



47th EIBA Annual Conference 2021

Madrid 10-12 December 2021

PROGRAM WITH ABSTRACTS



Conference agenda

Date: Friday, 10/Dec/2021				
8:00am - 5:30pm	Conference Registration Location: HALL 1st FLOOR			
9:00am - 11:00am	Online 1: Special session -online- presentation of papers (diverse Tracks). Chair: José Carlos Fariñas , Universidad Complutense Madrid, Spain			
9:00am - 1:00pm	EIBA ECN Workshop: 7th EIBA Early Career Network (EIBA-ECN). Paper Development Workshop (PDW) Location: SALA JUNTAS Chair: Božidar Vlačić , Católica Porto Business School, Universidade Católica Portuguesa, Portugal Chair: Tilo Halaszovich , Jacobs University Bremen, Germany	JIBP PDW: Journal of International Business Policy. Paper Development Workshop Location: COMISIONES Chair: Ari Van Assche , HEC Montréal, Canada Chair: Sarianna Lundan , Editor-in-Chief, Journal of International Business Policy, Germany	JIBS PDW (1): JIBS Paper Development Workshop (1) Location: BOTELLA LLUSIA Chair: Vittoria G. Scalera , Amsterdam Business School, University of Amsterdam, Netherlands, The Chair: Becky Reuber , Area Editor JIBS. University of Toronto, Canada	JIBS PDW (2): JIBS Paper Development Workshop (2) Location: SEMINARS FARMACIA Chair: Vittoria G. Scalera , Amsterdam Business School, University of Amsterdam, Netherlands, The Chair: Becky Reuber , Area Editor JIBS. University of Toronto, Canada
9:00am - 5:00pm	JHD Tutorial: 35TH EIBA / EIASM JOHN H. DUNNING DOCTORAL TUTORIAL IN INTERNATIONAL BUSINESS Location: Seminar VI ODONTOLOGIA Building Chair: Jean-François Hennart , Tilburg University, Netherlands, The Chair: Bent Petersen , Copenhagen Business School, Denmark			
10:30am - 11:00am	Coffee Break			
11:00am - 1:00pm	IBR PDW: International Business Review. Professional Development Workshop Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: Roger Strange , Editor in Chief, International Business Review, United Kingdom		Online 2: Special session -online- presentation of papers (diverse Tracks). Chair: Nuria Puig , UCM, Spain	
12:30pm - 3:00pm	Lunch. Only for Pre-conference events participants			
1:00pm - 2:00pm	DVDB Symposium (1): 10TH EIBA / EIASM DANNY VAN DEN BULCKE DOCTORAL SYMPOSIUM (1) Location: LAIN ENTRALGO Panel Discussion: 'Whom do I want to become after the PhD? Diverse academic career paths, diverse perspectives' Chair: Rebecca Piekkari , Aalto University School of Business, Finland Discussant: Udo Zander , Associate Professor, Stockholm School of Economics, Sweden			
2:00pm - 5:00pm	DVDB Symposium (2): 10TH EIBA / EIASM DANNY VAN DEN BULCKE DOCTORAL SYMPOSIUM (2) Location: SEMINARS FARMACIA Chair: Rebecca Piekkari , Aalto University School of Business, Finland Chair: Olga Lavrusheva , Aalto University School of Business, Finland Roundtable discussions		EIBAB: EIBA Board meeting Location: JUNTAS Odontologia	
3:30pm - 5:00pm	Online 3: Online 3 -online- presentation of papers (diverse Tracks). Chair: Maria Angeles Montoro-Sanchez , Complutense University of Madrid, Spain			
5:15pm - 5:45pm	New Member Meet and Greet Location: HALL 1st FLOOR			
6:00pm - 7:30pm	OP: Opening Plenary Location: THEATRE. AUDITORIO RAMON Y CAJAL Welcome Address. Joaquín Goyache, Rector Complutense University Public support to the private sector in the framework of Sustainable Development Goals First Vice-President of the Government of Spain and Minister for the Economy and Digital Transformation, Nadia Calviño (to be confirmed) Ana Cremades, General Director of Innovation Madrid Regional Government José Luis Curbelo. COFIDES, President Fernancho Salazar. CESCE, President Post-pandemic Challenges of Innovation, Location and Sustainability John Cantwell, Rutgers University Andrés Rodríguez Pose, London School of Economics María Savona, Sussex University Chair: Isabel Álvarez, Complutense University			
8:30pm - 10:00pm	Opening Reception Location: MUSEO DEL TRAJE			

Conference agenda

Date: Saturday, 11/Dec/2021

8:00am - 5:00pm	Conference Registration Location: HALL 1st FLOOR			
8:30am - 10:00am	C 1.1.12: Global Virtual Teams Location: AULA 1 Chair: Abdoulkadre Ado , University of Ottawa, Canada	C 1.1.15: Firms' responses to crisis and international challenges Location: COMISIONES Chair: Tamar Almor , College of Management, Israel	C 1.1.1: MNEs sustainable impacts Location: GALLEGO Chair: Vera Kunczer , WU Vienna, Austria	C 1.1.2: Institutions, industrial dynamics and externalities Location: LAIN ENTRALGO Chair: Filip De Beule , KU Leuven, Belgium
	C 1.1.3: HR and International Knowledge Management Location: SCHÜLER Chair: Jongmin Lee , University of Reading, United Kingdom	C 1.1.6: Overcoming Liabilities and Failures in Business Internationalisation Location: BOTELLA LLUSIA Chair: Tamara Galkina , University of Vaasa, Finland	C 1.1.7: Corporate governance and institutional voids in the emerging markets Location: AULA 4 Chair: Amitabh Anand , Excellia Business School, France	C 1.1.8: Transnational Networks and Institutional Environments Location: AULA 2 Chair: Teresa da Silva Lopes , York University, United Kingdom
	I 1.1.6: SME and New Venture Internationalization – Governance, Learning and Performance Location: SALA JUNTAS Chair: Per Servais , Linneaus University, Sweden	I 1.1.9: Location and Embeddedness Location: AULA 3 Chair: Michael Wolfesberger , WU Vienna, Austria		
10:00am - 10:30am	Coffee Break Location: HALL 1st FLOOR			
10:30am - 12:00pm	C 1.2.10: Governance and the Financial Responsibility of MNEs Location: SALA JUNTAS Chair: Jakob Müllner , WU Vienna, Austria	C 1.2.12: Global Leadership Location: AULA 1 Chair: David S. A. Guttormsen , USN School of Business, University of South-Eastern Norway, Norway	C 1.2.3: Institutions, Innovation and Internationalization Location: SCHÜLER Chair: Priit Tinitis , Aalto University, Finland	C 1.2.4: International business in turbulence policy times Location: GALLEGO Chair: Ari Van Assche , HEC Montréal, Canada
	C 1.2.5: CSR in GVCs Location: AULA 3 Chair: Valentina De Marchi , University of Padova, Italy	C 1.2.6: SME Internationalization - Trajectories, Speed and Performance Location: BOTELLA LLUSIA Chair: Sui Sui , Ryerson University, United States of America	C 1.2.7: Sustainability and non-market strategies in the emerging markets Location: AULA 4 Chair: Robbert Maseland , Radboud University Nijmegen, Netherlands, The	I 1.2.Y: Interactive papers. Networks and IB post-Covid19 Location: AULA 2 Chair: Emilene Leite , Örebro University School of Business, Sweden Chair: Tilo Halaszovich , Jacobs University Bremen, Germany
	P 1.2.14: Panel: X-Culture and the Post-Pandemic New Normal (Track 14) Location: COMISIONES Chair: Anne Marie Zwerg-Villegas , Universidad de La Sabana, Colombia	P 1.2.4: Panel: Internationalization of Family Firms: From Tradition to Disruption (Track 4) Location: LAIN ENTRALGO Chair: Ana Teresa Tavares-Lehmann , FEP-University of Porto, Portugal Chair: Philippe Gugler , University of Fribourg, Switzerland	P 1.2: Panel: EIBA MADRID AND HONORIS CAUSA DOCTORATES: FROM JOHN DUNNING (1990) TO JOHN CANTWELL (2021) (Conference Panel) Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: Vitor Corado Simões , ADVANCE/CSG, ISEG - Lisbon School of Economics and Management, University of Lisbon, Portugal	
12:00pm - 1:30pm	C 1.3.12: Human Capital in International Context Location: AULA 1 Chair: Dana Minbaeva , CBS, Denmark	C 1.3.14: Innovations in IB Research Methodologies Location: COMISIONES Chair: Agnieszka (Aggie) Chidlow , University of Birmingham, United Kingdom	C 1.3.3: Innovation and Knowledge Management Across Borders Location: SCHÜLER Chair: Bernhard Dachs , AIT Austrian Institute of Technology, Austria	C 1.3.5: Configuration and re-configuration of GVCs Location: AULA 3 Chair: Antonello Zanfei , DESP-University of Urbino, Italy

	<p>C 1.3.6: Entrepreneurial Internationalization - an Institutional Perspective Location: BOTELLA LLUSIA Chair: Victor Martin-Sanchez, University of Southern Denmark, Denmark</p>	<p>C 1.3.7: Innovation challenges in the emerging markets Location: AULA 4 Chair: Qiuling Gao, BISU, China, People's Republic of</p>	<p>C 1.3.9: Foreign Direct Investments and Divestments Location: LAIN ENTRALGO Chair: Jorma Larimo, University of Vaasa, Finland</p>	<p>I 1.3.12: Talents, reputation and branding Location: AULA 2 Chair: Frauke Bender, Anderson College of Business and Computing, Regis University, United States of America</p>
	<p>P 1.3.10: Panel: Corporate Governance and Global Innovation (Track 10) Location: GALLEGO Chair: Jakob Müllner, WU Vienna, Austria</p>	<p>P 1.3.1: Panel: WHY SHOULD INTERNATIONAL BUSINESS RESEARCHERS CARE ABOUT INFORMAL ORGANIZATIONS? (Track 1) Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: Caroline Witte, Rotterdam School of Management (RSM), Netherlands, The</p>		
12:30pm - 3:00pm	Lunch			
1:30pm - 3:00pm	<p>General Assembly Location: THEATRE. AUDITORIO RAMON Y CAJAL</p>		<p>Posters 1: Posters Session 1 Location: HALL 1st FLOOR</p>	
3:00pm - 4:30pm	<p>C 1.4.11: Cross-border services and relationship marketing Location: AULA 2 Chair: Dirk Morschett, University of Fribourg, Switzerland</p>	<p>C 1.4.13: Networks, Subsidiaries, and MNEs Location: AULA 3 Chair: Paul Ryan, Trinity College Dublin, Ireland</p>	<p>C 1.4.2: Geography, entrepreneurship and performance Location: LAIN ENTRALGO Chair: Fiorenza Belussi, Università di Padova, Italy</p>	<p>C 1.4.6: Internationalization of SMEs and Family Firms Location: BOTELLA LLUSIA Chair: Cristina Villar, University of Valencia, Spain</p>
	<p>I 1.4.9: Headquarters-subsidiary relationships Location: AULA 5 Chair: Josephine Igoe, National University of Ireland Galway, Ireland</p>	<p>I 1.4.X: Interactive papers. All tracks Location: COMISIONES Chair: Maria Angeles Montoro-Sanchez, Complutense University of Madrid, Spain</p>	<p>P 1.4.10: Panel: Ownership and Global Strategy (Track 10) Location: AULA 1 Chair: Michael Mol, Copenhagen Business School, Denmark</p>	<p>P 1.4.12: Panel: MNE's Greatest Assets: The Unexplored Power of MNE Human Capital (Track 12) Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: Chris Brewster, Henley Business School, United Kingdom</p>
	<p>P 1.4.14: Panel: Teaching Cross-Cultural Competence Through Experiential Learning: New Directions for IB and Management Instructors (Track 14) Location: SALA JUNTAS Chair: John D. Branch, Ross School of Business, University of Michigan, United States of America</p>	<p>P 1.4.1: Panel: The Role of Multinationals in the Energy Transition (Track 1) Location: GALLEGO Chair: Birgitte Grøgaard, Bi Norwegian Business School, Norway Chair: Randi Lunnan, STIFTELSEN HANDELSHØYSKOLEN BI, Norway</p>	<p>P 1.4.5: Panel: Global Value Chains in a world of disruptions – does increasing complexity imply fragility or resilience? (Track 5) Location: SCHÜLER Chair: Valentina De Marchi, University of Padova, Italy Chair: Shreeram Mudambi, Temple University, United States of America</p>	
4:30pm - 5:00pm	Coffee Break			
5:00pm - 6:30pm	<p>C 1.5.6: International Opportunity Process and International Entrepreneurs Location: BOTELLA LLUSIA Chair: Tuija Mainela, University of Oulu Business School, Finland</p>	<p>I 1.5.11: International marketing perspectives Location: AULA 2 Chair: Sumit Kumar Kundu, Florida International University, United States of America</p>	<p>I 1.5.12: Cross-cultural issues Location: AULA 1 Chair: Paula Caligiuri, Northeastern University, United States of America</p>	<p>I 1.5.1: Enhancing sustainable practices Location: SALA JUNTAS Chair: Kira Haensel, Florida International University, United States of America</p>

	<p>I 1.5.4: Public policy and international business Location: GALLEGO Chair: Francisco Figueira de Lemos, Uppsala University, Sweden</p>	<p>I 1.5.5: GLOBAL VALUE CHAINS: EMERGING TOPICS Location: AULA 3 Chair: Gabriel R.G. Benito, BI Norwegian Business School, Norway Chair: Torben Pedersen, Bocconi University, Italy</p>	<p>I 1.5.9: Investments: Acquisitions, Alliances and Entry Modes Location: COMISIONES Chair: Catherine Elizabeth Georgiou, University of Warwick, United Kingdom</p>	<p>P 1.5.3: Panel: Cross-border innovation in a Changing World. Players, Places, Policies (Track 3) Location: LAIN ENTRALGO Chair: Davide Castellani, Henley Business School, United Kingdom Chair: Antonello Zanfei, DESP-University of Urbino, Italy</p>
	<p>P 1.5.7: Panel: SDGs and Sustainable Development in Emerging markets (Track 7) Location: AULA 4 Chair: Shlomo Tarba, The University of Birmingham, United Kingdom Chair: Ilan Alon, University of Agder, Norway</p>	<p>PIBR Semi-plenary session: EIBA/Emerald Progress in International Business Research Series Vol. 16 Editors: Rob van Tulder, Alain Verbeke, Lucia Piscitello, Jonas Puck. Tribute volume to Geoffrey Jones Location: SCHÜLER Chair: Lucia Piscitello, Politecnico di Milano, Italy</p>		
<p>6:30pm - 7:30pm</p>	<p>P 1.6: What is theory? EIBA Doctoral Events – Anniversary Panel Location: SCHÜLER Chair: Rebecca Piekkari, Aalto University School of Business, Finland</p>			

Conference agenda

Date: Sunday, 12/Dec/2021

8:00am - 1:00pm	Conference Registration Location: HALL 1st FLOOR			
8:30am - 10:00am	C 2.6.12: Language and Well-Being in International Organizations Location: AULA 1 Chair: Fadi Alsarhan , ISC Paris Business School, France	C 2.6.13: Exports, Entry, and Ecosystems Location: COMISIONES Chair: Paloma Miravittles , University of Barcelona, Spain	C 2.6.3: Digital Innovation and IB Location: SCHÜLER Chair: Katherine Tatarinov , University of Geneva, Switzerland	C 2.6.6: Digital and Web-Enabled SME Internationalization Location: BOTELLA LLUSIA Chair: Desislava Dikova , WU Vienna, Austria
	C 2.6.9: Headquarters-Subsidiary Relationships Location: LAIN ENTRALGO Chair: Jens Gammelgaard , Copenhagen Business School, Denmark	I 2.6.6: International Growth and Performance of Different Types of Firms Location: AULA 2 Chair: Maria Chiarvesio , University of Udine, Italy	I 2.6.7: Contemporary issues in the emerging markets research Location: AULA 4 Chair: Ulrike Mayrhofer , Université Côte d'Azur, France	P 2.6.15: Panel: Virtual international teams: What makes them work effectively over time? (Track 15) Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: Tamar Almor , College of Management, Israel Chair: Svetla Marinova , Aalborg University, Denmark
	P 2.6.8: Panel: Disruption, Transformation, Stability: Exploring Industry Dynamics from a Global Perspective (Track 8) Location: SALA JUNTAS Chair: Matthias Kipping , York University, Canada Chair: Takafumi Kurosawa , Kyoto University, Japan Chair: D. Eleanor Westney , MIT Sloan School of Management, Canada			
10:00am - 10:30am	Coffee Break			
10:30am - 12:00pm	C 2.7.10: Financial Strategies in International Business Location: GALLEGO Chair: Thomas Lindner , University of Innsbruck, Austria	C 2.7.11: Digitalization and export performance Location: BOTELLA LLUSIA Chair: Raluca Mogos Descotes , LEM, France	C 2.7.12: Global Careers Location: AULA 2 Chair: Chris Brewster , Henley Business School, United Kingdom	C 2.7.1: Climate change and the environment Location: SALA JUNTAS Chair: Hüseyin Doluca , Augsburg University, Germany
	C 2.7.7: Overseas expansion strategies from and into the emerging markets Location: AULA 4 Chair: Salman Ahmad , University of Derby, United Kingdom	C 2.7.9: Sustainability, CSR and Institutions Location: LAIN ENTRALGO Chair: Alan Muller , University of Groningen, Netherlands, The	I 2.7.3: Culture, Learning and Innovation in IB Location: COMISIONES Chair: Celia Torrecillas , Universidad Complutense de Madrid, Spain	I 2.7.7: Internationalization processes from and in the emerging markets Location: AULA 5 Chair: Su Jin Yeon , Tecnológico de Monterrey, Mexico
	P 2.7.6: Panel: Corporate governance in international new ventures and born global firms (Track 6) Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: Stephan Gerschewski , University of Kent, United Kingdom Chair: Natasha Evers , Trinity College Dublin, Ireland	Workshop: Women in EIBA Location: SCHÜLER Coordinators: Valentina Di Macri , Kristin Brandl		

12:00pm - 1:30pm	EIBA Fellows Plenary: Global Debt, MNE Behaviour and Institutional Change Location: THEATRE. AUDITORIO RAMON Y CAJAL Global Debt, MNE Behaviour and Institutional Change Chair: Juan J. Durán, Dean of the EIBA Fellows. The no neutrality of institutions as determinant factor of MNE global debt. Lars Oxelheim, University of Agder & Knut Wicksell Center for Financial Studies (KWC), Lund. The financial crisis, the technology shift and the global logistic chain. Sarianna Lundan, University of Bremen. Institutional change and transition risks: Green recovery in Europe. Special Guest: Mr. Manuel Conthe, Distinguished EIBA Honorary Fellow 2020/21. Green Finance			
12:30pm - 3:00pm	Lunch			
1:30pm - 3:00pm	Fellows Meeting Location: SALA JUNTAS		Posters 2: Posters Session 2 Location: HALL 1st FLOOR	
3:00pm - 4:30pm	C 2.8.12: IHRM Processes and Practices Location: AULA 1 Chair: Ingmar Björkman , Aalto University School of Business, Finland	C 2.8.1: Misconduct and the MNE Location: GALLEGO Chair: Michael Mol , Copenhagen Business School, Denmark	C 2.8.7: Contemporary issues in the emerging markets research Location: AULA 4 Chair: Veronika Belousova , National Research University Higher School of Economics, Russian Federation	I 2.8.6: Understanding International Entrepreneurship Across Diverse Contexts Location: BOTELLA LLUSIA Chair: Martin Hannibal , University of Southern Denmark, Denmark
	I 2.8.9: MNCs and International Organizations Governance Structures Location: COMISIONES Chair: Gislaine Cristina dos Santos Teixeira , FGV Sao Paulo School of Business Administration, United States of America	I 2.8.Z: Interactive papers. All tracks Location: AULA 2 Chair: Piotr Trapczynski , Poznan University of Economics and Business, Poland	P 2.8.12: Panel: Towards Inclusion and Inclusive Leadership: New Insights from Asian Business Management Practice and Research (Track 12) Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: David S. A. Guttormsen , USN School of Business, University of South-Eastern Norway, Norway	P 2.8.14: Panel: Leveraging Virtual Exchange to Create Signature Experiences in International Business Education: Trends, Best Practices and Future Outlook (Track 14) Location: SALA JUNTAS Chair: Mourad Dakhli , Georgia State University, United States of America
	SSE: SSE Gunnar Hedlund Award Session Location: LAIN ENTRALGO Finalists Gunnar Hedlund Award 2018-2021 (alphabetical order, no in order of ranking): Michał Budryk, Uppsala University. Johannes Kleinhempel, The University of Groningen. Vera Kunczer, Institute for International Business, Vienna.			
4:30pm - 5:00pm	Coffee Break			
5:00pm - 6:30pm	CP: Closing Plenary EIBA 2021 Location: THEATRE. AUDITORIO RAMON Y CAJAL Chair: Valentina De Marchi , University of Padova, Italy Session: Oxford-style debate Moderator: Valentina de Marchi (University of Padova) Motion: Multinationals will make meaningful contributions to post-Pandemic sustainable development Speaking in favour of the motion: Jonathan Doh (Villanova University) and Sarianna Lundan (University of Bremen) Speaking against the motion: Alvaro Cuervo-Cazurra (Northeastern University) and Elisa Giuliani (University of Pisa)			
8:00pm	Gala Dinner			

Detailed program with abstracts

Friday, 10/Dec/2021: 9:00 am - 5:00 pm

Online 1: Special session -online- presentation of papers (diverse Tracks).

