conceptual frameworks to analyze current organizations' reverse offshore outsourcing practices. Organizations weigh the advantages and disadvantages of in- and offshore out-sourcing processes by comparing the environmental uncertainties with the organization's core competencies. The analysis of reverse offshore outsourcing is used to offer a theory that modifies Industrial Organization View and Resource Based View and adjusts them to current global changes. A Priority System Matrix is offered to assess the intersection point between the optimal environmental uncertainty and the organization's core competencies and to formulate the desired sourcing strategy.

Building Service Provider Capabilities: The Impact Of Clients And Service Types In Service Offshore Outsourcing (Paper # 257)

Brandl, Kristin (1); Oerberg Jensen, Peter (2); Jaura, Manya (2);
1: Henley Business School, United Kingdom; 2: Copenhagen Business School, Denmark

In this paper we study whether and how the interaction between clients and the service providers contributes to the development of capabilities in service provider firms. In situations where such a contribution occurs, we analyze how different types of activities in the production process of the services, such as sequential or reciprocal task activities, influence the development of different types of capabilities. We study five cases of offshore-outsourced knowledge-intensive business services that are distinguished according to their reciprocal or sequential task activities in their production process. We find that clients influence the development of human capital capabilities and management capabilities in reciprocally produced services. While in sequential produced services clients influence the development of organizational capital capabilities and management capital capabilities.

Parallel Session SC8: Theoretical, Conceptual and Methodological Issues

Sat 13.30 - 15.00 Location: G.35

Chair: Jeremy Clegg

Path Dependency, Path Renewal Or Inertia: Implications For The Selection Of Foreign Market Re-Entry Commitment Decisions (Paper # 173)

Surdu, Irina Minodora; Mellahi, Kamel; Glaister, Keith
University of Warwick, United Kingdom

In this paper we examine the foreign market re-entry commitment decisions of multinational firms from a learning and institutional change perspective. In doing so, we contribute to prior market entry research in three important ways: (1) by introducing a novel context in which to assess the influence of prior host market knowledge and experience; (2) by addressing whether host institutional changes occurring between exit and re-entry influence re-entry; and (3) by providing the first empirical evidence of re-entry and re-entrants. We found no evidence for the role of prior host market experience on re-entry mode decisions. We found some support that, favourable changes in host institutional environments increase the likelihood of equity re-entries. Most interestingly, we found strong inertial effects suggesting that foreign market re-entry mode decisions are significantly influenced by to how firms operated in the host market prior to exit.

The Internationalization Of Emerging Market Multinationals: Institutions, Resources And Strategy - A Conceptual Review (Paper # 235)

Omokaro-Romanus, Felicia Constance; Anchor, John R.
University of Huddersfield, United Kingdom

The internationalisation of emerging market multinationals (EMNCs) has become an important element of international business research. The internationalisation process - motivations, location choice and entry mode strategy, may be dependent on institutional context and market rivalry as well as organisation specific factors. The purpose of this paper is to draw on existing literature to shed light on how institutions, resources and strategy drive EMNCs' internationalisation and to propose a conceptual framework for it

Conceptual Contribution Of Social Network Analysis To Internationalization Research (Paper # 245)

Yamin, Mo; Kurt, Yusuf;
Manchester Business School, The University of Manchester, United Kingdom

Purpose: The purpose of this paper is to demonstrate how specific features of social network analysis (SNA) can sharpen our knowledge about firm internationalization from a network perspective; particularly in the context of liability of outsidership (LOO) approach. It aims to build a more comprehensive understanding of overcoming LOO through revealing how networks' structural attributes affect the willingness and ability of both outsider and insider to build an insidership position in a relevant network. SNA is offered as an appropriate analytical research tool to reveal structural characteristics of networks. Design/methodology/approach: The article draws

on the extant literatures on internationalization, LOO and social network analysis to identify to what extent SNA can be benefited as an analytical research tool in LOO-focused internationalization research. It provides specific SNA measurement constructs and related propositions. Findings: Social Network Analysis, as an analytical research tool, provides strong potential for better understanding the internationalization phenomena through deeply and systematically revealing how structural attributes of networks affect overcoming LOO and the value of insidership. Originality/value: This study proposes SNA as an appropriate and robust analytical tool to reveal structural and positional attributes of networks which affect the willingness and ability of both insiders and outsiders to overcome LOO to a relevant network. It also adds a more comprehensive inside-out perspective into LOO discussion which has been extensively dominated by outside-in perspective in the internationalization literature.