Time: Friday, 10/Dec/2021: 9:00am - 11:00am

Session Chair: José Carlos Fariñas, Universidad Complutense Madrid, Spain

Political regimes, talent management ecosystem, and innovations: Setting the research agenda

N. Kuleshov, M. Latukha

St. Petersburg state university, Russian Federation

The mechanisms for developing and supporting MNEs' innovation activity in different countries are facing today many challenges related to context-specific factors whereas political regimes play significant role in fostering (or creating barriers for) ecosystems for innovations, including macro talent management (MTM) ecosystem. This paper aims to discuss the theoretical grounds of links between political regimes and MTM ecosystem as infrastructure to boost MNEs' innovations. We suggest theoretical framework showing how political regimes are connected with MTM, ecosystems and innovation activities within MTM ecosystem whereas MNEs are operating. Within the proposed framework, interaction between government agencies, educational organizations and MNEs should take place to achieve efficiency in attracting, developing and retaining human capital. We state that the degree of democratic regime itself is not a crucial factor for MTM ecosystem and innovation activity inside. However, some characteristics of political regimes may influence on MTM ecosystem configuration that accelerate or delay MNEs' innovation activity.

Determinants of generation diverse talent management and its relationship with firm performance

M. Latukha, A. Kriklivetz, F. Podgainyi

St. Petersburg state university, Russian Federation

As talent management (TM) nowadays plays a vital role in organizational outcomes and is proved to be important for diversity and inclusion in many companies, this paper discusses the relationship between TM practices aiming managing generations and firm performance. Using the data from 82 companies and 476 employees we find factors influencing generation-focused TM practices and prove positive link between TM practices and firm performance in the generation diverse context. We claim that the way of thinking and decision-making, the level of responsibility, the reaction to changes and innovations, the skillset, and the level of ambition that differ among generations determinate generation diverse TM practices.

Corporate Social Responsibility, Green Innovation and Cross-Border M&A Completion

Q. Gao¹, Z. Zhang², Z. Li², Y. Li³

¹BISU, China, People's Republic of; ²UIBE, China, People's Republic of; ³The University of Sydney, Australia

For varied reasons cross-border M&As are popularly undertaken, however, despite the time invested and expenses incurred, failure rates of these deals are significant. Adopting a strategic corporate social responsibility (CSR) perspective, this research takes CSR and green innovation as new forms of green innovation, investigating how CSR and green innovation influence cross-border M&A completion. Analysis of 358 cross-border M&As conducted by Chinese firms over 9 years (2007 to 2015), shows that both conducting CSR activities to manage stakeholder relationships (doing good) and implementing green innovation within the firm (doing well) can increase cross-border M&A completion rates. Hiring a financial advisor can also increase M&A completion rate. However, financial advisors negatively moderate the relationship between green innovation and M&A completion, where they act as a substitute for green innovation. The results also show that multiple sources of information generate information overload, or even confusion, and reduce M&A completion rates. This study contributes to a better understanding of strategic CSR as an integrated CSR framework. It also links marketing innovation literature with internationalization literature of EMNEs, providing new theoretical insights for international business study.

Trade policy, firms' exports, and (multiple) border-crossing imports

L. Márquez-Ramos^{1,2}, H. Wardana¹

¹The University of Adelaide, Australia; ²Universitat Jaume I, Spain

Purpose: Does increasing international trade barriers reshape supply chains? To shed light to this question, we study the relationship between firms' exports and the number of borders that goods imported have crossed before and after trade barriers increase.

Design/methodology/approach: We use a matching method to analyse the effect of (multiple) border-crossing imports on exports. We trace foreign value added of imports and distinguish between "simple" (i.e., when firms import intermediates crossing an international border once) and "complex" importing (i.e., when firms import intermediates crossing international borders several times).

Findings: When import barriers are low, firms that import intermediates crossing more borders export more. However, after import barriers increase, "simple" importing becomes more relevant for firms' exports.

Originality/value: Inhibiting access to international markets might have consequences for firms' exports. We explore how this trade policy strategy might reshape supply chains. In an application for emerging market firms, we find that supply chains become less global.

Online 2: Special session -online- presentation of papers (diverse Tracks).

Time: Friday, 10/Dec/2021: 11:00am - 1:00pm

Session Chair: Nuria Puig, UCM, Spain

Capturing regional configuration of Value Chain Activities: a multiple case study of Russian MNCs

A. Medvedev¹, K. Nefedov²

¹Hochschule Ludwigshafen am Rhein; ²Higher School of Economics, Russian Federation

Increasingly interconnected global trade imposes new challenges both for managers and researchers in terms of accurate identification of regional and global strategies of Global value chain (GVC) configuration. This paper summarises quantitative indicators of vertical and geographical GVC coverage and challenges convenient approaches to quantifying the level of internationalisation of MNCs in terms of their applicability to GVC analysis. The results uncover an advanced way of measuring global spread of business operations based on GVC approach (upstream-downstream index) and effective combination of existent indicators (FATA\FETE – FSTS matrix). Leading Russian companies have been analysed and compared to leading MNCs from developed economies to illustrate the method

The Relationship between Internationalization Decisions and Sustainability Performance

P. Ruangwan, L. L. Alcantara

Ritsumeikan Asia Pacific University, Japan

The demands for firms to internationalize and engage in sustainability have increased significantly over the years. Nonetheless, we know little about how firms' internationalization decisions are related with their sustainability performance. This paper fills this gap. We argue that the breadth and depth of international operations and the institutional environment of host countries are related with sustainability performance because these factors affect companies' exposure to different pressures for sustainability. Using a cross-sectional data on 753 companies across ten industries in the U.S., we find support for this argument. The results indicate that firms operating in a wider scope (multiple diverse countries), host countries with high formal institutional pressures such as those with high economic growth, and host countries with high informal institutional pressures such as those with high uncertainty cultural value, future orientation cultural value, and degree of globalization tend to have higher sustainability performance. These findings yield theoretical and managerial implications that are discussed in the paper.

KNOWLEDGE SHARING BETWEEN CONSULTING FIRMS AND CLIENTS IN THE ARAB WORLD

X. Huang¹, Q. Gao², D. Fan³, Z. Hassan⁴

¹WU Vienna, Austria; ²Beijing International Studies University, China; ³Swinburne University of Technology, Australia; ⁴Deakin University, Australia

This paper explores the challenges that consulting firms and client firms are facing in knowledge sharing in the context of the Arabic management consulting industry, and how local culture works in solving these challenges. Taking knowledge sharing and the culture embeddedness view as the theoretical lens, the study adopts a comparative case study design to explore the mechanisms of cultural contextualization in affecting knowledge-sharing behaviors. The findings highlight the benefits of cultural embeddedness in knowledge sharing between consulting firms and client firms through identifying the importance of Wasta (a social network of interpersonal connections) in skill-set formation, follow-on consultancy, niche specialist cultivation, and the establishment of network consulting. Our study provides industry players with a holistic framework to leverage Wasta to achieve knowledge sharing. This sheds light on a neglected cultural aspect in the management consulting industry.

Inclusive Leadership in a Time of Crisis: The Messaging of Business Leaders Before and During the COVID-19 Pandemic

R. C. Kim¹, V. M. Avvari², H. Uddin¹

¹Ritsumeikan Asia Pacific University, Japan; ²Nottingham University Business School, Malaysia

The paper contributes to the growing scholarship on inclusive leadership by illuminating why and to what extent inclusive leadership matters in times of crisis. Using a combination of quantitative and qualitative methods, we analyzed the messages to stakeholders of 120 business leaders from six countries before and during the COVID-19 pandemic. The results show that business leaders' emphasis on inclusive leadership increases in times of social unrest or crisis. We identify three key traits of inclusive leadership during crisis—fidelity, calmness, and collaborative resilience—and discuss how these benefit stakeholders. We also link inclusive leadership with sustainable management, and suggest directions for further theoretical and empirical research on the role that inclusive leadership can play in crisis management.

EFFECTS OF UNION-ENTERPRISE GUANXI ON UNION INSTRUMENTALITY: A MODERATED-MEDIATED MODEL

H.-C. Lin¹, J.-B. Guo²

¹Department of Business Management, National Sun Yat-sen University, Taiwan; ²Dragon Steel Corporation, Taiwan

This study applied the resource dependence theory to examine the role of cooperative approach to conflict in the relationship between union–enterprise guanxi and union instrumentality under the moderation of union leader humility. By collecting data from enterprise supervisors and union stewards in Taiwanese firms using a dyadic approach, analytical results show that cooperative approach to conflict is a prominent mediator between union–enterprise guanxi and union instrumentality while union leader humility strengthens the positive association between cooperative approach to conflict and union instrumentality. Moderated- mediation analysis further demonstrates that the mediated effect of cooperative approach to conflict is stronger when there is a higher level of union leader humility. The study contributes to the labor relations literature by offering an integrated picture with regard to how union–enterprise social relationships affect union instrumentality.

Online 3: Online 3 -online- presentation of papers (diverse Tracks).

Time: Friday, 10/Dec/2021: 3:30pm - 5:00pm

Session Chair: Maria Angeles Montoro-Sanchez, Complutense University of Madrid, Spain

The Effect of Early Internationalization on Subsequent Geographic Expansion: An Extended Penrosean Perspective

H. Kano

Oita University, Japan

Internationalization is by nature a dynamic, continuous, and path-dependent process. However, the extant literature on international entrepreneurship largely focuses on the antecedents of early internationalization and downplays its post-entry process. In particular, little is known about how early internationalization relates to subsequent geographic expansion. We attempt to bridge this gap by drawing upon Penrose's theory of firm growth and a judgment-based view of entrepreneurship. We surmise that entrepreneurs can quickly start firm-specific managerial learning that facilitates entry into new foreign markets through earlier initiation of internationalization. Based on this premise, we hypothesize that firm-specific managerial learning depends on past decisions concerning how and where to operate in foreign countries, namely, choices about operation modes and foreign locations. The results of our longitudinal 19-year (2000–2018) study on 91 Japanese firms that initiated internationalization from early age provide evidence for our hypotheses.

A SYSTEMATIC REVIEW OF GLOBAL VIRTUAL TEAMS

E. Tavoletti¹, V. Taras²

¹University of Macerata, Italy; ²University of North Carolina, USA

Purpose

This study aims to provide a bibliometric meta-analysis of the already substantial and growing literature on global virtual teams (GVTs). The importance of GVTs has been growing in the last two decades, and Covid-19 has accelerated the trend.

Design/methodology/approach: Using a systematic literature review approach, the paper identifies all articles in the ISI Web of Science from 1999 to 2021 that include the term GVTs (in the title, the abstract, or keywords) and finds 175 articles. The VOSviewer software was used to analyze the bibliometric data.

Findings: The analysis revealed major research clusters in the GVTs literature. Additionally, this study shows a change in research patterns regarding topics, theories, and methodologies from 1999 to 2021 through 2018. Finally, the paper presents the most influential articles, authors, and journals.

Practical implications: The findings direct management practitioners, educators, and researchers to the most influential clusters of publications on GVTs, and helps navigate and make sense of the vast body of the available literature.

Originality/value: From the analysis, this study develops a conceptual framework of GVTs and suggests avenues for future research.

SMEs internationalisation and strategies for countering 'Dark Side' of networks: A developing country perspective

S. Ahmad¹, P. Dimitratos², D. K. Boojhawon³, S. Zyglidopoulos⁴

¹University of Derby; ²University of Glasgow; ³University of Birmingham; ⁴Kedge Business School

SMEs that rely on alliances for internationalization in developing countries are vulnerable to external risks because weak institutions often fail to enforce the underlying conditions of the alliance and allow high-power actors to exploit the relationship. Existing scholarship fails to address how developing countries' SMEs can protect themselves against the opportunistic behavior of their partners. This paper fills this gap by providing insights into the process of interfirm cooperation from the perspective of SMEs as low-power firms by combining resource dependency theory (RDT) with bargaining theory.

Through an analysis of dyadic interactions between thirteen low-power SMEs and their four high-power counterparts, the study suggests that low-power firms use interfirm cooperation to build collective bargaining power that decreases their power distance from high-power counterparts. It helps low-power SMEs to shift from positional bargaining to interest-based bargaining.

The paper contributes by implying that low-power firms do not need to reduce their dependence on their counterparts to achieve a balance of power. They rather can simultaneously increase their power and dependence on their counterparts, which seems to contradict the fundamental power dependence argument of RDT. The paper also advances the bargaining theory by manifesting the process for low-power SMEs to achieve interest-based bargaining.

COLLECTIVE CREATIVITY OF MULTICULTURAL VIRTUAL TEAMS

F. A. ROMA

Science Po, UGA, France

The recent spread of COVID-19 and the economic crisis resulted in forcing companies to adopt virtual linking technologies, temporarily or permanently, in a collection of geographically dispersed individuals, teams, organizational units, or entire organizations. In this systematic literature review paper, the focus is to address what has not been explored and develop a creativity model for multicultural virtual teams (MVT). Where the emphasis is on finding how creativity emerges in these teams, coupled with what role do intercultural competence (IC) and socio-emotional processes play in fostering collective creativity. The model development is based on a significant interdisciplinary literature review of different creative concepts to identify the influencing constructs in MVTs and the analysis of an internal environment of these teams. The aim of this model to better understand the processes that lead to collective creativity and to be further tested empirically in business environments.

Saturday, 11/Dec/2021: 8:30 am -10:00 am

C 1.1.1: MNEs sustainable impacts

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · *Location:* GALLEGO

Session Chair: Vera Kunczer, WU Vienna, Austria

Outward foreign direct investment and domestic employment growth: Emerging-market multinationals' contribution to Sustainable Development Goal 8

G. Hendriks¹, V. Kunczer²

¹University of Amsterdam; ²WU Vienna

Multinational enterprises play a central role in providing full and productive employment (Sustainable Development Goal 8), an area important for emerging markets' progress on poverty-reduction goals. We study how emerging-market multinational enterprises (EMNEs) grow their own domestic employment after undertaking an outward foreign direct investment project, drawing on the multiple embeddedness literature for our hypotheses. We argue that EMNEs' home-country employment growth is greater for relatively larger projects. Further, we suggest that EMNEs' establishment-mode choices, regional orientation, and degree of state ownership co-shape that relationship. We find support for our hypotheses analyzing 409 projects by EMNEs from 13 countries.

Mobile industry and the SDGs: investigating innovative business models for underserved markets in sub-Saharan Africa

J. Omoju, R. Wanjiru, J. Whalley

Northumbria University, United Kingdom

Multinational organizations, in partnership with a diverse range of service providers, are developing innovative business models to integrate development goals into their services. The business models required to overcome inherent barriers and meet the needs of underserved markets are not well understood. This study identifies the forms of business models for bringing mobile services to underserved markets. Using four case studies in Sub-Saharan Africa, we analyse how firms in the telecommunications industry create and deliver new value propositions that target underserved markets using mobile technologies. Our findings show that business models for underserved markets differ in terms of their interaction with the ecosystem, depending on the historical focus of the implementing organization. Overall, we identify four key value creation configurations based on a focused analysis of three core business model elements: partnerships, activities, and resources. The analysis indicates that business models for underserved customers typically rely on more than a single value configuration in order to deliver wider value propositions. This supports the view that value creation for underserved markets is not limited to the design of a solution but extends to introducing economic opportunities for end-users. In this way, this study advances understanding on emerging research perspectives on SDGs.

EMS-EMBEDDED GREEN SUPPLY CHAIN MANAGEMENT PRACTICES AND CORPORATE FINANCIAL PERFORMANCE

M. Jell-Ojabor¹, N. Hendriks², E. Spiliotopoulou²

¹LUISS University Rome, Italy; ²Tilburg School of Economics and Management

This study analyzes the influence of green supply chain management (GSCM) practices on corporate financial performance (CFP), and the moderating role of a certified environmental management system (EMS) in this relationship. Using nine-year panel data collected from 463 US international manufacturers, we show that GSCM practices alone have no or even a negative impact on CFP, proxied by accounting- and market-based measures, whereas firms that implement GSCM practices and have an EMS in place achieve higher return on equity in the following year. Grounded in the resource-based theory, our study seeks to enhance understanding of the creation of rent-generating GSCM practices through their synergistic combination with a firm's complementary environmental management system, and of the mechanism linking GSCM practices with long-term financial benefit.

Female executives and multinationals' support of the UN's Sustainable Development Goals

V. Kiefner¹, A. Mohr¹, C. Schumacher²

¹Vienna University of Business & Economics, Austria; ²Copenhagen Business School, Denmark

We examine how female representation in multinationals' top management teams (TMTs) influences firms' support of the UN's Sustainable Development Goals (SDGs). Despite the central importance of multinationals in achieving the SDGs, there has been little research on what drives their adoption by multinationals. We draw on social role theory and the literature on team decision-making to argue that female representation in TMTs increases multinationals' support of the SDGs. We also find that the effect of female representation in TMTs on multinationals' support of the SDGs varies with the level of international diversification.

C 1.1.12: Global Virtual Teams

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · *Location:* AULA 1

Session Chair: Abdoukadre Ado, University of Ottawa, Canada

The Influence of Multiple Intelligences on Conflict Occurrence and Performance in Global Virtual Teams

M. Davaei¹, M. Gunkel¹, V. Veglio¹, V. Taras²

¹Free University of Bozen-Bolzano, Italy; ²University of North Carolina at Greensboro, USA

The role of different types of intelligence in the occurrence of conflict in global virtual teams (GVTs) has largely been overlooked in the literature. Building on the theory of multiple intelligences, the present study explores the influence of cultural intelligence (CQ) and emotional intelligence (EQ) on the occurrence of interpersonal, task, and process conflicts in GVTs. Further, drawing from the contingency theory of task conflict and performance in groups and organizational teams, the impact of these different types of conflict on the performance of GVTs is examined. Utilizing multi-level analysis, we tested the research model using a sample of 810 individuals from 38 different countries who worked in 232 GVTs. The results show that the CQ and EQ of the team members reduce the occurrence of the three different intragroup conflicts in GVTs. We also demonstrate that process conflict negatively affects GVT performance. We discuss the implications for research and practice.

Achieving Global Virtual Team Performance: Leadership Status and Effectiveness

L. Zander¹, A. I. Mockaitis², P. Zettinig³, S. Gerschewski⁴

¹Uppsala University, Sweden; ²Maynooth University, Ireland; ³University of Turku, Finland; ⁴University of Kent, UK

Research on global team leader effectiveness in general, and global virtual team leadership in particular, has largely focused on leadership traits and behavior. However, scholars have to our mind underused social status theory as an explanation for leader effectiveness and team performance. In our empirical study, we address the question whether achieved leader status can provide an explanation for leadership effectiveness and successful team deliverables in the context of global virtual teams. The answer to both questions in our study of global virtual teams is affirmative, as we demonstrate that achieved leader status (as perceived by team members), mediates between team internal environment and leadership effectiveness (as evaluated by team members) as well as team performance in the form of deliverables (as evaluated by an external panel of expert judges). Building on the premise that leaders' achieved status is endowed by team members through a process of interpersonal interaction involving perceptions of competence, expertise and prominence, we contend that achieved leader status is critical to successful team outcomes.

Global Cities and Individual Work-Related Values

T. Pedersen¹, A. Goerzen², A. Dasi³

¹Bocconi University, Italy; ²Queens University, Canada; ³University of Valencia, Spain

Individual work-related values are understood to have a substantial impact on various aspects of international business management like leadership, partnering, negotiation, and human resource management. These personal values are instrumental as they manifest an individual's internalized interpretation of socially desirable behaviors in the workplace and, thereby, guide individual's actions. Work-related values vary across different groups as these personal values are formed by the processes of group selection as well as socialization within those environments. In this paper, we examine individual values in the context of global cities given the significant influence these geographic locations have on international business. Thus, our research question is whether and in what ways do global city dwellers have different personal values than their non-global city compatriots?

C 1.1.15: Firms' responses to crisis and international challenges

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · *Location:* COMISIONES

Session Chair: Tamar Almor, College of Management, Israel

Typology of organisational resilience: Firms' responses to the Covid-19 crisis

A. Burger, I. Koleča, A. Jaklič

Faculty of Social Sciences (University of Ljubljana), Slovenia

The Covid-19 pandemic has reiterated the importance of organisational resilience and a proactive approach to risk management during systemic crises. This exploratory study provides a process-focused typology of organisational resilience in such contexts. Using empirical evidence on firms' responses to the pandemic from two surveys conducted among international businesses after the first wave of the 2020 Covid-19 outbreak and combining cluster and regression analyses we identify four groups of businesses based on the different strategies they use to confront the economic downturn. We label these as (1) defensive, (2) wait-and-see, (3) omnibus, and (4) innovation-oriented firms. The results show that firm size, firm age, labour productivity, profitability, export intensity, and global orientation all influence the strategies used by firms when responding to crises. The firms' resilience-related strategic orientations also have implications for firm performance. The wait-and-see and innovation-oriented strategies raise the probability of stable revenue during crises, whereas the omnibus strategy also implies future growth of firm revenue. The study has theoretical and practical implications for planning, designing, monitoring, and managing organisational resilience and offers several suggestions for a more process-focused and multifaceted future research of organisational resilience.

How do crises and home country contexts influence global strategies of multinationals?

C. Czychon¹, U. Mayrhofer², A. Valentino³

¹KPMG, Germany; ²Université Côte d'Azur, IAE Nice, GRM, France; ³ESCE International Business School, INSEEC U. Research Center, France

Drawing on the resource-based view, we investigate how the home country context and crisis periods influence the geographic orientation of multinational enterprises (MNEs). The empirical study is based on a data-set of 64 French and German MNEs and their international sales during the 2005-2015 period. Our findings show that both the home country context and crisis periods have a significant impact on the geographic orientation of MNEs. They also reveal that crisis periods do not strengthen the effects of the home country context on geographic choices. The strategic resources and competitive advantages developed in the home country do not seem to modify geographic choices during crisis periods. Our research provides novel insights to the regionalization-globalization debate, which receives increasing attention during the Covid-19 pandemic.

C 1.1.2: Institutions, industrial dynamics and externalities

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · *Location:* LAIN ENTRALGO

Session Chair: Filip De Beule, KU Leuven, Belgium

The impact of the BRI and informal institutional factors on the investment locations of Chinese multinationals

F. De Beule¹, H. Zhang²

¹KU Leuven, Belgium; ²Neoma Business School, France

This study has investigated the impact of formal and informal institutional factors of both home and host countries on the location choice of Chinese multinational enterprises in the context of the BRI. As compared to most previous studies, which analyzed the impact of BRI from a unilateral perspective through the announcement by the Chinese government, we focused more on the bilateral and multilateral cooperation between China and host countries. In the analysis of informal institutional factors, we extended existing research to include ethnic communities in host countries, historical links between home and host countries and prior Chinese investment in host countries. The analysis of 4437 Chinese greenfield investment projects between 2003-2019 in Europe and Asia provided a number of findings, which constitute our main contribution to the theoretical and empirical literature on the location choice of Chinese MNEs in general and on Chinese investment along the B&R in particular.

Configurations of externalities within a country-of-origin cluster in China: A qualitative comparative analysis

B. Urzelai¹, F. Puig², M. González- Loureiro³

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This paper explores several configurations of host-market locational factors and the ethnic cluster's potential to generate externalities when MNEs invest in distant countries. We perform a qualitative comparative analysis (QCA) of externalities and spillovers in Spanish and German subsidiaries after a period of operations in Kunshan, China. By analyzing the managers' perceptions of those configurations, we shed light on the singular features of this type of clustering.

The networking externality, a consequence of social interactions among expatriates, was present in virtually all the subsidiaries located in a country-of-origin cluster. This externality differs from those generated in economic clusters, which are based on the productive specialization (knowledge) and/or the firms' diversity (information) in certain territory. Our study contributes to research on the effect of country-of-origin cluster giving academic legitimization to this type of geographic agglomerations of multinationals, which is an alternative to other agglomerations such as industrial clusters and global cities.

C 1.1.3: HR and International Knowledge Management

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · Location: SCHÜLER

Session Chair: Jongmin Lee, University of Reading, United Kingdom

Covid-19 Pandemic and Creative Work behavior: The Role of Employees' Mindset and Knowledge Sharing

L. Masood, C. Serrano Archimi

IAE Aix-Marseille University, France

In this time of the Covid-19 pandemic, organizations are facing many challenges (Iivari et al., 2020). Creativity can help organizations to generate new solutions and ideas to respond to such pandemic (Dirani et al., 2020; Lee & Trimi, 2020). One important option for them to be creative is to encourage the creative work behavior of their workforce (Alikaj et al., 2020). The creativity of employees is therefore crucial as a fundamental strategy to address Covid-19 consequences.

Several scholars have attempted to determine the individual factors that are associated with employees' creative behavior (Alikaj et al., 2020; Zhang & Bartol, 2010). However, little is known about how employee's creative work behavior may be affected by their mindset, be it growth or fixed (Jeong et al., 2016). Based on the implicit person theory (Dweck & Leggett, 1988) and social cognitive theory (Bandura, 1986), we attempt to build a theoretical framework that explains how an employee's creative work behavior is influenced by his/her mindset. Additionally, we explore the mediating roles of knowledge sharing behavior and the moderating role of knowledge-oriented leadership on this relationship (Donate & de Pablo, 2015; Radaelli et al., 2014).

Intellectual property regimes and knowledge governance in MNEs: Expatriate staffing in manufacturing subsidiaries

J. Lee

University of Reading, United Kingdom

Expatriates can provide multinational enterprises (MNEs) with an effective knowledge governance mechanism to buffer institutional deficiencies or maximize institutional benefits associated with varying intellectual property (IP) regimes. Building on and extending institutional theory and expatriate literatures, this study explores how MNEs adjust their use of expatriates in manufacturing subsidiaries contingent on host country IP regimes. The study also examines how R&D-manufacturing colocation and the parent firm's technological competence moderate the relationship between host country IP regimes and expatriate utilization. Using a global dataset of South Korean MNEs, this paper finds support for a U-curve relationship between the strength of host country IP regimes and the MNE's expatriate staffing levels in manufacturing subsidiaries. The results also reveal that the U-shape relationship is strengthened by R&D-manufacturing colocation but weakened by the parent firm's R&D intensity. These findings provide important implications to research and practice pertaining to MNE management in different IP regimes in general and expatriate utilization in particular.

The Effect of Technological Relatedness on Firm Sales Evolution through External Knowledge Sourcing

A. J. Guerrero, J. Heijs, E. Huergo

Universidad Complutense de Madrid, Spain

This paper analyzes the impact of knowledge spillovers on firm performance measured through total sales, the percentage of innovative sales and a categorical variable that classifies firms into three different groups depending on the stage of their sales growth evolution: upturn, downturn, or transition. We specifically focus on whether there are asymmetric spillover effects depending on the intermediary role of firms' technological relatedness, which we proxy by the use of external sources of knowledge. Using data on 5,900 Spanish firms for the period 2004-2016, we find that spillover effects from intra-sector and upstream knowledge pools are –in general– positive, although with some differences depending on the measure of firm performance and on the moderating role of technological networking. Our results also suggest the presence of a "business stealing effect" in environments with a high proportion of knowledge-based gross added value. Furthermore, we find that spillover effects are asymmetric depending on the firm's size and intensity of R&D employment. Knowledge spillovers seem to play a more significant role in the case of SMEs than in large companies, and firms with high intensities of R&D employment benefit more from upstream spillovers and less from horizontal spillovers than firms with low intensities.

Where is the learning in learning-by-exporting? Examining the effects of extra-regional orientation and organizational innovation on learning-to-innovate-by-exporting

J. Juergensen¹, R. Narula¹, I. Surdu²

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

Findings on the effectiveness of organizational learning through exporting remain inconclusive. Drawing on behavioral theory and evolutionary economics, this study examines the nature of the relationship between exporting and innovation performance. Drawing on longitudinal data of German manufacturing firms, collected as part of the European Community Innovation Survey (CIS), this study illustrates that firms may significantly benefit from a greater commitment to export markets. Importantly, we unpack the firm-specific mechanisms that enable some exporters to better access and integrate international knowledge. We find that firms which export beyond their home-region experience stronger LIBE effects, due to their access to more varied knowledge and pressures to find diverse solutions to problems. Recognition that firms are characterized by their routines, we further show how changes in a firm's internal organizational routines, through organizational innovation, strengthen the positive relationship between exporting and innovation by enabling firms to internalize what they have learned through exporting. Overall, these findings contribute to a more nuanced understanding of the so-called learning-to-innovate-by-exporting (LIBE) effect.

C 1.1.6: Overcoming Liabilities and Failures in Business Internationalisation

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · *Location:* BOTELLA LLUSIA

Session Chair: Tamara Galkina, University of Vaasa, Finland

Overcoming liabilities of platformization: Business model mechanisms in international digital-platform SMEs

T. Galkina¹, I. Atkova²

¹University of Vaasa, Finland; ²Oulu University, Finland

Despite existing research recognizes that digital platforms not only enable internationalization but can also hinder this process, studies do not address how firms can overcome these hindrances. We call them liabilities of platformization and explore the mechanisms for overcoming them so that to support the internationalization process. We do so by conducting a multiple-case study of six international SMEs from Finland whose BMs are based on digital platforms. Our findings distinguish three facets that constitute a more general aggregate of the liability of platformization, namely, the liability of, the liability of control loss, and the liability of user-network outsidership. Consequently, we propose three respective mechanisms that allow to tackle them: digital-platform customization, digital-platform personalization and establishing local presence. Our study contributes to the emerging research on BMs in international context.

Innovation and flexibility strategies in international new ventures: the route to international performance during a crisis

N. F. Crespo^{1,2}, V. C. Simões^{1,2}, M. Fontes^{3,4}

¹ISEG - University of Lisbon, Portugal; ²CSG/ADVANCE; ³UMOSE—Laboratório Nacional de Engenharia e Geologia; ⁴DINÂMIA'CET

This research aims to improve the understanding of the strategic processes which mediate the conversion of firms' characteristics and resources into international performance in a situation of crisis. Crises, such as the actual Covid19 crisis or the 2008's global financial crisis, placed the firms to the test, to know if they can adapt their strategies to overcome the crisis period. The way the firms, namely the international new ventures (INV), outpace that crises periods has to do with their resources, but also to their strategy. Drawing from the literature on IE, a model is developed, introducing flexibility and innovation strategies as mediators between several determinants (entrepreneurial orientation and firm resources) and international performance. The empirical testing of the model, carried out on a sample of 416 Portuguese INV during a crisis period, confirms that the strategies followed by the firm play an important role in leading to increased international performance. This research makes three main contributions to the IE field: i) innovation and flexibility strategies are relevant as mediators of the resources-performance relationship; ii) firm generic resources are negatively related to these strategies; and iii) innovation strategy is based on a wider mix of resource requirements than flexibility strategy.

C 1.1.7: Corporate governance and institutional voids in the emerging markets

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · Location: AULA 4

Session Chair: Amitabh Anand, Excelesia Business School, France

Drilling Deeper into the Dark Side: A Review and Examination of Research on Organizational Misconduct in Emerging Markets

A. Anand¹, D. Rottig², N. Parameswar³, A. Marie Zwerg⁴

¹Excelesia Business School, France; ²Lutgert College of Business, Florida Gulf Coast University, USA; ³Indian Institute of Technology Hyderabad, India; ⁴Escuela Internacional de Ciencias Económicas y Administrativas Universidad de la Sabana

For over two decades, scholars have engaged in investigating the phenomena of Organizational misconduct (OM) in international management, organization studies and management literature. Furthermore, this construct in recent years, has gained increased attention due to the widespread corruption, bribery, crime and other act of immorality, violations by organizations. Despite its popularity, there are sparse review studies that exist and even less focusing on emerging markets. This paper attempts to fill this void by analyzing the literature on OM based on the published literature between 1995 to 2020, using systematic methods and synthesis. We identify the antecedents, the outcomes and the methods to curb OM in Emerging Markets. In concluding this research, we provide framework for future research.

THE STATE AS A SMALL SHAREHOLDER IN BUSINESS GROUPS: SMALL EQUITY, HUGE RESULTS

W. Xavier

Biola University, United States of America

This article analyzes the State as a non-controlling shareholder in Business Groups (BG) during times of institutional environment instability. The main argument is that small equity holdings by the government represent a way to establish a political connection, and the consequences include performance improvement in more than one dimension. Our final sample consisted of 1,502 observations of 285 Brazilian BGs, from 2001 to 2010. Findings suggest that the institutional environment significantly affects BGs performance and size and that this effect is notably moderated when the government is a minority shareholder.

Enablers of Business Model Change: The Effects of Stronger and Less Volatile Pro-Market Institutions

C. Witte¹, M. Mol²

¹Rotterdam School of Management (RSM), Netherlands, The; ²Copenhagen Business School

Business model change along multiple dimensions is increasingly seen as important for competitiveness. Our study seeks to understand how such change may be more likely under particular national institutional conditions, complementing existing work with a focus on managerial and industry characteristics. We argue that decision-makers' perceived level of uncertainty in business transactions decreases when institutions are stronger, which leads them to engage in opening behaviors including business model change. Using World Bank Enterprise Surveys conducted in 31 emerging economies, we find that strength of pro-market institutions indeed has a positive effect on business model change. However, volatility in institutions negatively moderates this effect of institutional strength. These findings suggest that theories of business model change should incorporate national institutions as an additional factor. Moreover, theories around the effects of national institutions ought to go beyond first-order effects of institutional strength to look more at second-order effects of volatility. A key policy implication is that although putting strong institutions into place helps to increase competitiveness, it is also important to avoid the second-order uncertainty that arises from volatility in institutions.

C 1.1.8: Transnational Networks and Institutional Environments

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · Location: AULA 2
Session Chair: Teresa da Silva Lopes, York University, United Kingdom

Spanish Educational Books and the Making of an Ibero-American Market, 1960s-2020s

N. Puig

UCM, Spain

It is widely accepted that education is key to economic growth and that the human capital it generates can facilitate or hinder the internationalization of firms. In this preliminary research the internationalization process of one of the oldest and most tangible products of education, the educational book, is examined. Four conclusions arise from the international expansion of the Spanish publishing house SM, which is compared with that of its major competitors Anaya and Santillana. First, educational publishers are part of the second generation of a century old industry that took advantage of language and cultural closeness, social networks woven on and between both sides of the Atlantic, and governmental support. Second, growth in the Spanish market preceded internationalization, which turned out to be as enthusiastic as it was frustrating. Third, this process became embedded in the modernization of the educational ecosystem of all the countries involved, which intensified regulation over and collective action from the educational book industry. And fourth, the philanthropic foundations created by the three major Spanish publishing groups between 1977 and 1981 have proved crucial to sustain Ibero-American expansion until the present day.

The untold story: Teaching cases on multinational enterprises in US business schools and the rise of International Business as a new academic field, 1955-1963

R. P. Amdam, G. R. G. Benito, B. Grøgaard

BI Norwegian Business School, Norway

In the 1950s and 60s, US firms became more international and expanded as MNEs both in volume and geographically. The academic community observed this process and started to develop educational programs, research, associations and academic journals that reflected this process. Based on Hambrick and Chen's (2008) theory on the rise of new academic fields, the paper explores how the expansion of MNEs legitimized and mobilized resources to create IB as a new academic field. The paper is based on a source that has remained untapped. In 1964, the Ford Foundation financed a project to gather information about all teaching cases written from 1955 to 1963 that were relevant for developing educational programs on multinationals. We have created a database based on information from the 489 cases that the project collected. The paper develops Hambrick and Chen's model by showing how the case creators made use of transnational networks to connect to external actors, and how this link contributes to mobilize resources and build legitimacy.

A Demand-Side Solution? Cross-border Intellectual Property Disputes and Jewish Law, Venice 1550

A. E. Budde-Sung

United States Air Force Academy, United States of America

Despite international agreements on intellectual property rights protection, we still do not have many effective strategies for individual firms wishing to protect their intellectual property rights in countries where the law cannot or will not help them. Meanwhile, the economic damage that piracy and counterfeiting are causing to the global economy continues to grow exponentially. While vexing, this problem is not new; companies have been dealing with intellectual property violations for centuries. This paper looks for historical solutions to this problem, by analyzing a case study involving one of the world's first cross-border copyright disputes, which centered around Jewish law and Venetian civil law in the mid-sixteenth century. Religious and legal archival data are used to discuss the case and highlight a strategy used to combat unauthorized printing and selling of written materials. The interdisciplinary approach to international management history, religion, and intellectual property presents a demand-side strategy that might be similarly used in today's cross-border intellectual property disputes.

Investigating into partnerships with host-market allies in high political risk contexts. American and French investment in Spain (1900s-1950s)

A. Álvaro-Moya¹, R. Castro²

¹CUNEF Universidad, Spain; ²Universidad Autónoma de Madrid

This paper explores the reasons for, and the results of, partnerships with host-market firms as the entry-mode of a multinational enterprise (MNE) into a new market. Focusing on the French and American direct investment in Spain between the 1900s and 1950s, we applied a business history perspective to the topic, with the aim to understand the long-term dynamics of those partnerships and, particularly, identified the different actors involved. Our research shows that although foreign firms tended to partner with host-market allies as a response to an increasing political risk, the results of those partnerships differed greatly depending on the existence of asset complementarity and on which specific group within the domestic elite they were related to. The latter made that an increasing political risk did not necessarily mean an increasing contractual hazard. We also found sound differences between the French and the American investors, which we link to different home-market patterns of investment and changes in the technological leadership.

Historical narratives as a managerial resource: the case of Polish firms in Sub-Saharan Africa

A. Wasowska¹, K. Obłój², D. Kopiński³

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

An emerging stream of research suggests that historical narratives may play a prominent role in helping multinational companies overcome barriers to entry and legitimize themselves in the foreign markets. Against this backdrop, we ask: why and how do managers talk about the past when venturing overseas? We address this question in a particular context of Polish new multinationals entry into distant markets in sub-Saharan Africa (SSA). We reveal how these firms use – rather limited – historical examples and events as the building blocks of narratives that make them familiar, friendly and acceptable. We contribute to existing body of literature by shedding light on the role of (rhetorical) history as a management resource of a particular kind that helps to develop initial legitimacy of new entrants to foreign markets.

I 1.1.6: SME and New Venture Internationalization – Governance, Learning and Performance

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · *Location:* SALA JUNTAS

Session Chair: Per Servais, Linneaus University, Sweden

TOWARD A CONCEPTUAL MODEL ON THE INFLUENCE OF NETWORK CAPABILITIES AND XENOPHILIA IN INTERNATIONAL NEW VENTURES

P. Servais, S. Servais

Linneaus University, School of Business and Economics

This article is inspired by a research gap in the literature on international entrepreneurship offers two competing views on why new ventures internationalize: the nature of the opportunity pulls them international, and on the other hand the founder who pushes the venture international. In the article, a conceptual model is established to further investigate the two different yet simultaneous forces. The article unravels entrepreneurial identity and alertness as key drivers for opportunity recognition. However, in the case of INV's international business opportunity recognition, especially the networking capabilities which includes the ability to build trustful, interactive, and frequent relationship with foreign actors to acquire knowledge and resources are seen as a pull factor. INV's also have a position in a local network. The article stresses entrepreneurial ethnocentrism as a new phenomenon and elaborates this as a push factor for INVs. Especially the "new" phenomenon of Xenophilia – entrepreneurs having a generally positive attitude towards all things foreign - is argued to have a significant impact as a driver for ventures to look for opportunities in foreign networks. Finally, three propositions regarding the push-pull factors are established in connection to internationalization speed, entry nodes, and scope. Implication for transnational ventures are highlighted.

The Sensemaking Processes of International Entrepreneurs

E. S. Rasmussen¹, N. H. Petersen²

¹University of Southern Denmark, Denmark; ²UCL Professional College and Business Academy

International entrepreneurship is driven by individuals transformed through actions in their embedded environments of opportunities and challenges. There is nexus between international entrepreneurs and opportunities and how the entrepreneurs make sense of the opportunities. The embedded environment can be analyzable or unanalyzable, affecting the chosen entrepreneurial action, pro-active or reactive. The sensemaking perspective helps to untangle the becoming of international opportunities through the entrepreneurial sensemaker. The sensemaker will have different spaces (networks) and temporal strategies (passive vs. active) towards international opportunities. Entrepreneurial opportunities are subjective, inter-subjective, and objective in form, manner, time, and place, but they are highly dependent on the entrepreneurial sensemaker and subsequently organizing efforts of an embedded international environment. Combining the sensemaking perspective with international entrepreneurship research makes it possible to understand the dynamics and transformations of entrepreneurial individuals and opportunities. In the paper, we will present a model of entrepreneurial sensemaking of international entrepreneurs building on a combination of sensemaking and international entrepreneurship research.

I 1.1.9: Location and Embeddedness

Time: Saturday, 11/Dec/2021: 8:30am - 10:00am · *Location:* AULA 3

Session Chair: Michael Wolfesberger, WU Vienna, Austria

Friends in Low Places: How Social Embeddedness Shapes Business Group Affiliates' ESG Performance

Y. T. Wiessner

Erasmus University Rotterdam, Netherlands, The

The socio-environmental impact of BGs has widely been overlooked so far, partly because dominant perspectives do not attribute much interest in enhancing their environmental, social and governance (ESG) performance to BGs and their affiliates. We theorize that the social embeddedness of BG affiliates, reflected in multiplex ties they entertain with other affiliates, leads to them outperforming independent firms on ESG measures. Moreover, their complex structure makes BGs an interesting case to analyze the behavior of individual entities in a collective that is shaped by pressures and incentives to comply with or shirk expectations. We therefore further conjecture that the effect of social embeddedness in the group fades with increasing ownership distance between a focal affiliate and the top of the group. Finally, we suggest that foreign affiliates enhance their ESG performance to legitimately leverage shared resources internal to BGs that substitute resources that due to their liability of 'outsidership' they cannot obtain locally. To test our hypotheses, we draw from a unique dataset that spans 46 countries observed over 10 years. A generalized estimating equation (GEE) model on a sample obtained employing Coarsened exact matching (CEM) lends support to our hypotheses that is robust to different model specifications.