Special Track: Integrating Comparative Institutional Analysis into International Business Research (B)

Sat 13.30 - 15.00 Location: G.36

Chair: Matthew Allen

Theorizing The Transfer Of Managerial Practices Within Multinationals (Paper # 214)

Sharpe, Diana Rosemary (1); Mir, Raza (2);

1: Sheffield Hallam University, United Kingdom; 2: William Patterson University, New Jersey, USA

In this paper, we draw upon empirical research conducted within multinational corporations, including extensive research within a UK subsidiary of a Japanese multinational corporation and the Indian subsidiary of a US multinational corporation to examine processes of knowledge transfer within multinationals. We use insights from labor process theory, institutional perspectives and postcolonial theory to illuminate different facets of this process. We argue that each of these theoretical lenses provides us with different entry points and foci of analysis into the same phenomenon. However, all three theories are consistent with an underlaborer philosophy of critical realism, and help us link microanalyses of organizational control processes to underlying institutional structures. This theoretical multiplicity is especially important to researchers who are interested in bringing issues of workplace democracy to the forefront of organizational theory and International Business analysis.

Excluded Or Embraced: How Do Multinationals Lobby In Eastern Europe? (Paper # 250)

Sallai, Dorottya;

University of Greenwich, United Kingdom

The paper investigates the lobbying strategies of multinational corporations' (MNCs) subsidiaries in Eastern Europe (EE). Through the investigation of multinationals' lobbying strategies in Hungary, in this article I test whether the institutional context of the host country or the internal institutional pressures of the parent company is a more important determinant of lobbying strategy design. The case study of Hungary, suggests that both domestic institutions and internal MNC pressures impact subsidiary-level lobbying capabilities. The analysis reveals that besides 'importing' their professional lobbying styles, MNCs also develop sophisticated, informal networking strategies. Subsidiaries adapt to the local institutional context by designing a mixture of ingredients from western and eastern lobbying practices. The article argues that MNCs react to the pressures of institutional duality by developing complex strategies that integrate adoption to the local institutional constraints as well as the institutional pressures within the MNC.

Strong State, Weak Managers: How Hungarian Firms Cope With Autocracy (Paper # 298)

Sallai, Dorottya (1); Schnyder, Gerhard (2);

1: University of Greenwich, United Kingdom; 2: King's College London, UK

This paper investigates the phenomenon of the 'return of state capitalism' in emerging and transition economies based on the case study of Hungary. We argued that existing studies of coping and buffering strategies that companies can use when faced with autocratic regimes are only to a limited extent applicable to this context. Drawing on studies from different fields we proposed a more fine-grained analysis of the nature of post-communist states and suggest that the current phase of transition constitutes more than a mere 'reversal' of the transition trajectory. Rather, what we are witnessing is the emergence of a new type of state, which is characterised by the fusion of a governing elite's political power and economic interests. We showed that such a

situation poses particular challenges to all types of companies and that known 'buffering strategies' may not be effective in such a situation.

***Capability Building Strategy In A New Sector And Institutionally Embedded Resources; A Case Study On
The Development Of Flat Panel Display Industry In South Korea (Paper # 322)***

Do, Hyunkyu;
University of Manchester, United Kingdom

This working paper suggests a potential approach for integrating comparative institutional analysis (CIA) into IB studies. Based on different emphasises on the interaction between institutions and firms, each has developed distinct strengths in accounting competitive advantage between firms or countries. In line with recent insightful works on the issue (Jackson and Deeg 2008; Allen 2013), this study attempts to demonstrate how to effectively combine CIA with IB research providing a case study on the development of flat panel display (FPD) industry in Korea. The case analysis yields three findings for both studies. First, in explaining the internalization phenomena of firms, the directions of IB and CIA perspectives are different. Second, the debates on institutional embeddedness, diversity, and resources in CIA literatures can enrich those of MNEs' strategic actions in IB and vice versa. Finally, this integrating work encourages more dynamic view on competitive advantage between nations in the global context.

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