Machine learning internationalization - An inductive approach to analyze firms' internationalization process

E. Schantl, T. Lindner

WU Vienna, Austria

Can we explain the internationalization process of firms today? Existing theories and conceptual approaches on internationalization are often seen as outdated, with critics questioning the accuracy of these theories for behavior of firms today. Empirical studies are mainly of cross-sectional nature, focusing on discrete events, rather than a longitudinal perspective, and qualitative studies only offer a very limited data scope. This paper takes a step back and explores firms' internationalization from an inductive, longitudinal lens in a two-stage analysis: In a 1st stage, we find patterns in firms' internationalization processes and cluster similar observations together. In a 2nd stage, we explore how specific firm- and country- variables influence firms' allocation to our clusters. We identify four clusters, representing distinct internationalizing patterns. Additionally, we find that certain firm- and country-specific variables have an effect on firms' allocation to our clusters, and respectively, firms' internationalization paths. This study uses machine learning methods to analyze big data from a longitudinal perspective, allowing us to bridge the gap between outdated or static quantitative research and the limited scope of qualitative studies in the field. Thereby we aim to improve the understanding of firms' internationalization processes.

Restructuring the international location portfolio: Searching globally vs. locally

M. Wolfesberger¹, T. Lindner^{2,1}, J. Puck¹

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

We investigate whether MNCs search more globally or locally when restructuring their portfolio of international subsidiaries in response to institutional changes and how complexity in the location portfolio influences this locus of search. Based on previous work, we conceptualize the MNC as a portfolio of location choices that jointly generate value by tightly aligning the activities internally as well as externally. We argue that more negative changes in the institutional environment entice companies to search more broadly, while complexity in the portfolio leads to more local search and positively moderates the negative association between institutional change and global search. We test our hypotheses on a sample of 20,720 restructuring observations and track ownership changes in their affiliates on an annual basis. We find support for our main hypotheses; deteriorations in the institutional environment lead to more global search, while complexity leads to more local search in restructuring activities. Interestingly, the moderating effect of complexity on institutional changes can only be found for companies experiencing institutional deteriorations, where complexity constrains search efforts to more local levels.

Social (Dis)Embeddedness in International Business

A. Bitektine¹, P. Jasovska²

¹JMSB - Concordia University, Canada; ²University of Technology, Sydney

The international business (IB) context is particularly propitious for exploration of (dis)embeddedness since firms in foreign markets exhibit theoretically interesting variance in the level of their social embeddedness, and thus vary in quality and quantity of their local ties, knowledge of local institutions and connections with the local governments. Building on conceptions of embeddedness in organizational theory, we focus on the international business context to review the extant findings on social embeddedness and then extend them to the analysis of the effects and mechanisms of disembeddedness in the international business settings. We show how the notion of embeddedness enables more nuanced analysis of causes and challenges of firm internationalization and how it can be more analytically tractable relative to the notions of 'liability of <something>' that currently dominate the IB literature. We conclude with the discussion of implications of the proposed (dis)embeddedness framework for future research in international business.

Home-country institutional quality and firms' financial performance: Evidence from the European union

A. M. Oliveira¹, F. Carvalho², N. R. Reis¹

¹CARME – Centre of Applied Research in Management and Economics - Polytechnic Institute of Leiria, Portugal; ²CeBER – University of Coimbra - Faculty of Economics

The home-country institutional context of organizations has long been identified as a key phenomenon in International Business. Evidence on the impact of pro-market reforms on firms' performance has been mixed thus far. Furthermore, studies addressing the financial performance of home firms in the European Union are scarce. Thus, we position our paper under the institutional economics perspective and aim to understand how formal pro-market reforms influence firms' financial performance by describing the home-country institutional quality. We analyzed 630 publicly available firms from 27 countries from the European Union between 2011 and 2019, and the results corroborate to describe the positive and significant effect of the home-country institutional quality on firms' financial performance. However, as institutional divergence appears to be a particular question of some members of the European Union, we call for scholars' attention, as this recent phenomenon may need to further be addressed.

Saturday, 11/Dec/2021: 10:30 am – 12:00 am

C 1.2.10: Governance and the Financial Responsibility of MNEs

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* SALA JUNTAS

Session Chair: Jakob Müllner, WU Vienna, Austria

Financial Crime and Punishment: A Meta-Analysis

L. de Batz¹, E. Kocenda²

¹Prague University of Economics and Business, Czech Republic; ²Institute of Economic Studies, Charles University, Czech Republic

We examine how the disclosure of intentional financial crimes committed by listed firms is interpreted by financial markets, using a systematic and quantitative review of existing empirical studies. Specifically, we conduct a meta-regression analysis and investigate the extent and nature of the impact that disclosed financial misconducts exert on stock returns. We survey 111 studies, published between 1978 and 2020, from which we collect a total of 479 estimates from event studies. Our key finding is that the average abnormal returns calculated from this empirical literature are affected by a negative publication selection bias. Still, after controlling for this bias, our meta-analysis indicates that the disclosure of financial crimes is followed by statistically significant negative abnormal returns, which suggests the existence of an informational effect. Finally, the meta-regression analysis results demonstrate that crimes committed in the U.S. (and more generally in common law countries) and accounting frauds carry particularly weighty information for market participants. The results call for more transparency from enforcers along enforcement procedures, to foster timely and proportionate market reactions and support efficient markets.

Responsible Blockholders, CEOs, and Tax-Motivated International Relocations of Corporate Headquarters: A Social Identity Perspective

A. Eerola¹, A. Slangen², R. Valboni³

¹KU Leuven, Belgium; ²KU Leuven, Belgium; ³Utrecht University, Netherlands

Although some types of shareholders favor corporate social responsibility, the sources of variation in their influence on responsible decision-making have remained unclear. We shed more light on these sources by exploring the role of large, responsible shareholders in tax-motivated international relocations of corporate headquarters. We hypothesize that responsible blockholders' equity stake in a firm has a restraining effect on the firm's propensity to undertake a tax-motivated HQ relocation and use social identity theory to hypothesize moderating effects arising from responsible blockholders' and CEOs' inclination to identify more strongly with compatriots than with foreigners. Specifically, we hypothesize that the relocation-restraining effect of responsible blockholders' stake is stronger for responsible domestic blockholders than responsible foreign ones; that the restraining effect of responsible domestic blockholders' stake is stronger for firms with a domestic CEO whereas the restraining effect of responsible foreign blockholders' stake is stronger for firms whose CEO is such blockholders' compatriot; and that the restraining effect of responsible blockholders' stake is weaker when that stake is spread across different nationalities. We find substantial support for our framework in a logit analysis of 350 US firms over the period 1998-2017, indicating that corporate actors' in-group favoritism affects firms' propensity to act responsibly.

Do Multinational Corporations pay their “Fair Share”? Perception and Consequences of Inequity between Citizens' Tax Burden and Corporate Tax Avoidance

M. Conrad

Friedrich-Alexander-University Erlangen-Nürnberg, Germany

Various MNCs minimize their effective global tax rate, and hence their contribution to public services, through Corporate Tax Avoidance. Taxpaying citizens, however, cannot reap these benefits under the international tax system. Hence, corporations are subject to accusations of not paying a “fair share”. By executing a mediation analysis (SEM-CFA), our paper analyses citizens' perception of fairness in the international tax system. We determine which corporate tax rate is perceived as fair, mediating the relationship between equity theory determinants and possible system supportive or detrimental consequences. We confirm that a perception of inequity is prevalent among the 218 participants in our survey. We contribute to theory by classifying the social comparison determinant as most relevant for the fairness perceptions. Moreover, we emphasize that CTA needs to be considered a possible societal threat since it may increase citizens' tax avoidant behavior, and jeopardizes social cohesion. However, power distance and masculinity were found to mitigate these detrimental consequences of CTA. Our practical and institutional implications put great emphasis on further promoting fairness within the international tax system since the recently suggested global corporate tax rate is still considered as “not fair” by our survey participants.

On the Role of Internationalization of Firm-Level Corporate Governance – the Case of Audit Committees

H. Afzali², M. Martikainen³, T. Randoj^{1,5}, L. Oxelheim^{1,4}

¹University of Agder, Norway; ²Hanken School of Economics, Finland; ³University of Vaasa, Finland; ⁴IFN, Stockholm; ⁵Centre for Corporate Governance, CBS, Denmark

Motivated by agency theory and findings from linguistic studies, we argue the internationalization of a firm's audit committee to be associated with weaker firm-level corporate governance. Based on 2,159 publicly traded European firms from 15 countries over 2000-2018, we find the presence of foreign directors on audit committees to be associated with lower financial reporting quality (FRQ). The association is found to be mitigated by stronger country-level investor protection and a higher degree of intra-committee language similarity. We further find the presence of foreign directors on an audit committee to be related to stock prices that are less informative about future earnings. While foreign directors on a corporate board may create value for the firm by boosting the advisory role of its board, recruiting a foreign director to that firm's audit committee may compromise the board's monitoring function. Our results are robust to alternative FRQ measures and endogeneity controls.

C 1.2.12: Global Leadership

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* AULA 1

Session Chair: David S. A. Guttormsen, USN School of Business, University of South-Eastern Norway, Norway

DOES ETHNICITY MODERATE THE RELATIONSHIP BETWEEN COMMUNICATION OF THE LEADER AND LMX? PERCEPTION OF EMPLOYEES IN PERU

O. Brown¹, C. Paz-Aparicio²

¹ESAN University, Peru; ²Universidad Carlos III de Madrid, Spain

The objective of this research is to determine if ethnic similarity / difference is a relevant variable in the relationship between the leader's communication style and the quality of the leader-follower relationship, in the context of Peru. Using a multidimensional model of the leader's communication style, we have identified that verbal aggressiveness and emotionality are the two dimensions that interact with the ethnic similarity/difference between the leader and the subordinate. Verbal aggressiveness intensifies his negative affect on LMX when leader and subordinate are ethnically similar. The emotionality in the communication of the leader favors the LMX with more intensity if there is an ethnic similarity. The dimensions of expressiveness, precision, questioning and manipulation of the impression of the leader's communication style are not sensitive to ethnicity.

When a coach from Global North meets a coachee from Global South: The impact of a coach's and a coachee's cultural intelligence on the effectiveness of intercultural executive coaching.

N. G. Fey¹, C. Miska², J. Ighani³

¹Hanken School of Economics, Finland; ²WU Vienna; ³Humanitarian Coaching Network

In recent years the cultural sensitivity of coaches has attracted increased attention among scholars, however, our theoretical understanding of its role in effective intercultural coaching is limited. Further, theoretical explanation of the importance of a coachee's cultural sensitivity and the joint effect of a coach's and a coachee's cultural sensitivity in intercultural executive coaching is non-existent. To help fill these voids, this study's main research question is to what extent do a coach's and a coachee's cultural intelligence, and their joint effect translate into coaching effectiveness in a global business environment? To answer this question, this study leverages the combination of social exchange theory and cultural intelligence theory and aims to advance scholarly understanding of the antecedents of a high-quality coaching relationship in executive coaching in a multicultural business environment. In particular, this study proposes two new antecedents of the coaching relationship – a coach's cultural intelligence and a coachee's cultural intelligence and applies social exchange theory to explain their individual and joint role in developing a high-quality coaching relationship and, therefore, in facilitating effectiveness of intercultural coaching. Our study sheds light on new coach- and coachee-related characteristics affecting the conditions under which intercultural executive coaching is the most effective.

C 1.2.3: Institutions, Innovation and Internationalization

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* SCHÜLER

Session Chair: Priit Tinitis, Aalto University, Finland

Complementarity of additionalities resulting from European Union funds: Perspective of the users of research infrastructures

S. W. Hegerty¹, A. M. Kowalski², M. S. Lewandowska²

¹Northeastern Illinois University; ²SGH Warsaw School of Economics, Poland

The aim of this paper is to investigate the interrelation between input, and behavioral, and output additionalities occurring as the result of FP7 and H2020 European Union funds part INFRA. The empirical contribution is based on the unique sample of N=401 users of EU research infrastructures from 32 countries. We build an Behavioral Additionality Index (BAI), a measurement tool for different types of behavioral additionality. Based on the results of a logistic regression, we find that there is a positive relationship between input and behavioral additionality as well as between behavioral additionality and output additionality. This last link, however, is not shown to be strengthened by input additionality. No significant differences in the level of the BAI were found between EU countries divided based on their level of innovativeness measured by Summary Innovation Index (SII), although we can observe that less developed EU countries as well as third countries have higher BAI scores compared to developed ones. This leads to the conclusion that the evaluation of the public financial support has to be conducted not only for input, behavioral and output additionalities separately, but take into account their complementarity with the major focus on the behavioral aspects of this effect.

Exploring Knowledge Heterogeneity in Corporate Boards of Directors: A Literature Review and Multi-Domain Research Agenda

L. Selivanovskikh¹, V. Bodolica²

¹Higher School of Economics, St. Petersburg School of Economics and Management, Russian Federation; ²School of Business Administration, American University of Sharjah, UAE

The objective of this paper is to systematically review and critique the literature on corporate board of directors' knowledge heterogeneity. Based on the analysis of corporate governance and management research articles published over the past 30 years in leading peer-review journals, we aim to conceptualize knowledge heterogeneity in a corporate board setting, disentangle the heterogeneity effects, and model the process of knowledge heterogeneity of corporate directors. Finally, we advance a multi-domain research agenda to encourage scholars to engage with the topic in new and not previously considered ways.

Government R&D support's effect on the innovation-export relationship: A moderated-mediation analysis of organizational motivators

P. Tinitis¹, J. Yi², C. Fey¹, S. Meng³

¹Aalto University, Finland; ²Renmin Business School, Renmin University of China; ³School of International Trade and Economics, Central University of Finance and Economics, China

How and under what conditions does government R&D support lead to innovation and in turn increased export activities? We examine the relationship between government R&D support and export intensity, mediated by innovation, in a balanced panel of 289 innovative exporters in China. Leveraging the knowledge-based view, we also explore the role of moderator variables in relation to bonus incentives (extrinsic motivators) and employee suggestions (intrinsic motivators). We demonstrate that indirect-only mediation exists between government R&D support and export intensity. Somewhat counterintuitively we find that R&D support nurtures innovation not by employees participating in suggestion systems but by financial incentives. Conversely, innovation leads to a greater proportion of exports not through the use of financial incentives but by employee participation. These results have relevance for both innovation and export literature.

C 1.2.4: International business in turbulence policy times

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · Location: GALLEGO

Session Chair: Ari Van Assche, HEC Montréal, Canada

TECHNO-NATIONALISM AND THE (DIGITAL SILK) ROAD TO STATE-DRIVEN STANDARDS-SETTING: IMPLICATIONS TO EUROPEAN FIRMS

B. Petersen, T. Ueta

Copenhagen Business School, Denmark

Technical standards constitute an essential part of the Digital Silk Road. The paper explores state-driven technical standards-setting as an important aspect of emerging techno-nationalism. Until recently, technical standards-setting predominantly took place in the private sector. However, states are increasingly playing an active role in promoting home-grown technical standards locally, regionally and internationally. The paper focuses on the Chinese government as an example of this new development in standards-setting and explores the various mechanisms it uses to promote technical standards rooted in China. The Belt and Road Initiative (BRI) represents one of these mechanisms. The massive BRI infrastructure investments undertaken in countries along the Silk Road are one way to introduce Chinese technical standards. Other mechanisms that promote China's national or regional – rather than international – standards are conditioning access to the vast Chinese market on the adoption of local technical standards and mobilizing state-owned enterprises in the standards-setting process. Using the obsolescing bargaining model as an analytical framework, the last part of the paper discusses the implications of the techno-nationalistic trend for European firms with a focus on the establishment of China-specific technical standards.

Where are the new entrepreneurs coming from? Migration policy responses for entrepreneurship and preferred migrants

M. Elo

University of Southern Denmark, Denmark

International migration policies are largely built on a rather utilitarian approach that focuses on country level functions of markets and societies. These policies address both resources that are relevant for labour markets and for the private sector entrepreneurial activity. The increasing global competition for talent has pushed countries to compete for wider range of migrants, specifically for migrants who are starting up new ventures. Previously, policies typically focused more on firm-level investments and investor visas, but now new approaches bringing entrepreneurial activity into the host country are developed. Who do these policies target? This paper compares five OECD countries and their policy responses. The analysis indicates that although the new focus is more inclusive, it still relies notably on capitals that mainly privileged highly-skilled migrants bring with them when they migrate. In these five countries there are no startup visa option that would allow any entrepreneurial venturing “from below” or a shift of status during the migratory pathways. This points out the need to rethink how the sustainable development goals are implemented in a way that captures more holistically the economic participation and development potential of less privileged migrants.

Business-Government Relationship in a Populist Context: The case of the Automotive Industry and Brexit

H. u. Hag, A. Kuiken

University of Groningen, The Netherlands

Companies are not only passive recipients of the policies introduced by the government, they can also be proactive and develop ties with the government to actively influence policies, which can be a source of competitive advantage. Existing business-government research has focused mainly on liberal democracies, where there is greater potential for companies to influence policy making. We contribute to existing research by examining business-government relationship in a populist context, by studying the interaction between the UK government and the UK automotive industry. This is a unique case of a populist idea (Brexit) being turned into an actual policy, as the established understanding among political scientists is that populist ideas rarely convert into actual policies. We find that populist governments have a conflictual relationship with companies, characterized by opposing goals. Populist governments tend to prioritize making policies that comply with the will of the people, rather than conform to business interests. Moreover, due to the strong focus on the will of the people, businesses have limited bargaining power in this setting.

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

M. Torres¹, J. Clegg¹, F. Figueira de Lemos²

¹University of Leeds, UK; ²Uppsala University, Sweden

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

C 1.2.5: CSR in GVCs

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* AULA 3

Session Chair: Valentina De Marchi, University of Padova, Italy

How microfoundations impact the diffusion of CSR practices in global supply chains

M. Oberhauser^{1,2}, L. Kirste², D. Holtbrügge²

¹ESCP Business School Madrid, Spain; ²Friedrich-Alexander University Erlangen-Nürnberg, Germany

This empirical study investigates the microfoundational drivers of CSR practices and their diffusion along global supply chains. Based on the multiple needs theory of justice and on literature on microfoundations of CSR, we develop hypotheses and test them against data collected from 201 managers. On the one hand, we find that buyers' intention to cascade CSR practices to suppliers is particularly driven by buyers' perception of little power to suppliers as well as their normative relationship commitment towards them. On the other hand, our results show that suppliers' intention to engage in CSR is largely determined by moral drivers, i.e. moral outrage, and to a lesser degree by their buyers' efforts in committing to a sustainable network and their management of sustainability risks and opportunities. This multi-level study contributes to microfoundations of CSR from a theoretical perspective, by integrating the psychological and sociological micro-CSR streams. Moreover, we bring in a new perspective to the existing research endeavors aiming at an understanding of CSR diffusion along global supply chains.

A game-theoretical model of irresponsible global value chain behavior

C. G. Asmussen¹, A. Fosfuri², M. M. Larsen³, G. Santangelo³

¹Kings College, UK; ²Bocconi University, Italy; ³Copenhagen Business School, Denmark

MNEs are often regarded as the lead firms in global value chain (GVC) relationships. Received knowledge on GVC governance favors an approach where MNEs can use monitoring as an effective mechanism to align expectations, increase compliance and limit negative reputational spillovers. This MNE-centric perspective has also extended to issues related to corporate social responsibility (CSR) in GVC relationships. We argue that any value creating actions will be subject to the dynamics of bargaining in the GVC. Using coalitional game theory, we set up a model where the MNE collaborates with a (potentially irresponsibly behaving) supplier, engages in monitoring, and negotiates prices with the supplier over time while breaches of CSR are revealed by the MNE or by outside agents (or stay hidden).

RELOCATION OF SECOND DEGREE: SOCIAL AND ENVIRONMENTAL IMPACTS

I. V. Oksnes¹, B. B. Nujen¹, D. E. Mwesumbe²

¹Norwegian University of Science and Technology (NTNU), Norway; ²Molde University College, Specialized University in Logistics, Norway

Drawing on extant literature and an in-depth case study this paper explores relocation of second degree (RSD) from a sustainability perspective. By categorizing and combining insights from the relevant literature and the empirical data, the paper presents how social and environmental sustainability can impact RSD decisions. The study shows that although the economic sustainability aspect remains important, the social and environmental dimensions are more significant than previously acknowledged in extant relocation literature, which is particularly true concerning the drivers and outcomes. Additionally, the study illuminates the impact of new digital technologies on enhancing sustainability in global value chains, which has received scarce attention. Thus, this study contributes by adding a new layer in which it demonstrates how the social and environmental dimensions, and new technology can drive and improve sustainability in the context of RSD decisions through transparency and traceability.

C 1.2.6: SME Internationalization - Trajectories, Speed and Performance

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · Location: BOTELLA LLUSIA

Session Chair: Sui Sui, Ryerson University, United States of America

ARE YOU TEMPTED? HOW PEER PERFORMANCE AFFECTS EXPORT MARKET ENTRY INTENSITY AND EXPORT MARKET EXIT OF SMEs

M. Baum¹, S. Sui², S. Malhotra³

¹University of Bayreuth, Germany; ²Ryerson University, Canada; ³University of Waterloo, Canada

The social environment, particularly the actions of home-peers (i.e., firms from the same industry and country), affects firms' internationalization strategy and outcomes. Drawing on vicarious learning and competitive response literatures, we examine how the success of home-peer firms in export markets influences the export entry intensity of small-and-medium-sized enterprises (SMEs) into these markets; and whether SMEs' export market intensity in these markets (where home-peer firms are successful) eventually influences their export market exit. Using panel data of 32,108 unique exporting SMEs, we find that if home-industry peer firms perform well in an export market, SMEs enter these markets with high export intensity. However, while SMEs entering these markets with low export intensity decrease their probability of exit, those entering these markets with high export intensity increase their probability of exit from the respective market. This indicates a conflicting role of home-peer performance—it can tempt SMEs to enter an export market with high intensity; however, doing so can increase SMEs' probability of exit from the respective market.

Relating nonlinearity of internationalisation process to knowledge acquisition and to development of own products. Case of established SMEs with constraining subcontracting relations.

M. Teissandier

Toulouse Business School, France

This paper joins a vivid discussion in the International Business research on non-linearity of internationalisation. In contrast to the existing literature considering knowledge as its driver, it searches for decrypting if and how processes of knowledge acquisition related to international markets and to internal developments of firms (in our case development of firms 'own products'), may explain phases of acceleration, deceleration, stops and re-acceleration of international activity. A particular attention is given to the role of institutional and industrial players in leveraging or impeding these processes. Carried out through a multiple qualitative and longitudinal case study of four SMEs from upstream space activities, our analysis confirms a nonlinear internationalisation of the four investigated SMEs. It reveals that the role of institutional and industrial players is significant both to SMEs' acquisition of knowledge related to international markets and to support to SMEs' development of own products during start, acceleration, and re-acceleration of international operations. The deceleration of internationalisation is more due to an industrial conjuncture and correlates with a phase of internal focus (consolidation of knowledge related to international markets and technological development). Finally, whilst internationalisation fluctuates, the process of development of own products remains linear for the four investigated SMEs.

Cross-Crossing Speed of Internationalization and Firm's Performance: Longitudinal Evidence from Earlier versus Later Internationalizers

T. Mendes^{1,2}, M. González-Loureiro^{1,2}, V. Braga¹

¹CIICESI Center for Research and Innovation in Business Sciences and Information Systems, School of Technology and Management (ESTG), Polytechnic of Porto, Porto, Portugal; ²University of Vigo, Vigo, Spain

Drawing on the organizational learning theory applied to international businesses, this study aims to explore how early internationalization moderates the relationship between post-internationalization speed and firm's profitability. This investigation also seeks to ascertain whether the link between the firms' international experience and their profitability has different interfaces for enterprises that become international sooner after its inception than for those going international after some years of establishment. This article contributes to the growing body of literature on the performance implications of internationalization speed by testing the interactive effect of earliness. We analyze a sample of 396 Portuguese firms that were established and internationalized between 2010 and 2013 during six years of their post-international expansion (2013 – 2018). The results highlight that, as international scale increases (i.e., foreign sales), its positive impact on obtaining a profitability above the sector's average is higher for firms becoming international later than earlier. Unexpectedly, we found a negative effect of international experience on reaching an above average profitability. Further, this negative effect of the increasing international experience during the subsequent years in firm's profitability is lower for early than for late internationalizers.

C 1.2.7: Sustainability and non-market strategies in the emerging markets

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* AULA 4

Session Chair: Robbert Maseland, Radboud University Nijmegen, Netherlands, The

The evolution of MNE political connectedness in a context of political competition: the case of Vodacom Mozambique

R. Maseland¹, C. Mairoce², M. Silberberger³, J. Zweynert³

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Multinational organizations often face strong pressures to develop political connections in emerging markets. We infuse the international management literature on corporate political activity with the political-economic perspective of limited access orders to uncover how multinationals' connections to the political class evolve over time. Drawing on a longitudinal case-study of Vodacom's entry in Mozambique, we develop a dynamic theory of corporate political activity, highlighting the symbiotic nature between business and political competition. Our model explains how firms not only influence policy, but also may strategically seek to influence politics. Specifically, we show how multinational political activity transfers resources to political elites that use these to strengthen their power base and monopolize control over resources on which the firm depends. We find that, due to such feedback loops, firms' engagement with political actors tends to be addictive. In addition, we show that connections increase autonomously over time, due to learning effects and diminishing returns to resources outside the control of political actors. Together, these mechanisms ensure that firms' investment in political connections typically grows. The political, evolutionary focus of our study offers an important contribution to our understanding of the challenges and responses of multinationals in emerging markets with weak political institutions.

Political Risk and Chinese SMEs' Location Choice: Moderating Role of Legitimacy

Z. Chen, A. Giroud, A. Rygh

University of Manchester, United Kingdom

The international business literature shows that Chinese MNEs may be less sensitive to political risks when deciding upon where to invest. This, however, may not apply to Chinese SMEs. In this paper, we examine the impact of political risk on SMEs' location choice, and explore the role of legitimacy as a moderator of the relationship between political risk and location choice. We build a unique database of 707 FDI location choice decisions made by 278 Chinese SMEs between 2007 and 2019. Results show that political risk has a deterrent effect on Chinese SMEs' location choice, but Chinese firms' legitimacy with the host government positively moderates the relationship. We contribute by focusing on Chinese SMEs – as these firms have increased their international investment recently, and by advancing our theoretical understanding of the role of legitimacy in the phenomenon of political risk.

Corporate controversies and corporate financial performance – exploring the ambiguous moderating role of sustainable supply chain management practices (SSCM) in emerging vs. developed countries' firms

S. Elia, G. Hoxha, L. Piscitello

Politecnico di Milano, Italy

This study aims to explore the link between corporate controversies and corporate financial performance (CFP) in companies located in advanced versus emerging countries. Furthermore, the link between sustainable supply chain management (SSCM) and CFP is analyzed. Finally, SSCM will be used as a moderator to explore its influence in the relationship between corporate controversies and CFP, in advanced versus emerging countries. From a methodological perspective, regression analyses are performed by adapting a sample of 1,927 listed companies in both advanced and emerging countries. Findings suggest that there is a negative relationship between corporate controversies and CFP which is present in advanced countries in comparison to emerging markets where this relationship is not significant. In contrast, the link between SSCM and CFP is positive in both advanced and emerging markets with a stronger relation in emerging countries. Finally, the SSCM strengthens the negative relationship between corporate controversies and CFP in advanced markets but not in emerging countries. This study has both practical and policy-related implications. Adopting more SSCM practices has financial benefits for companies. In terms of policy-related implications, the results might be useful to draw future policies and regulations with a focus to make the supply chain more sustainable.

A Real Options Perspective on Outward FDI from African MNEs

N. Driffield¹, K. W. Glaister², K. Lavoratori³

¹Warwick Business School, University of Warwick, Coventry, UK; ²Leeds University Business School, University of Leeds, Leeds, UK; ³Henley Business School, University of Reading, UK

We adopt real options theory to examine outward FDI by African multinational enterprises (MNEs). We posit that the exercise of the growth option entails African MNEs investing within Africa, whereas the exercise of the switch option entails African MNEs engaging in FDI outside of the African region. We further examine endogenous and exogenous uncertainty in growth and switching options by considering the influence of prior colonial relationships and the effect of bilateral investment treaties on the decision of where to undertake FDI. Employing African outward FDI data over 2013-2019 period, we find broad support for the study's hypotheses.

I 1.2.Y: Interactive papers. Networks and IB post-Covid19

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · Location: AULA 2

Session Chair: Emilene Leite, Örebro University School of Business, Sweden

Session Chair: Tilo Halaszovich, Jacobs University Bremen, Germany

Who gains more from networking? A comparative study of Polish exporting and non-exporting SMEs

L. Danik, D. Mirońska

SGH Warsaw School of Economics, Poland

Paper's objectives: The paper aims to deepen the knowledge of the perceived value of business partners for Polish exporting and non-exporting SMEs, as well as of network cooperation benefits and to find out whether the networking benefits change with the company's age.

Methods applied: A quantitative CATI study on 240 Polish exporting and non-exporting SMEs was conducted.

Findings: While exporting SMEs attach greater importance to networking with foreign partners than non-exporting ones, domestic partners are of equal importance for exporting and non-exporting firms. Exporting SMEs perceive local business partners to have more influence on their market success than foreign ones. Exporting SMEs benefit more from networking than non-exporting companies. Older companies benefit more from networking than younger ones.

Originality/value: The paper verifies the importance of local and foreign network partners for the market success of exporting and non-exporting SMEs contributing both to the internationalisation and entrepreneurial literature.

COMPETITIVE LANDSCAPE IN THE "NEW NORMALITY": THE CASES OF MEXICO AND BRAZIL

F. Valderrey, E. Kaltenecker, M. A Montoya

Tecnologico de Monterrey, Mexico

Emerging markets face a challenging recovery from the COVID-19 pandemic. Although most nations strive to improve their competitiveness to escape from the economic downturn caused by the pandemic, the results may be different from the expectations of these governments. In this chapter, we analyze competitiveness in Mexico and Brazil. We attempt to go beyond the interpretation of results collected in well-known reports, such as the Global Economic Index, to demonstrate the need for further analysis in those countries where political factors may carry a non-comparable weight. We use the DD-Based 9-Factor Model, which considers the impact of politics in public policymaking. We compare Mexico and Brazil, as both nations are undergoing substantial political change, with personal leadership and geopolitical impact unmatched in the region. International managers should be aware of the impact of strong leadership upon public policy and national competitiveness. Those findings are no novelty in Latin America, a region where the political dimension may turn the table on investors without warning. Indeed, political factors should not be adequately addressed by competitiveness benchmarks in those nations where the rule of man may replace the rule of law.

Tourism and Hospitality Crisis Management Research in Pandemic Contexts: Status and Future Potential

Y. Zhang Zhang², S. Rohlfer¹

¹CUNEF, Spain; ²International University of Japan

Despite the surge in pandemic research, courageous research is lacking. This study compares non-COVID-19 and COVID-19-related pandemic research in tourism and hospitality to identify their commonalities in trajectory, promising research lines, and the gaps in current knowledge for promising future research. We systematically reviewed 101 articles on pandemic research in the top tourism and hospitality journals as ranked in the Journal Citation Reports. Research on COVID-19 has matured by extending into new stakeholder groups, country contexts, comparative research frameworks, and research concerns. Furthermore, research has become more finetuned to address specific sectors rather than the overall industry, and research synthesis papers have appeared. COVID-19 research also started to address the scarcity in postpandemic research. However, research on prepandemic management and at the meso level remains limited, while significant knowledge on the impact and during crisis management exists. The actual distribution of pandemic research across top journals is highly unequal, inviting journal editors to reflect on how to attract timely quality research. Moreover, numerous conceptual implications encourage academics to progress in the field by synthesizing knowledge and building theory from empirical research.

Does the past matter? Unraveling the temporal interdependencies of institutions in the success of public-private partnerships

J. Fleta, F. Muñoz, J. M. Gimeno Feliú

Zaragoza University, Spain

This paper examines the impact of the institutions and their interrelations on the success of 6,805 Public Private Partnerships (PPPs) deployed in 57 developing economies in the period 1997–2017. The results indicate that the current institutional quality and expected political stability influence the success of PPPs. Furthermore, when the legal origin and political stability are aligned with better levels of some and current institutional dimensions their interaction is positive, while with other ones becomes negative. The findings are consistent with complementary and substitution institutional effects, which could help policymakers and practitioners to identify success factors for these agreements.

P 1.2: Panel: EIBA MADRID AND HONORIS CAUSA DOCTORATES: FROM JOHN DUNNING (1990) TO JOHN CANTWELL (2021) (Conference Panel)

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* THEATRE. AUDITORIO RAMON Y CAJAL
Session Chair: Vitor Corado Simões, ADVANCE/CSG, ISEG - Lisbon School of Economics and Management, University of Lisbon, Portugal, Portugal

EIBA History Panel: 'EIBA MADRID AND HONORIS CAUSA DOCTORATES: FROM JOHN DUNNING (1990) TO JOHN CANTWELL (2021)'

V. C. Simões¹, K. Brandl², J. Cantwell³, J. J. Durán⁴, B. Groggaard⁵, K. Macharzina⁶

¹ADVANCE/CSG, ISEG - Lisbon School of Economics and Management, University of Lisbon, Portugal, Portugal; ²University of Victoria, Canada; ³Rutgers University, USA; ⁴Autonomous University of Madrid, Spain; ⁵BI-Norwegian Business School, Norway; ⁶University of Hohenheim, Stuttgart, Germany

EIBA 2021 will hopefully be the second Conference held in Madrid. The first took place in 1990, slightly more than 30 years ago. Both conferences are coincident with the granting of Honoris Causa Doctorates to two outstanding IB scholars and dedicated EIBA members: John H. Dunning and John Cantwell. It was found that this might be a good opportunity to reflect about their contributions to IB theory and the evolution of the OLI paradigm as well as about the changes happened meanwhile in our Academy (that in 1990 was still called Association). Furthermore, since the Madrid Conference theme is related to "Reshaping International Business", it is important to emphasise the importance of understanding our past to shape the future. The analysis of the contributions by John Dunning and John Cantwell to IB thinking provides a good thread to take an evolutionary perspective, showing how the lessons from the past may contribute towards anticipating and "shaping" future developments. Therefore, I am sure that the Panel will be very relevant for a wide set on EIBAians, and is fully in line with the EIBA Madrid's atmosphere and objectives.

P 1.2.14: Panel: X-Culture and the Post-Pandemic New Normal (Track 14)

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* COMISIONES
Session Chair: Anne Marie Zwerg-Villegas, Universidad de La Sabana, Colombia

Incorporating X-Culture in Teaching and Research in the Post-Pandemic New Normal

A. M. Zwerg-Villegas¹, V. Taras², E. Tavoletti³, D. Rottig⁴, A. Svirina⁵, D. Baker⁶, K. Lynden²

¹Universidad de La Sabana, Colombia; ²University of North Carolina-Greensboro; ³University of Macerata; ⁴Florida Gulf Coast University; ⁵Kazan National Research Technical University; ⁶University of Louisiana at Lafayette

X-Culture (www.X-Culture.org), a large-scale international experiential learning project launched in 2010, provides the opportunity for students from different countries to work in global virtual teams (GVTs) on a business project. Now, over 5,000 students from 140 universities in 40 countries on six continents participate every semester. As of 2021, X-Culture has delivered international global virtual teamwork experiences to over 70,000 participants around the world, while supporting over a hundred companies through their international challenges and so allowing companies to become more resilient in a time of crisis and beyond.

Panelists will share insights focused on incorporating X-Culture in their classrooms as well as in their research agendas.

P 1.2.4: Panel: Internationalization of Family Firms: From Tradition to Disruption (Track 4)

Time: Saturday, 11/Dec/2021: 10:30am - 12:00pm · *Location:* LAIN ENTRALGO
Session Chair: Ana Teresa Tavares-Lehmann, FEP-University of Porto, Portugal
Session Chair: Philippe Gugler, University of Fribourg, Switzerland

Internationalization of Family Firms: From Tradition to Disruption

P. Gugler¹, A. T. Lehman², J.-F. Hennart³, T. Almor⁴, P. Pananond⁵, E. Plakoyiannaki⁶, A. Majocchi⁷

¹University of Fribourg, Switzerland; ²University of Porto, Portugal; ³Tilburg University, Netherlands; ⁴College of Management, Israel; ⁵Thammasat Business School, Thailand; ⁶University of Vienna, Austria; ⁷Luiss University Rome, Italy

Family MNEs may present specific singularities regarding inter alia their motivations to invest abroad, their competitive advantages (O-advantages; FSAs), their modes of entries, their abilities to be part of local networks, etc. The singularities of family firms financial resources, governance structures and management strategies do play a role in their internationalization process. The cultural aspects due to their location may have impact on their international activities. The purpose of the panel is to scrutinize inter alia the singularity of family firms' internationalization process and to compare the views and results of the panelists. Gathering panelists from different parts of the world, the panel discussion will also provide interesting insights regarding the family firms' internationalization process according to the location of the headquarter, being in Asia, the Middle-East or Europe. The panel will scrutinize inter alia if the changes incurring in the internationalization process of family firms are

Saturday, 11/Dec/2021: 12:00 pm – 1:30 pm

C 1.3.12: Human Capital in International Context

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · Location: AULA 1

Session Chair: Dana Minbaeva, CBS, Denmark

WASTA AND HR LEADERSHIP IN THE ARAB WORLD: AMBIVALENCE, SYNERGIES AND SOLUTIONS

F. Alsarhan¹, S. Horak²

¹ISC Paris Business School, France; ²St. John's University The Peter J. Tobin College of Business, USA

Wasta, the typical informal network style pervasive in the emerging markets of the Arab world, is widespread in Human Resource Management (HRM) practices. Though in many ways wasta contributes to shaping and altering workplace realities and practices, its influence on HR leadership has not been explored yet. By drawing on in-depth interviews to understand the mutual dependencies and influences between wasta, HR practices and leadership we explore the role of HR manager's leadership styles in shaping, promoting, or impeding the spread of wasta in organizations. Our findings indicate that the level of wasta culture in organizations is reliant on the models and practices HR leaders exhibit. Furthermore, the results also indicate interdependence between the centralization of power, autocracy, and, in consequence, the flourishing of wasta in the workplace. Conversely, delegation of power and opportunities for group decision making may contribute to the decline of wasta in the workplace.

Migrants' Identity Orientations: The Missing Link in Predicting the Integration Outcomes of International Skilled Migrants

G. Stahl¹, A. Hajro¹, E. Akkan², S. Reiche³, D. Caprar⁴, J. Zikic⁵, M. Lazarova⁶, N. Richter⁷, J.-L. Cerdin⁸, I. Björkman⁹, C. Clegg¹⁰, E. Davoine¹¹, A. Koveshnikov⁹, W. Mayrhofer¹, L. Zander¹², M. Zellmer-Bruhn¹³, C. Brewster¹⁴

¹Vienna University of Economics and Business, Austria; ²Léonard de Vinci Pole Universitaire, France; ³IESE, Spain; ⁴University of Sydney, Australia; ⁵York University, Canada; ⁶Simon Fraser University, Canada; ⁷University of Southern Denmark, Denmark; ⁸ESSEC Business School, France; ⁹Aalto University School of Business, Finland; ¹⁰Brunel University, UK; ¹¹Université de Fribourg, Switzerland; ¹²Uppsala University, Sweden; ¹³University of Minnesota, USA; ¹⁴Henley Business School, University Reading, UK

Migration is one of the grand societal challenges of our time, but relatively little is known about the factors and mechanisms that govern migrant experiences and contribute to successful integration outcomes. In this study, we adopt an identity-based approach to understanding the factors that shape migrants' identity orientations and affect their embeddedness in the host country. The results of a study of 1771 skilled migrants from 46 countries of origin in 12 host countries reveal that host country institutional and cultural environments create both sources of opportunity (e.g., increased potential for human development) and sources of disadvantage (e.g., status degradation) for migrants, and that these opposing dynamics affect the emergence of a host country identity, retention of a home country identity, and migrants' community and career embeddedness in the host country. The implications for research and practice are discussed.

C 1.3.14: Innovations in IB Research Methodologies

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · *Location:* COMISIONES
Session Chair: Agnieszka (Aggie) Chidlow, University of Birmingham, United Kingdom

The Taylor Series as a new methodological approach to conceptualize the phenomenon of environmental dynamism

E. Schantl, T. Lindner, J. Puck

WU Vienna, Austria

As the world is becoming more turbulent, dynamics in environmental influences are increasingly important for various dimensions of firms. Managers have to account for and adjust to the increasing dynamism in the firm's environment in order to mitigate risk and stay competitive in the long run. There is extensive research on dynamism and related methodological concepts across various literature streams and different areas of research. However, a vague methodological conceptualization of the phenomenon of dynamism, led by an inconsistency of definitions, constructs and measures, has impeded theory development. We therefore argue that the construct of dynamism requires closer examination and refinement: By organizing existing approaches of the phenomenon into distinct levels, using fundamental mathematics, and applying standard analytics as a suitable framework to holistically capture dynamism in a meaningful way, we aim to highlight the differences and provide common ground. We present our methodological approach of the phenomenon of dynamism in the hope of clarifying the currently blurry picture, bringing theoretical insight to the study of dynamism.

EXPLORING BOURDIEU'S EPISTEMIC REFLEXIVITY AS A NEW METHODOLOGICAL PROCESS IN INTERNATIONAL BUSINESS RESEARCH

D. S. A. Guttormsen¹, F. Moore²

¹USN School of Business, University of South-Eastern Norway, Norway; ²School of Business and Management, Royal Holloway, University of London

The paper explores epistemic reflexivity as a new methodological process in International Business research. By drawing upon Bourdieu's 'sociology of sociology', the paper elevates an epistemic form of reflexivity focusing that focuses on the conditions of knowledge production, allowing for enhancing trustworthiness and internal validity in both qualitative and quantitative research processes. Systematic exploration of social scientific claims can be achieved by scrutinising the IB researcher's own Self, cultural practices, biases and 'unthought categories of thought' – which, if remain unproblematised, may delimit our understanding of other peoples' 'social reality' and the IB phenomena that we investigate. The paper concludes by outlining a practical methodological process for engaging in epistemic reflexivity, which recommends researchers to progress through six self-deliberative reflexive tasks.

Problematising Paradigms & Qualitative Research in International Business: State of the field, Thoughts & Ways Forward

R. Aguzzoli¹, J. Lengler², S. R. Miller³, J. Aroles⁴, A. Chidlow⁵, S. Bhankaraully⁶

¹Durham University, United Kingdom; ²Durham University, United Kingdom; ³University of Texas at San Antonio, United States; ⁴Durham University, United Kingdom; ⁵University of Birmingham, United Kingdom; ⁶University of Essex, United Kingdom

We problematize what paradigms international business (IB) scholars have used in qualitative research and how the paradigms connect the application as well as discussion of methodology within those studies. Our work is based on qualitative empirical papers published in four IB journals. We show the prevalence of the positivist/post-positivist paradigm and some confusion regarding method and methodology within the examined work. We also discuss the low adoptions paradigms and propose suggestions for using them in the future. We conclude by advocating for the use of multi-paradigms, which can help identify novel research questions and enhance the understanding of methodological concepts.

THE EVOLUTION OF IB RESEARCH: A TOPIC MODEL ANALYSIS OF EIBA CONFERENCE PAPERS (1999-2011)

V. C. Simões¹, J. P. Rocha¹, A. Piepenbrink², J. Cantwell³, P. Gugler⁴

¹ADVANCE/CSG, ISEG - Lisbon School of Economics and Management, University of Lisbon, Portugal, Portugal; ²Rennes School of Business, France; ³Rutgers University, USA; ⁴Center for Competitiveness, University of Fribourg, Switzerland

This research analysed the evolution of the papers presented at European International Business Academy (EIBA)'s Annual Conferences between 1999 and 2011. It comes in the context of the EIBA History project. A set of 2,158 Competitive and Workshop papers was processed with the use of a Machine Learning tool – the Latent Dirichlet Allocation – to facilitate content analysis. The method enabled to identify 36 underlying research topics. These were then grouped into 10 higher-level categories. Our results showed an overall growth in the number of papers presented, indicating an increase in the degree of openness in EIBA's Annual Conferences. Findings include the rise of the higher-level categories of 'Internationalisation Processes, Born Globals and Entry Mode Choice' and 'MNEs' Strategy, Structure and Management issues', especially in 2007-2011. The main contributions are threefold. First, it provides a successful application of a machine-learning method for the analysis of large volumes of textual data. Second, it extracted relevant information about the evolution of the IB research issues addressed at EIBA's Annual Conferences, enabling a timelier perspective on new research trends as they emerged. Third, it analyses the entirety of the text documents, as opposed to specific sections or keywords only, ensuring increased analytical depth.

C 1.3.3: Innovation and Knowledge Management Across Borders

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · *Location:* SCHÜLER

Session Chair: Bernhard Dachs, AIT Austrian Institute of Technology, Austria

How does the combination of quality and innovation affect productivity in Spanish manufacturing firms?

P. Sánchez-Sellero, J. Rosell-Martínez

Universidad de Zaragoza, Spain

We study the effect of quality management systems and innovation systems on productivity in Spanish manufacturing firms. To achieve this, we define and analyze the effect of different factors on the performance of firms in order to develop proposals for improvement. The results conclude that to improve productivity it is important to develop quality standardization and management systems, product standardization, the complexity of the production system, R&D activities and external collaboration.

Knowledge, Innovation and the Dynamics of Competition in Vertically Related Industries

P. Adams¹, F. Malerba², R. Fontana³, G. Capone⁴

¹Seton Hall University, United States of America; ²Bocconi University, Milan, Italy; ³University of Pavia, Pavia, Italy; ⁴University of Parma, Parma, Italy

This study examines the relationship between firm density and the performance of startup ventures in two vertically related industries in a period of industry evolution following the initial growth phase. We develop a set of predictions and test them empirically with data collected on the semiconductor industry (a core supplier) and telecommunications equipment (the downstream, buyer industry) between 1999 and 2008. Then, to test the logic and mechanisms at the base of our analysis, we build a simulation model of entry, competition and survival in two industries. We find that greater firm density in a core supplier industry increases the hazard rate for all types of startup ventures in the downstream industry, but that certain types of entrants (vertical spinouts) perform better than other types

The Landscape of Blockchain Innovation: A Textual Analysis of Patent Data

X. Zhuo

Heinrich Heine University Duesseldorf, Germany

This paper empirically analyzes blockchain-related patent filings to gain insight into the technology's applications. Using Latent Dirichlet Allocation topic modeling on titles and abstracts of patent data from major patent offices globally, I identify and describe twenty representative topics from blockchain innovations and discuss topic evolution and distribution over time. In addition, I incorporate identifying information of patent applicants and link particular innovation themes to specific types of entities. This study helps to guide researchers to identify and select business applications and research areas of interest and highlights business opportunities in sectors with potential for blockchain integration.

The role of digital technologies for servitization and internationalization in manufacturing firms. Evidence from firm-level data.

B. Dachs

AIT Austrian Institute of Technology, Austria

Providing services in addition to physical products can be a viable strategy for firms to commercialize their knowledge and escape stagnating markets. The current digital transformation in manufacturing offers new opportunities for servitization ('digital servitization'). This paper investigates the determinants of digital servitization in manufacturing firms and how it relates to innovation and exports with a large, firm-level data set.

Results from the empirical analysis indicate a positive relationship between digital production technologies servitization as well as service innovation. Cyber-physical systems and mobile devices favour servitization in particular. However, the analysis fails to establish a positive relationship between exports and digital servitization. This points to the locally bounded character of many services; in spite of the rapid take-up of digital technologies during the last years, it still seems difficult to maintain intensive relationships with customers over distance. Thus, technology still is no substitute for foreign presence in MNEs.

C 1.3.5: Configuration and re-configuration of GVCs

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · Location: AULA 3

Session Chair: Antonello Zanfei, DESP-University of Urbino, Italy

INTERNATIONALIZATION, VALUE-CHAIN CONFIGURATION, AND THE ADOPTION OF ADDITIVE MANUFACTURING TECHNOLOGIES

G. Magnani¹, S. Denicolai¹, B. Petersen²

¹University of Pavia; ²Copenhagen Business School

In this study, we empirically explore the relationships among process innovation, internationalization, and the reconfiguration of the firm's activities at the global level. In particular, we analyze the extent to which these factors are related to the propensity to adopt additive manufacturing technologies. Internationalization and value-chain configuration are measured using various dimensions, and we find that the impact on the adoption of additive manufacturing technologies is moderated by firms' absorptive capacity. Our empirical findings are drawn from a proprietary database covering 197 manufacturing firms.

Joining the value chain of multinationals and performance of their first and second tier suppliers: evidence from inter-firm transaction data

J. Masso, P. Vahter

University of Tartu, Estonia

This paper investigates the productivity effects for domestic suppliers from joining and exiting from the value chains of multinational enterprises (MNEs). Unlike the standard approach based on input-output tables at sector level, our econometric analysis is based on information on firm-to-firm transactions recorded in the valued added tax declarations data. Treatment analysis using propensity score matching and panel data from Estonia suggests that starting to supply multinationals boosts at first the value added per employee of domestic firms, incl. effects on scale of production and capital-labour ratio. These first linkages to MNEs do not affect the total factor productivity (TFP) of domestic firms, suggesting that the TFP effects take time to materialize. We further find that there are limits to the wider diffusion of the effects of linkages to MNEs. We find no significant positive effects on the 2nd tier suppliers: the positive effects are limited to the 1st tier suppliers with direct links to MNEs. A novel result is the evidence that productivity of suppliers does not fall, on average, after decreasing or ending of supplier relationships with MNE customers, as long the firm remains supplying other successful domestic exporters.

Functional specialization in FDI and value capture in GVCs: An empirical assessment of the smile Curve hypothesis on a global scale

A. Coveri, A. Zanfei

University of Urbino, Italy

The cross-border fragmentation of production has prompted a profound change in the international division of labour that increasingly occurs at the level of functions rather than products. Focusing on the functional specialization in terms of inward FDIs of over 100 countries in 2003-2018, we provide a novel and systematic test of the "smile curve" hypothesis on a global scale. Consistent with this hypothesis, we show that advanced economies are mostly specialized in attracting FDIs related to value adding activities at the higher ends of the value chain, while lower-income countries are largely specialized in drawing FDIs in production operations. Most notably, we confirm that economies specializing in fabrication activities are able to capture lower value from trade in GVCs than countries specializing in upstream and downstream functions such as R&D and post-production activities. The functional division of labour across advanced and developing regions and the associated value capturing patterns appear to have strengthened over time and even more so in a phase of deep crisis. We thus observe a substantial persistence in the control of high value adding activities by a relatively circumscribed number of countries, despite the upgrading of the most dynamic emerging economies.

Global Value Chain Resilience: Understanding the Impact of Managerial Governance Adaptations

L. Kano¹, R. Narula², I. Surdu³

¹University of Calgary, Canada; ²Reading University; ³University of Warwick

While COVID-19 has caused significant short-term disruptions in global value chains (GVCs), in the longer run, the pandemic will not be the primary catalyst in GVC evolution. As GVCs recover from the initial shock, managers will make GVC restructuring decisions guided by long-term strategic considerations. We describe barriers that lead firm managers may encounter when rethinking location/control decisions for value chain activities and suggest that, in addition to structural changes, managerial governance adaptations are instrumental in enhancing GVCs' long-term resilience. We provide suggestions concerning specific managerial governance tools that can enhance GVC efficiency in the increasingly uncertain global environment.

C 1.3.6: Entrepreneurial Internationalization - an Institutional Perspective

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · *Location:* BOTELLA LLUSIA

Session Chair: Victor Martin-Sanchez, University of Southern Denmark, Denmark

INSTITUTIONAL CONDITIONS AND EXPORT-ORIENTED ENTREPRENEURIAL ACTIVITY: A CROSS-COUNTRY ANALYSIS

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

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

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

An Institutional Perspective on Export Exits: The Moderating Role of Experience Similarity

P. Trapczynski¹, T. Halaszovich²

¹Poznan University of Economics and Business, Poland; ²Jacobs University Bremen, Germany

Extant studies have hardly accounted for the direction of institutional distance, or the similarity of past experience with the foreign market under study has not been investigated. Moreover, while strategy adaptation has been rather intensively studied in export performance studies, its effect on foreign market exit is still unclear. Finally, the determinants of export exits have remained underexplored within de-internationalization research.

In order to address these gaps, the present paper aims to study export exit likelihood in markets with different institutional profiles, taking into account the roles of export strategy adaptation and prior experience gained in different institutional settings. We draw from the institution-based view and organizational learning theory in order to test our assertions based on a sample of 500 exporters from the mid-range economy of Poland. We find that positive institutional distance decreases the likelihood of export exits and that this effect becomes weaker if exporters have dissimilar prior experience. On the other hand, while we find that export strategy adaptation decreases the risk of exit, its effect becomes stronger for dissimilar experience.

How does national culture influence entrepreneurship? Evidence from the internalized cultural dispositions perspective

J. Kleinhempel

University of Manchester, Alliance Manchester Business School, United Kingdom

How does national culture influence entrepreneurship? There are three dominant perspectives –internalized cultural dispositions, legitimacy, and social support view– that propose distinct theoretical channels and yield partially conflicting propositions regarding the role of culture in entrepreneurship. I offer a fresh approach to culture-entrepreneurship research by decoupling the theoretical mechanisms proposed by the internalized cultural dispositions view from other cultural perspectives. The empirical context of this study are second-generation immigrants of different ancestries in the U.S. Second-generation immigrants have been born, educated, and currently live within the shared cultural, institutional, and economic environment but potentially differ in cultural dispositions as influenced by the culture of their country of ancestry. Specifically, I argue that second-generation immigrants are more likely to be entrepreneurs if their parents' country-of-origin culture is characterized by high levels of risk-taking propensity, need for achievement, and need for autonomy. Using data on more than 50,000 second-generation immigrants and multilevel modelling, I find support for these propositions. The results are robust to the incorporation of the legitimacy and social support view and non-cultural explanations proposed by immigrant entrepreneurship research. This paper, by providing evidence from the internalized cultural dispositions perspective, sheds light on the mechanisms through which culture matters.

C 1.3.7: Innovation challenges in the emerging markets

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · Location: AULA 4

Session Chair: Qiuling Gao, BISU, China, People's Republic of

Heterogeneity of Political Connections in Chinese Multinationals: Impact on Strategic Asset Seeking M&As' Innovation Performance

Y. Liang, A. Giroud, A. Rygh

The University of Manchester, United Kingdom

The role of political connections in explaining Chinese multinationals enterprises (MNEs) international activities has received much attention in the international business literature. Political connections help overcome institutional voids at home and leverage home country advantages to internationalize. But Chinese MNEs are also said to strengthen competitive advantages by engaging in Strategic-Asset seeking M&As in developed markets. In this paper, we ask the question: how does heterogeneity in political connections affect Chinese Multinationals post-acquisition innovation performance? We combine resource-based view and social network perspective and we distinguish between different types of political connections, including government affiliation levels. By examining ownership and managerial political connections in a sample of Chinese SAS M&As in OECD countries between 2010 and 2017, we find that ownership connections are positively related to the post-M&A performance while managerial connections are negatively related to the innovation performance. We also demonstrate that the impact on post-acquisition innovation performance is stronger for connections at central government level. This study contributes to the literature by uncovering political connections heterogeneity in Chinese MNEs and highlighting the boundary conditions under which Chinese MNEs can increase their innovation performance in their acquisitions of strategic assets overseas.

Inward FDI Spillovers and Emerging Multinationals' Outward FDI in More versus Less Developed Host Markets

R. Gao

University of Manchester, United Kingdom

Inward foreign direct investment (IFDI) carries critical implications for emerging market multinational enterprises' (EMNEs') outward foreign direct investment (OFDI). While extant research provides evidence for the positive linkage between IFDI and EMNEs' OFDI, less is known about the directionality of such OFDI—where to go. This study aims to extend the IFDI-OFDI linkage by differentiating EMNEs' upward and downward OFDI (i.e., OFDI projects in more and less advanced host countries than their home markets). Using panel data on 1,334 Chinese multinationals, I find that IFDI promotes EMNEs' upward OFDI, but this effect is weakened by state ownership and industry competition. Moreover, my findings show that although IFDI is not related to EMNEs' downward OFDI in general, their linkage becomes positive in the conditions of higher state ownership or weaker industry competition. This study advances our understanding of the directionality (i.e., where to go) of EMNEs' OFDI in the face of IFDI spillovers.

C 1.3.9: Foreign Direct Investments and Divestments

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · Location: LAIN ENTRALGO

Session Chair: Jorma Larimo, University of Vaasa, Finland

A meta-analysis of stock market reaction to foreign divestment: the role of divestment motives

P. Arte, R. Filenko, J. Larimo

University of Vaasa, Finland

A rise in foreign direct investment (FDI) has resulted in an increased occurrence of foreign divestment. Foreign divestment plays a critical role in the restructuring activities of firms and is known to either create or destroy firm value. While previous studies have examined the valuation effects of foreign divestment, findings have been inconsistent. In this chapter, we conduct a meta-analytical review of the stock market reactions to foreign divestment announcements. Furthermore, we test if the relationship varies according to the motive of divestment. Our findings indicate that foreign divestment creates a significantly positive stock market reaction. The relationship is strongest for refocusing divestments, followed by divestments motivated to raise finances or repay debts, and the weakest for efficiency seeking divestments. Future research suggestions are postulated based on our findings.

Applying Prospect Theory in Strategy Research: Investment Decisions that Managers May Not Regard as a Gamble

J. Fisch, K. Schwaiger

WU Vienna, Austria

Prospect theory's laboratory experiments suggest that in gambling decisions, prior success induces a bias towards risk-taking. Strategy research shows that this bias can affect investment decisions of managers. However, investors may not regard all investment decisions as gambles. This study argues that investors will only regard their decisions as gambles if these seem to have random and risky outcomes, and predicts that the bias towards risk-taking recedes as randomness and riskiness are diminished. A panel study on investment in foreign subsidiaries supports this view: the less random or risky an investment decision, the less the bias of prior success on risk-taking. The findings point to important antecedents of applying prospect theory to strategy decisions and qualify prospect theory's predictions for managerial decision-making.

DIVESTMENT AND RE-INVESTMENT CHOICES IN FOREIGN MARKETS: A COMPARISON BETWEEN FAMILY AND NON-FAMILY MULTINATIONAL ENTERPRISES

S. Mariotti¹, R. Marzano², L. Piscitello^{1,3}

¹Politecnico di Milano; ²Sapienza - University of Rome; ³Henley Business School - University of Reading

Internationalization of an MNE often involves succession of entries, divestments and re-investments in the host country. However, the extant literature rarely analyses these sequential processes. By relying on a broad agency model, we argue that these processes are shaped by MNEs' organizational learning, which in turn depends on their internal headquarters-subsidiary configuration. Specifically, we compare investment-divestment-reinvestment sequences undertaken by family MNEs vs. non-family MNEs. Due to specific agency problems affecting their internal configuration, and to lower levels of self-interest and bounded rationality in overseas subsidiaries, family MNEs incur lower agency costs than non-family MNEs in running businesses abroad, and present a learning model that allows them to more effectively memorize and value past events experienced at the subsidiary level. As a result, while family MNEs and non-family MNEs do not differ in their propensity to divest foreign subsidiaries, after divestment occurs, the former will be more incline to re-invest in the same host country, and the likelihood increases with the depth of their local presence there. Our empirical analyses, conducted on a large sample of foreign investment-divestment-reinvestment initiatives by Italian companies, in the period 2000-2015, support our hypotheses, thus advancing our knowledge on a topic underexplored so far.

DETERMINANTS OF MNC'S SECOND HEADQUARTERS IN THE HOME REGION

A. Botella Andreu¹, K. Lavoratori²

¹Universitat de Valencia, Spain; ²University of Warwick

Second Headquarters (HQs) are known to appear with multinational international expansion in new markets and regions just to deal with the increasing complexity of the operations. However, some of them appear also to arise in the MNC's home region and at late stages of the internationalization process. This phenomenon challenges our understanding of the disaggregation of Headquarters in MNCs until the moment and, particularly, it challenges the complexity argument based on Information Processing Theory. We analyse data on 554 new HQ investment projects in the European region undertaken by 471 European companies. Our study suggests that a second HQ is an information processing response of MNCs to global/regional value chain complexity. The reason is that some subsidiary activities require greater information processing efforts than others. In this sense, we call for an extended understanding of the complexity argument which includes value chain activities, position or conditions of the subsidiaries. A further implication is that more concentrated global value chains and or regional concentrated value chains after the COVID pandemic may have an impact on the disaggregation of the Corporate Headquarters phenomenon.

I 1.3.12: Talents, reputation and branding

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · Location: AULA 2

Session Chair: Frauke Bender, Anderson College of Business and Computing, Regis University, United States of America

The competence-based dimension of attention in MNCs

T. Hakkarainen

Bocconi University, Italy

Previous research has made important contributions to understand attention in MNCs. However, most studies have focused on the organizational level or the attention of managers, even if attention is an essential driver of outcomes also at the individual expert level. Despite that MNCs strongly rely on their globally integrated expertise residing in individuals, the perspective of experts has thus far been largely unexplored. This study builds on 75 semi-structured interviews conducted in four knowledge-intensive MNCs and finds that in the absence of formal managerial influence and stable collaboration structures, experts can mobilize their most available resource: their personal and team-based competence. The study thus complements previous studies with the focus on the structural and relational dimensions of attention by providing a nuanced understanding of competence-based attention with important implications on establishing internal and external legitimacy in MNCs.

Employer and internal branding: Do they effect on recruitment performance during the COVID-19 pandemic?

D. Kucherov, V. Tsybova, O. Alkanova, A. Lisovskaya

Saint-Petersburg State University, Russian Federation

Over the last twenty-five years, employer branding has been a subject of increasing attention among HRM scholars and practitioners. However, very limited research has explored the link between employer branding and HRM performance. To address the gap, in this study we explored how employer branding orientation impacted recruitment outcomes during the COVID-19 pandemic. Based on cross-sectional data collected from 233 companies operating on Russian labor market, we found that employer branding orientation is positively related to the employer branding programs, which are positively related to recruitment outcomes. We also found moderating effects of COVID-19 in the relationship between employer branding orientation, employer branding programs, and recruitment outcomes.

INDULGENCE AND RISK-TAKING BEHAVIOR OF FIRMS: DO FIRM-LEVEL CONTINGENCIES MATTER?

A. Alipour¹, A. Yaprak²

¹Ozyegin University, Turkey; ²Wane State University, USA

This study examines the impact of Hofstede's indulgence vs restraint (IVR) national culture dimension on firms' risk-taking behavior. Although it is well known that firms' risk-taking behavior varies across cultures, the impact of the IVR dimension on this variable is not well known. We argue that firms in more indulgent societies will be more risk-taking given their less rule orientation and rigidity, less self-control, and a greater tendency for spending. We further argue that the interactions of indulgence mechanisms with the buffers that slack resources provide against the likely losses of risk-taking and the positive expectations of potential gains from risk-taking provided by growth opportunities will further increase firms' risk-taking behavior. Our findings show that high indulgence increases firms' risk-taking behavior, and both slack resources and growth opportunities intensify this causal effect. The three-way interactions further reveal that the positive impact of indulgence on firms' risk-taking behavior is strongest when both slack resources are abundant and the growth opportunities are high.

The Role of Multiple Intelligences in Promoting Team Climate and its' Performance Outcomes in Global Virtual Teams

M. Davaei¹, M. Gunkel¹, V. Taras²

¹Free University of Bozen-Bolzano, Italy; ²University of North Carolina at Greensboro, USA

Multiple intelligences as important competencies in global virtual teams' (GVTs) members has largely been overlooked in the literature. Based on a multinational dataset including 723 individuals from 37 countries who worked in 218 GVTs, the current study aims to explore the influence of emotional intelligence (EQ) and cultural intelligence (CQ) on promoting team climate, and the impact of team climate on the performance in GVTs. The results of multilevel structural equation modeling show that teams' EQ and CQ promote team climate, and team climate improves team members' performance in GVTs. At the individual level, EQ and CQ of team members positively influence their team climate perception, and team climate perception negatively impacts individuals' performance in GVTs. We also found that team climate perception has a significant mediation effect on the relationship between individuals' EQ and CQ, and their performance in GVTs. We discuss the implications for research and practice.

P 1.3.1: Panel: WHY SHOULD INTERNATIONAL BUSINESS RESEARCHERS CARE ABOUT INFORMAL ORGANIZATIONS? (Track 1)

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · *Location:* THEATRE. AUDITORIO RAMON Y CAJAL
Session Chair: Caroline Witte, Rotterdam School of Management (RSM), Netherlands, The

WHY SHOULD INTERNATIONAL BUSINESS RESEARCHERS CARE ABOUT INFORMAL ORGANIZATIONS?

C. Witte¹, R. Namatovu², M. Moller Larsen^{2,5}, A. Cuervo-Cazurra⁴, R. Narula³

¹Rotterdam School of Management (RSM), Netherlands, The; ²Copenhagen Business School; ³Henley Business School; ⁴Northeastern University; ⁵BI Norwegian Business School

Informal organizations play an important part in not only informal, but also formal economies worldwide. Informal entrepreneurs are often involved in cross border trading and are a part of many Global Value Chains (GVCs). However, the international activities of informal enterprises and the effects of their activities on multinationals and GVCs remain underexplored within International Business research agenda. In this panel, we discuss the importance of studying informal organizations from an IB perspective. After 4 short presentation, we propose to have an Oxford Union style debate on the proposition 'informal firms undermine the competitiveness of multinationals'.

P 1.3.10: Panel: Corporate Governance and Global Innovation (Track 10)

Time: Saturday, 11/Dec/2021: 12:00pm - 1:30pm · *Location:* GALLEGO
Session Chair: Jakob Müllner, WU Vienna, Austria

Corporate Governance and Global Innovation

I. Filatotchev¹, J. Müllner², E. Melero³, J. de Castro⁴, R. Aguilera⁵

¹King's College London, United Kingdom; ²WU Vienna, Austria; ³Universidad Carlos III de Madrid, Spain; ⁴IE Business School, Spain; ⁵Northeastern University, USA

The aim of this Panel is to bring together leading researchers in the fields of governance, global strategy and innovation to discuss the extent to which the institutional, technological, organizational and competitive environments in which firms operate have changed, and the implications of these changes with regard to the complex reciprocal relationships between innovation and corporate governance. Our focus is broadly at the interface between innovation and governance which includes not only entrepreneurial ventures and their investors (e.g., VCs, business angels, etc) but also other organizational contexts, such as family firms, public-private partnerships and SOEs.

Panel organizers:

Igor Filatotchev, King's College London

Jakob Müllner, WU Vienna

Panel Participants:

Eduardo Melero (UC3M, Spain)

Julio de Castro (IE, Spain)

Ruth Aguilera (North Eastern U, USA)

Igor Filatotchev, King's College London

Panel Chair:

Jakob Müllner, WU Vienna

Saturday, 11/Dec/2021: 1:30 pm – 3:00 pm

Posters 1: Posters Session 1

Time: Saturday, 11/Dec/2021: 1:30pm - 3:00pm · *Location:* HALL 1st FLOOR

How pressure from home works out abroad: decent work in MNE subsidiaries

K. van der Straaten

Rotterdam School of Management, Erasmus University, the Netherlands

Although the labor practices of MNEs have been widely discussed, especially concerning the degree to which they differ between MNE home and host countries, the literature is inconclusive as to the effect stakeholder pressure in headquarter locations has on labor practises in MNE subsidiaries. While a first stream of research predicts that higher levels of stakeholder pressure at home are associated with more socially responsible firm behavior abroad, a second stream posits high levels of stakeholder pressure at home trigger MNEs to move their most socially undesirable activities abroad as an exit strategy. In this project we aim to reconcile the two opposing views, and test our hypothesis using survey data of employees working for foreign-owned MNE subsidiaries in a wide variety of countries, by considering the health and safety of their working conditions and their wages. While controlling for individual, firm, industry and distance variables, we examine whether and how MNEs' home-country stakeholder pressure affects the quality of MNEs' labor practices abroad. Our results show that, contrary to stakeholders' intent and expectations, home-country stakeholder pressure may have an adverse effect on MNEs' adoption of higher-quality labor practices abroad.

Intercultural Entrepreneurship: An Emerging Field of Research and Practice?

C. Ruesga Rath, C. Barmeyer

University of Passau, Germany

Intercultural management encompasses many areas within organizations (teams, leadership, transfer, knowledge) and outside the organization (marketing, negotiation). A strand that so far has been neglected but is also influenced by intercultural phenomena is entrepreneurship. Interestingly, internationally oriented entrepreneurship literature mainly focuses on contrastive and static value comparisons. What is still missing is a systemic view that considers the socio-cultural environment of entrepreneurs and their specific resources. It is therefore highly relevant to bring together two practice and research fields: intercultural management and entrepreneurship, hence intercultural entrepreneurship. From a research perspective, the goal is to better understand the impact of culture and intercultural interactions on entrepreneurship. From a practitioner perspective, it is about using the numerous (inter)cultural resources of entrepreneurs constructively and purposefully for entrepreneurial value creation. The aim of our future research is therefore to conceptualize and arrive at a definition of intercultural entrepreneurship by distinguishing concepts and definitions of entrepreneurship regarding culture.

Multinational Enterprises and Cross-sector Partnerships in the Energy Transition: The Case of Port of Rotterdam

E. Eräpolku¹, T. Ritvala¹, S. Lundan^{2,1}

¹Aalto University, Finland; ²University of Bremen, Germany

While international business (IB) scholars have recently joined the conversation about the role and strategies of MNEs in the global energy transition, they have not examined the role of cross-sector partnerships in this process. Empirically, we focus on the Port of Rotterdam, the largest seaport in Europe, which aims to become a hotspot of the energy transition in Europe. This embedded single case study will examine different renewable energy investments by Nordic MNEs to the Port of Rotterdam. Our research contributes to the interdisciplinary nexus of IB, cross-sector partnerships, as well as energy transition and policy studies. We will also shed new light on the determinants of location choice by MNEs, leading to "port specific advantages" and discuss the role of partnerships in it. Further, our findings will support city administrators' and policy makers' efforts in the decarbonization of the (North) European ports and port areas, and in so doing contributing to sustainable cities.

Role of innovation ecosystems in the relationship between circular economy and sustainability. Case of the satellite industry in Europe.

M. Teissandier

Toulouse Business School, France

Fighting climate change has been gaining momentum worldwide and business corporations are put on the frontline to react. Reduction of their footprint on the environment and a better balance of economic, environment and social vectors indispensable for sustainable development are become urgent. Scholars' community addresses this topic by investigating adoption of Circular economy (CE) and sustainable development (SD) practices and business models. However, the relationship between CE and SD remains unclear. Furthermore, despite a significant literature in varied industrial and geographic contexts, little is known about how this relationship is shaped in transnational industries. We address this gap by drawing in innovation ecosystem and institutional logics perspective in order to identify CE and SD actions, factors that drive them and finally how these actions influence CE/SD relationship. As a paradox situation characterizes Satellite Industry – we use space applications to fight climate change (Earth observations services) whilst increasingly polluting space with massively produced small satellites and constellations (space infrastructures) – we plan to perform a qualitative case study in five leading countries of the European Satellite Industry and within the European Space Agency to explore the relationship between CE and SD.

Unlocking the structure of the international entrepreneurship research - a bibliometric approach to mapping the literature

S. W. U. A. Ahmed, N. Anderson, S. M. F. Grimstad, K. K. Longva, Ø. Strand

Norwegian University of Science and Technology (NTNU), Norway

This study aims to advance the understanding of the structure of research topics related to IE-literature through an updated bibliometric analysis with emphasis on keywords. We thus seek to answer the following research question: What are the main research themes that have attracted the most attention from IE scholars?

We use bibliometric analysis, more specifically, keyword co-occurrence and co-citation analysis to show the relational and structural features of topics investigated in international entrepreneurship scholarship. Our corpus of research articles consists of research articles and review studies, published in journals on the Academic Journal Guide 2021 list. The search terms were informed by review studies, and yielded 3592 documents, published in the Scopus database, between 1965 and 2021.

The preliminary analysis revealed that this research field seems to have a structure of five thematical clusters: Trends and development in markets (macro level), Governance and operation abroad (firm level), Internationalization strategy (firm level), Education and social capital (individual level) and, The internationalization process of new ventures (firm level). The multiscale nature of the field, ranging from individual-level, firm-level and macro level resonates well with previous findings.

Digitalization and internationalization – interdependent or independent phenomenon? The case of manufacturing companies in a post-transition country

B. Jankowska, M. Bartosik-Purgat, E. Mińska-Struzik

Poznań University of Economics and Business, Poland

The adoption of Industry 4.0 technologies is becoming a priority from the perspective of enterprises' successful internationalization. It is even now more visible when we face pandemic challenges – digitalization may facilitate the foreign expansion of firms hindered by borders' closures. Thus, our study aims twofold: firstly, to access the adoption of digital technologies used by Polish enterprises. Secondly, to identify the relationship between the level of internationalization and the usage of digital technologies. In other words, we aim to find out if the higher level of internationalization goes in line with greater digital technologies' adoption.

We combined a literature review with a quantitative empirical study conducted on a sample of 400 Polish manufacturers. The main research method was Computer Assisted Telephone Interview, held from November 2019 to January 2020. The statistical analysis of the data allowed us to identify companies that differ in Industry 4.0 technologies adoption and prove that the more involved in digital technologies a company is, the higher the level of internationalization it presents. Results may work as guidelines for enterprises in the whole CEE region of relatively moderate DigiTech users. Success in the global market cannot be expected without keeping pace with the digital revolution.

Examining the Relationship Between Marketing Intensity and Firm Value in a Global Context

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¹Universidad ESAN, Perú; ²University Carlos III of Madrid, Spain

About one-fourth of the studies on the relationship between marketing intensity and firm value show negative values or insignificant relationships. We propose an alternative theoretical framework according to the efficient market hypothesis in an international environment. Marketing intensity can impact firm value, directly or indirectly, through the firm's performance as a mediator. Also, we include three of Hofstede's cultural dimensions as moderators. The results confirm the mediation and significance of only one of the moderators, power distance. Finally, we discuss the implications for the theory, management, limitations, and future research suggestions.

Adaptation of export activity of Polish companies to environmental jolt in the aftermath of pandemic spread

P. Wójcik, M. Ciszewska-Mlinarič

Kozminski University, Poland

Our objective in this study is to understand the adaptation of export activities of Polish companies to environmental jolt cause by Covid-19 pandemic. We focus on identification of the effect of internal and external factors on intentions to internationalize and to de-internationalize. We performed a quantitative study on 243 Polish exporting manufacturers of different size and operating in industries characterized by low, medium and high technological intensity. Our results indicate that internationalization intentions to de-internationalize and intentions to internationalize are driven by different set of factors. Specifically, de-internationalization is less likely in the context of larger, high-tech firms with already high exposition on foreign markets. Intention to internationalize is mostly driven by technological turbulence of the environment as well as pandemic disruptions experienced by companies. Among internal factors a good predictor for internationalization is information capital and business model adaptation that occurred one year of pandemic, though the significance of the latter disappears when environmental level variables are added to the models. Intention to further expand internationally (beyond the current scope and level) is driven only by internal determinants (information capital, business model innovation).

Determinants of company's adaptability to crisis situation. The case of Covid19

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

Poznań University of Economics and Business, Poland

Growing uncertainty is the fundamental problem faced by companies in time of crises. Although some crises are caused by the cyclical nature of economy, in crises such as pandemics, where their occurrence is sudden, rapid and covers practically all socio-economic aspects of life, sudden changes are surprising to market participants. In most industries, existing strategies focused on expansion and development are overshadowed by struggles for survival and the need to adapt to new reality.

Covid-19 brought a new reality and led to an unprecedented increase in uncertainty. In the proposed study we analyze to what extent individual companies from Poland adapt to the new conditions. The analysis allows us to get insights into a broader and increasingly relevant issue: features of individual companies that determine their adaptability to Covid19, and to crisis situation more generally.

Understanding the variation in the adaptability of individual companies to Covid19 is important to allow:

- to better prepare companies and their managers to adapt faster to changing conditions,
- policymakers to prepare the response of companies to the uncertainties caused by the crisis and therefore to design aid activities more effectively, and
- investors to better manage their investment portfolio and risk exposure.

Distance-based Responses to Upward Social Comparison in MNCs

N. Schwerdfeger

WU Vienna University of Economics and Business, Austria

We investigate boundary conditions of intra-organizational social comparison that specifically apply to multinational corporations (MNCs). We focus on heterogeneity in treatment from headquarters and argue that comparison processes between units have a measurable impact on emotional and behavioral responses for units that perceive unfavorable treatment. International Business research consistently finds distance between organizational actors to increase the difficulty of intra-organizational collaboration (cf. Kostova et al. 2020; Beugelsdijk et al. 2018). However, arguments from Social Comparison Theory suggest that distance alleviates negative consequences of social comparison, such as reduced performance (cf. Obloj and Zenger 2017). Thus, we argue that distance to advantaged peers in MNCs represents a special form of comparison process with relevant implications for theory and practice. Empirically, we use a single-firm case study to identify effects of differential treatment of geographically distributed functional peers. Following arguments from International Business research, we expect to find that an increase in distance to upward comparisons amplifies negative consequences of social comparison processes due to MNC-specific organizational properties that contradict basic assumptions of Social Comparison Theory (e.g., substantial geographic and contextual distances between units that are accentuated due to forced peer groups).

Empowerment of female executives and entrepreneurs within patriarchal societal contexts: Empirical evidence from the healthcare sector

R. Aman¹, R. Allothmany², M. Elo³, J. Emontspool³

¹University of Oulu, Finland; ²Flinders University; ³University of Southern Denmark

By addressing United Nations' Sustainable Development Goals on gender equality, inclusive and sustainable economic growth, and reduced inequalities within countries, this study aims to explore actors and factors empowering female talent to work and achieve managerial positions and run their businesses in healthcare organizations. By focusing on Saudi Arabia and Kazakhstan, countries with dominating patriarchal social and cultural norms, and based on the qualitative interview data collected from fifteen female managers and entrepreneurs working in the healthcare sector, we explore the conditions under which women in the healthcare sector can be promoted to the managerial positions in the organizations. Our findings indicate the equal importance of individual agencies and structural factors in female talent capacity building and empowering women to upper-echelons of organizations. Furthermore, the findings also show the importance of female talent empowerment in achieving gender diversity in managerial positions in healthcare organizations. Consequently, increased female talent participation in the upper-echelons of the organization and entrepreneurship contributes to the decent employment of women in countries with male-dominated social and cultural norms and inclusive and sustainable economic growth of these countries.

Exploring the privacy paradox in the era of GDPR: a qualitative inquiry of consumers' perception on online data privacy.

J. H. Zhang, T. Timo Koivumäki

University of Oulu, Finland

To cope up with the digital dynamics and address the need for individuals' control over personal data, the General Data Protection Regulation (GDPR) was enforced in May 2018. The aim of the regulation was to demand privacy by design and default from platform operators. Recent studies indicate that due to the introduction of GDPR, consumers become more conscious about sharing their personal data with organizations, at the same time claiming it had no impact on how they perceive organizations handle their data (Deloitte, 2018). From the theoretical perspective, the exploration of underlying issues relating to consumers sharing and control over their personal data becomes a necessity concerning the perplexing nature of their privacy related behaviors. The privacy paradox illustrates that even though users judge online privacy as important they paradoxically keep engaging in self-disclosing online activities that do not adequately reflect their concerns (Martin, 2019). Through qualitative means, this study aim to explore the underlying privacy challenges and experiences of the individuals using digital platforms in relation to personal data. Considering the goal of the GDPR to return control back to the users, the research aims to explore whether the implementation of the regulation affected previously observed privacy paradox.

Familiarity and internationalisation of food industries: exporters' opinions matter

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By comparing different indicators of familiarity in gravity-like models, this work aims to demonstrate the centrality of the information-intensive model for the food sector, and specifically the importance of exporters' opinion for the export of few, high-value products characterised by low substitutability. Only the indicator of psychic distance (as tabulated in Ambos and Håkansson, 2010) is found to be relevant for both market selection and trade development, for products such as cheese, cured meat, wine, and their industries (dairy and meat). For any sector other than food, food industries and 'premium' food products, no indicator of familiarity is meaningful. The analysis has been conducted through a Heckman two-steps regression on gravity-like models, to identify the determinants of both market selection and trade development separately.

The results support the significance of the Uppsala model of internationalisation for the food industry, highlighting the role of information and export-driven decision-making processes. Hence, the inclusion of an indicator of familiarity in future policies is critical, to increase effectiveness of interventions on food sector.

On The Basis of Sex – The Role of Gender in Internal Capital Allocation to Subsidiaries' Proposals

J. Cerar, S. Yang

WU Vienna, Austria

The allocation of financial resources to entrepreneurial initiatives in subsidiaries of multinational corporations (MNCs) is crucial to their realization. Senior headquarters (HQ) managers need to manage uncertainty when allocating resources to these initiatives and an increasing number of female managers are involved in this process. Yet, we know little about the gender differences of HQ managers in their investment behavior. Hence, we investigate HQ managers' differences in the amount invested based on their gender, as well as the influence of heuristic cues related to the subsidiary location and the individual championing the initiatives in this process. We analyze 1308 investment decisions made by 109 senior managers (40 women) in an experiment and aim to conduct additional qualitative or quantitative surveys with both HQ and subsidiary managers to complement experimental results. We contribute to the literature on heuristics and biases in the context of MNC intrapreneurship and literature on gender differences in leadership positions, as well as to a better understanding of resource allocation and entrepreneurial initiatives in subsidiaries of MNCs.

Relationship among the fear of imitation, the appropriation strategy and openness in emerging economies: An empirical study for Colombian manufacturing firms

Y. Y. Castillo Molina

Universidad Complutense de Madrid, Spain

Several studies have confirmed that firms' open innovation strategy is linked to their appropriation strategy. However, the relationship between these two strategies is conditioned by different contingencies. Taking into account the above, this study evaluates how the fear of imitation influences the construction of the appropriation strategy and how the paradox of openness, which has been established between these two constructs, behaves when firms using formal and strategic mechanisms separately. The results indicate that, in fear of being imitated, firms increase the number of appropriation mechanisms, but this fear mainly affects the use of strategic mechanisms. Likewise, although in the first instance the existence of a curvilinear relationship between the degree of openness and the use of appropriation mechanisms is confirmed, the results show that due to the difference in the degree of disclosure of key information, the negative effects of the strategic mechanisms appear first than those of the formal ones, which show a linear relationship with the degree of openness.

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

A. S. Duncan¹, A.-L. Duncan²

¹Burgundy School of Business, France; ²Institute Bocuse, France

The United Nation's 2030 Agenda for Sustainable Development outlines 17 goals covering a wide range of topics, including education. The fourth goal is particularly relevant to Higher Education Institutions (HEIs): "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all." HEIs have a major role to play in sustainable development with nearly 200 million students and teaching staff of 6.5 million around the world. Due to the COVID-19 pandemic, most HEIs were forced to move classes online and to cancel student exchanges for the academic year. Business schools, particularly French business schools, place a major emphasis on international student mobility as part of the curriculum. As we move into a post-COVID era, many schools are reviewing how the processes learnt from the pandemic may influence their long-term international and sustainable development strategies. The goal of this research is to explore how French business schools with international branch campuses (IBCs) may adapt their international student mobility operations and create a positive impact on sustainable development.

Subsidiary Performance in Emerging Markets and Developing Countries: Influence of Host Country Experience

H. Gundelach¹, M. W. Hansen¹, B. B. Nielsen^{2,1}

¹Copenhagen Business School, Denmark; ²The University of Sydney Business School

Host country experience can be accumulated directly through experiential learning or vicariously via partnerships with a same-country partner. Drawing on insights from organizational learning and the institutional perspective, this paper adds to the limited discussion within the International Business literature about the effects of experience on subsidiary performance in challenging host country environments. This paper studies the effects of two forms of experience and investigates the synergistic effects in a unique sample of 155 subsidiaries in 39 emerging markets and developing countries. The results indicate that host country experience positively influences subsidiary performance and that the synergistic effects of an MNC's host country experiences complemented by vicarious experience can potentially impact subsidiary performance positively in highly challenging business environments.

SUSTAINABLE HEADQUARTERS OF THE FUTURE

T. A.-M. Ritvala, E. Ahmas, R. Piekkari

Aalto University, Finland

In this paper, we initiate a conversation about sustainable headquarters (HQ) at the nexus of multinational corporations, sustainable architecture as well as global cities in international business (IB) research. We break new ground by focusing on HQ's buildings from the viewpoint of environmental, social and cultural sustainability and ask what the means through which HQ buildings can contribute to sustainable cities and communities (the UN SDG 11) are. The field of IB has a long history of studying the changing roles and responsibilities of HQ units in coordinating, appraising and allocating resources in multinational corporations. However, the social, environmental and symbolic roles of HQ buildings have attracted far less attention in extant research. Our research design combines a real-time longitudinal single case study of a global forestry company with two retrospective case studies of large tech firms that have recently built new head offices of sustainable materials.

The path to global scaling is just an entrepreneurial ecosystem away: the case of a digital startup that relocated overseas.

C. Fabrizi

Vienna University of Economics and Business (WU) - Institute for International Business, Austria

The survival and thriving of start-ups depend on the support that they receive from the entrepreneurial ecosystems they are part of. The international entrepreneurship literature demonstrated that several start-ups establish an early international presence, and the recent entrepreneurial ecosystems literature emphasizes the role of the environment in offering them the right resources. Hence, we can expect that start-ups' locations will be influenced by considerations on the munificence of entrepreneurial ecosystems. Entrepreneurs tend to initially locate in ecosystems that are familiar and supportive for the initial stages. However, International New Ventures can establish a direct presence in certain countries to enter new ecosystems. An in-depth case study, on a digital start-up that partially relocated abroad, allows us to explore how INVs engage with different ecosystems. The case testifies the startup's willingness to move to more developed ecosystems if the original ecosystem lacks the resources needed to scale up. Moreover, the case reflects on startups' relocation, a phenomenon so far investigated in the context of MNCs. We contribute to the entrepreneurial ecosystems, international entrepreneurship, and global scaling literature and create a bridge among them. Furthermore, we contribute to a better understanding of INVs' location choices.

WHO'S OPEN TO INTERNATIONAL EXTERNAL KNOWLEDGE? MANAGERS' POSITION IN THE MNC'S CORPORATE HIERARCHY AND THE EVALUATION OF EXTERNAL KNOWLEDGE

L. Kollingbaum

Wirtschaftsuniversität Wien, Austria

External knowledge sourcing is important for firms willing to innovate. Especially MNCs can reap their advantage of being international by sourcing external knowledge from varying international sources. While the literature describes how boundary-spanners can overcome internal resistance to external knowledge, less is known about which individuals are open to external knowledge in the first place. Addressing this issue is important for boundary-spanners to direct their efforts efficiently, especially when evaluating knowledge with varying distance between the boundary spanner and the knowledge source itself. We suggest that managers' position in the hierarchy affects their perceptions of stability and change, which is reflected in their behaviours towards external knowledge. We test our hypotheses using unique proprietary data on 1,316 evaluations of external knowledge by managers of a large multinational financial services company in the context of a corporate-startup collaboration program. Our results suggest that the hierarchical position of managers systematically influences their evaluation of external knowledge coming from international sources.

Fighting the disequilibrium: The impact of subsidiary initiative selling on the power dynamics in the headquarter-subsidiary relationship in multinational corporations.

M. Coskun

Salzburg Management and Business School (SMBS), Germany

Based on issue selling research this work examines the impact of subsidiary initiative selling on subsidiary bargaining power and consequently on the power dynamics in the headquarter (HQ)-subsidiary relationship. Through issue selling, subsidiaries want to make HQs decision makers familiar with facts related to the local environment, but they need to attract HQs attention in order to be successful. Issue selling refers to the way in which individuals (in this context, subsidiary managers) are able to attract others' (in this case, headquarters') attention as a broader concept of politicking in organizations. However, the actual use of power and politics in the process of initiative taking has hardly been studied in the existing literature, which is why our work examines the issue selling tactics in subsidiary initiatives and their relationship to subsidiary autonomy and subsidiary influence on HQs strategic decision making.

The Role of Organization's Office in the Emergence of Employees' Sense of Workplace

V. K. Koljonen, I. M. Saittakari

Aalto University School of Business, Finland

Covid-19 pandemic forced employees to work remotely, and some organizations even gave up their office premises. Several prior studies focus on remote work, as place-independent working has become popular among organizations worldwide. However, we do not know how employees' attachment to their workplace change when they move from remote setting to a situation where their physical office does not exist anymore.

In this paper we focus on employees' 'sense of workplace', which refers to their interpretations of and relationships with a workplace, which infuse the place with meaning and value. For international organizations setting up operations in other countries, understanding of employees' sense of workplace is vital as it can illuminate which aspects of the workplace employees find important and reveal ways to engage and retain the employees.

We analyze our longitudinal data on an organization in Helsinki, Finland, that gave up its office. Based on the findings of the study, a physical place – organization's office – does not need to exist for employees to construct an understanding of a 'workplace'. The findings highlight the importance of considering changing nature of individual's sense of place in future studies.

A REVISION OF JOB CHARACTERISTICS THEORY IN THE CONTEXT OF CROSS-BORDER MERGERS AND ACQUISITIONS: CULTURAL FRICTION AS AN ANTECEDENT OF MOTIVATIONAL WORK-RELATED ATTITUDES DURING POST-MERGER INTEGRATION.

M. Durand¹, M. Thomas²

¹EM Normandie Business School, France; ²Grenoble Ecole de Management, France

This study examines how perceptions of cultural friction and changes in job characteristics influence the motivation and related work outcomes and attitudes of senior and middle managers during the integration process of cross-border mergers and acquisitions (CBM&As). It thus addresses the human side of post-merger integration not fully understood in the research on cross-border socio-cultural dynamics.

The research answers call for an extension of job characteristics theory. It analyses responses from 142 senior and middle managers who had been actively involved in a CBM&A in the two years prior to the study. Our analysis employs a quasi-experimental design in which all the variables in the hypothetical model are measured using Likert-type scales. We add and test an additional variable to the job characteristics model, notably that of culture friction.

This research therefore contributes to our theoretical knowledge in the field of CBM&As, revealing micro mechanisms during sociocultural integration. It will provide recommendations for managers to facilitate socio-cultural integration focusing on the positive impact of perceived cultural friction. This study also adds an additional dimension to Hackman & Oldman's job characteristics theory.

Challenges and Solutions in Culturally Sensitive Research in Brazil

M. Bausch, C. Barmeyer, T. Chenet Ugarte

University of Passau, Germany

International and cross-cultural management have called for more context-sensitive and self-reflexive research practices to address cultural and social phenomena in organizations. However, from a culturally sensitive perspective, few contributions have attempted to deal with the cultural specificities and challenges that researchers face when doing research in different cultural contexts, even fewer in emerging economies such as Brazil. Therefore, our article aims to shed light on the cultural specificities and challenges when doing culturally sensitive research in organizations. During our field research in three Brazilian subsidiaries of German MNE, we encountered 10 significant challenges that align with the prototypical process of qualitative empirical research in four phases: getting access, collecting data, analyzing the data, and writing the results. Accordingly, we provide 10 constructive solutions to meet these challenges. We discover three dimensions that require special reflexivity in culturally sensitive research: power relations, language, and intercultural competence. Our poster contributes to the current debate by raising awareness of the general importance of these three dimensions and by revealing the influence of several unique Brazilian cultural characteristics. We encourage qualitative researchers to critically reflect on culture-specific attributes and their role when doing cross-cultural research.

Collaborative networks in supply chains from emerging countries and their relation with organizational and supply chain dynamic capabilities

I. C. Alzate, E. C. Manotas

Universidad Nacional de Colombia, Colombia

The purpose of this study is to recognize and identify different conceptual and theoretical frameworks related with collaborative networks in supply chains from emerging countries, more specifically the directly relation with organizational and supply chain dynamic capabilities. Through the using of PRISMA declaration applied to specific theoretical constructs, it was reviewed two principal lenses to study collaborative networks in supply chain from emerging countries: dynamic capabilities view and cooperative or collaborative networks.

Findings reveal that collaborative networks a close relation of organizational and supply chain dynamic capabilities, it could support the risk management in supply chains of small and medium enterprises - SME's in emerging countries, through the integration and strengthening of their organizational and supply chain dynamic capabilities.

Creativity through biculturalism? A Syrian Entrepreneur in Germany

C. Barmeyer, S. Grosskopf

University of Passau, Germany

Migrant entrepreneurs play a crucial role for Western economies and the academic literature shows their influence on creativity and knowledge creation in and beyond their own organisations. In line with Dheer and Lenartowicz (2016), we see migrant entrepreneurs as bicultural individuals, i.e. who are shaped by different cultural and linguistic systems and who unite these in their personality. Due to their cross-cultural experiences they dispose of different perspectives and skills and thus think "out of the box". However, academic studies on the relation between migrant entrepreneurship and creativity remain scarce, even though these enterprises represent a considerable economic force. Our poster fills this research gap offering an original explanation for the creative capacity of migrant entrepreneurs. Using the single case study of Mohamad Alhamod – a Syrian migrant – we explain the extension of migrants' individual knowledge in connection to their biculturalism and the influence on creativity.

EXPLORING LEGITIMATION OF NEW BUSINESS MODEL'S EMERGENCE WITHIN 6G TECHNOLOGY DECADE

O. Gisca, P. Ahokangas

University of Oulu, Finland

The paper focuses on revealing new mechanisms of how new industries & business models emerge and gain legitimacy and the impact on the industry and policy ecosystems. The aim of the paper is to focus on how adoption and legitimization of new innovations in virtual technology are achieved by moving beyond current frontiers of organizational practice, consumer experience, service delivery processes and social networking. It is of increased interest to examine the role and nature of key future frontiers, such as 6G or artificial intelligence, which new initiatives have to overcome and transcend beyond social or financial or organizational boundaries. This project emphasizes the prominent challenges and uncertainties within telecommunications from regulatory, technical and business dimensions. The research will contribute to the development and legitimization of policies, strategies, standards, and regulations that may allow new technology to unfold its entire industry and societal potential, and at the same time, properly allocate resources. It will create new perspectives for policymakers on how to legitimate and respond to 'newness' in industry and relevant new technologies.

How Motivation Fluctuates During Global Virtual Team Work: The Role of Team Characteristics and Team Dynamics

T. Blay, F. J. Froese

University of Goettingen, Germany

Motivation is an important factor in achieving high level outcomes in global virtual teams (GVT). Using a dataset of 3,071 globally distributed individuals nested in 614 teams, we examine whether distinct individual motivation-change patterns coexist during GVT work and how team context (e.g., team characteristics and team dynamics) relates to motivation-change patterns. Using a problematization approach, social motivation theory, and conducting a latent class growth analysis, we detect three distinct classes of individual motivation-change patterns (i.e., constant high motivation, decreasing motivation, increasing motivation) over time. Interestingly, while team dynamics (e.g., transition/action process, collective efficacy, interpersonal process, team cohesion) are related with motivation-change patterns, team characteristics (e.g., average age of team members, team size, homogeneity of intrateam nationalities, gender diversity) are not related with individual motivation-change patterns in GVT. This suggests, in contrast to face-to-face work settings, that team characteristics are less important in GVT because people do not meet in person. Thus, to improve and/or maintain motivation of GVT members over time, it would be important to focus on task- and relational-focused processes (e.g., team dynamics), regardless of team characteristics.

Saturday, 11/Dec/2021: 3:00 pm – 4:30 pm

C 1.4.11: Cross-border services and relationship marketing

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* AULA 2

Session Chair: Dirk Morschett, University of Fribourg, Switzerland

COVID-19 and Service Innovation Strategies of International Tourism SMEs in Latin America

C. Bianchi

Universidad Adolfo Ibañez, Chile

This study examines the impact of COVID-19 on international tourism SMEs in a Latin American country, and identifies service innovation strategies held by these firms to survive the crisis. Drawing on a framework of imposed service innovation, a qualitative investigation was conducted. Data were obtained from in-depth interviews with owners and managers of 20 international Tourism SMEs in Chile. Findings show that the effect of COVID-19 on these firms include a decline in demand due to lockdowns and restrictions, with minimal government support. International tourism SMEs developed different innovation strategies to confront the crisis, and some were able to exploit new opportunities. This study is exploratory which limits its generalizability, but provides a starting point for further studies. Future research can investigate the innovation strategies of international tourism SMEs from other countries in this region. This topic is largely unexplored and the findings contribute to the tourism literature and provide managerial implications for international tourism SMEs, government and policymakers.

The impact of Country-of-Origin on relationship quality

C. F. Crespo^{1,3,4}, N. F. Crespo^{2,4}

¹School of Technology and Management, Polytechnic of Leiria, Portugal; ²ISEG - University of Lisbon, Portugal; ³CARME; ⁴CSG/ADVANCE

This study aims to test the effects of country-of-origin on relationship quality dimensions (trust, commitment, and satisfaction). The hypotheses are tested with a dataset comprised of survey data from international buyers of the Portuguese footwear and moulds industries. The results show that country-of-origin is related to these three crucial dimensions of relationship quality. The findings intend to advance our understanding of the country-of-origin phenomena to provide guidance for international managers in the business-to-business context. To the best of our knowledge, this is the first study that analyses the impact of country-of-origin on relationship quality dimensions. Buyers can use country-of-origin as a perceived signal that will help them forming the perceptions of trust, commitment and satisfaction regarding the products of the firms as well as the behaviour of those firms. In terms of implications for international industrial marketers, country-of-origin information should be carefully managed due to its strong influence on quality interpretation of this cue. The existence of stereotyped perceptions regarding buyers from foreign countries may favour or hinder the efforts of marketers. Consequently, international industrial marketers should continuously manage their buyers' country-of-origin perceptions, which can change over time and may not be uniform inside a particular country.

C 1.4.13: Networks, Subsidiaries, and MNEs

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · Location: AULA 3

Session Chair: Paul Ryan, Trinity College Dublin, Ireland

MNC Channel Partners' Ability and Willingness: Heterogenous Decision Making at the Boundary of the MNC

S. Gysan

Maastricht University, Netherlands, The

While multinational corporations (MNCs) operate in host countries through their subsidiaries, subsidiary operations are conducted in part through their local channel partners. Channel partners provide various critical functions for an MNC and are essential for MNC strategy execution in host markets. The "quasi-internalized" nature of these relationships – i.e., that they are non-equity based but also not fully independent – means that channel partners are not subject to direct control but rather to normative pressures from the MNC. I develop a framework based on ability and willingness that explains when channel partners will comply with the normative pressures posed by the MNC's newly implemented strategy of decentralized decision making. With respect to ability, I focus on the effects of the channel partner's operational capabilities and inertia. With respect to willingness, I focus on the effects of interest alignment between the channel partner and the MNC as well as the channel partner's embeddedness. My analysis of goodwill decision making by over 2,500 local independent dealers of a European automobile MNC in 15 countries provides support for my hypotheses. This study contributes to the literature on MNCs, channel relations, and decision making.

Competition and Cooperation within MNE: A parent-subsidiary relationship study

E. Leite¹, K. Lageström², R. Schweizer³, C. Pahlberg⁴

¹Örebro University School of Business, Sweden; ²Uppsala University, Sweden; ³Gothenburg University, Sweden; ⁴Uppsala University, Sweden

This study investigates how competition and cooperation are implemented strategically by the headquarters (HQ) to influence its subsidiaries' behavior. In specific, we center our attention on the strategies MNEs consider for different internal configurations of competition and cooperation. Our main argument is that both competition and cooperation are socially constructed and to discuss this we combine literature-based conceptual arguments with empirical observations on headquarters-subsidiary relationships. Our study demonstrates that both cooperation and competition (whether headquarter-led or subsidiary-led) are manifestations of reward systems, mandates, and position systems. These important strategic and structural influencing factors explain how technologies and responsibilities are distributed across the organization. Hence, organizing sometimes for competition and sometimes for cooperation is challenging, yet very helpful, to headquarters addressing innovation capability development, to facilitate knowledge transfer and learning as well as to advance technological innovation.

"Is power the influence?" Subsidiary power, Autonomy and Influence within Multinational Corporations

L. Liu

Aalto university, Finland

Although there is a heated discussion in the International Business (IB) literature on how a foreign subsidiary can gain power or influence within the context of multinational corporations (MNCs), these studies tend to build on an implicit assumption that the more power a subsidiary has, the higher the level of subsidiary autonomy and/ or the higher the level of subsidiary influence. This assumption neglects the possibility that the sources that constitute subsidiary power within MNCs might contribute differently to subsidiary autonomy and subsidiary influence. Building on the organizational power literature, this article investigates what can be counted as a power source for subsidiaries when dealing with HQs, and it then empirically tests the relationships between subsidiary power sources and subsidiary autonomy, and subsidiary power sources and subsidiary influence. Further, this study takes into consideration the identities of subsidiary managers and sheds light on the role of individual actors in the power games played between HQs and subsidiaries.

Dual Embeddedness as a determinant of competence-creating subsidiaries: A dynamic reinforcing spiral.

F. Achcaoucaou, P. Miravittles

Universitat de Barcelona, Spain

Scarce attention has been paid to the 'pattern' of interdependence between the R&D role of foreign subsidiaries and dual network embeddedness over time. Most studies to date have reported the positive effect of subsidiaries' embeddedness on their own role, mainly focusing on the ties to the host environment networks. Others invert the analysis and conclude that is the nature of subsidiaries' roles that further influences their ability to tap into knowledge exchange. Taken together, these literature streams present a somewhat circular argument that previous attempts to determine unidirectional causality have left unexplored. We tackle this issue by testing a dynamic spiral model, where dual embeddedness –in the external host country as well as internal multinational networks– and subsidiary R&D roles sequentially iterate as a cause and effect in several loops. The model is tested using the PLS-SEM method on a cross-lagged longitudinal panel dataset of 237 competence-creating and 322 competence-exploiting subsidiaries. We find that evolution towards a competence-creating role is fuelled by an amplifying spiral between embeddedness and subsidiary R&D roles. Conversely, no spiral is found in the evolution towards a competence-exploiting role. This paper expands on network-based approaches to subsidiary R&D evolution by focusing on the deviation-amplifying aspects of their interaction.

C 1.4.2: Geography, entrepreneurship and performance

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* LAIN ENTRALGO

Session Chair: Fiorenza Belussi, Università di Padova, Italy

The effects of foreign entry on local innovation

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¹European Commission, Italy; ²Università di Urbino Carlo Bo, Urbino, Italy; SEEDS, Italy

In this study, we provide empirical evidence about the effect of the inflows of innovative foreign direct investments (FDIs) on the patenting performance of European regions. The analysis distinguishes by type of FDI, namely greenfield and brownfield FDIs, covers a balanced panel of NUTS3 European regions for the 2003–2016 period and takes into consideration the endogeneity of FDI flows by means of an instrumental variables approach. The results indicate a negative effect of inward innovative greenfield FDIs on local patenting, while the effect of inward innovative brownfield FDIs is negligible. When examining the specific economic mechanisms behind our main results, the effect of greenfield FDIs is markedly more negative for regions with lower gross domestic product per capita and lower endowments of human capital. Furthermore, incumbent inventors suffer less than new emerging inventors in terms of patent productivity. Overall, our results are consistent with the view that innovative greenfield FDIs contributes to the disruption of local networks of inventors and increases the cost of conducting research and development by incumbent local companies. These negative effects are only partly compensated for by the local availability of adequate skills and absorptive capacity.

Entrepreneurship in transition in Marshallian industrial districts/clusters: the case of Castellon and Sassuolo

F. Belussi², L. Martínez-Cháfer¹, F. X. Molina Morales¹

¹Universitat Jaume I, Spain; ²Università di Padova, Italy

Despite the model of Marshallian district/cluster (MDC) has been often described as a locally self-contained system, various empirical researches and our analysis have pointed out the increasing involvement of MDC firms in the process of internationalization and growth in size. While the modality of external knowledge absorption has attracted much interest, under the umbrella of determining the global circular knowledge flows, the topic of MNEs entry throughout acquisitions and mergers of leading local firms, has been quite disregarded. Our analysis focuses on the impact of globalization on MDC through MNEs entry (including the acquisitions of external capital investment funds), showing that it has affected the general evolution of the MDC, the dynamic of entrepreneurship, and the changing conditions of local firm's competitiveness

Getting there and around. The role intracity connectivity in MNEs' location choices

D. Ribaudo¹, D. Castellani², A. Zanfei³

¹University of Pavia, Italy; ²Henley Business School, UK; ³University of Urbino Carlo Bo, Italy

International business (IB) research has highlighted the importance of the international connectivity of cities for attracting multinational enterprises (MNEs) but has largely overlooked the role of connectivity within cities. This paper fills this gap by drawing insights from geography and transport studies to conceptualise the role of intracity connectivity in MNEs' location choices. We argue that the importance of intracity connectivity varies according to workers' and job characteristics, such as age, education, and teleworking opportunities. Since different business activities exhibit distinctive intensities in these characteristics, we predict that intracity connections and lower commuting times are key factors driving locational choices of MNEs in low knowledge-intensive activities, such as production and logistics, whereas they do not necessarily attract high knowledge-intensive activities, such as Headquarters (HQs), Research and Development (R&D) and Advanced Producer Services (APS). Relying on data from 21,888 cross-border investment projects located in 69 cities worldwide, we confirm these predictions and reveal that R&D activities show patterns in between low and high knowledge-intensive activities, due to limited teleworking opportunities.

C 1.4.6: Internationalization of SMEs and Family Firms

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* BOTELLA LLUSIA

Session Chair: Cristina Villar, University of Valencia, Spain

Setting the emotional tone: Heterogeneity in the internationalization processes of family firms

J. Metsola, T. Leppäaho

LUT University, Finland

In this study, we aim to explore the emotional aspects of family firms (FFs) to explain their heterogeneity in internationalization process. Our analysis is based on 48 interviews within 16 Finnish family SMEs. Our findings show that FFs either have emotions as liabilities, confine them, or turn them into capabilities in internationalization. Emotional decision-making is a clear negative FF-specific liability for internationalization, while intertwinement of economic and noneconomic goals can be a FF-specific capability. We contribute to the literature by elaborating FF internationalization process model and extending bifurcation bias theorizing through these affective considerations.

GEOGRAPHIC SCOPE IN MANUFACTURING SMES: BUSINESS MODEL AND INTERNATIONALIZATION OF VALUE CHAIN ACTIVITIES

G. Benito-Sarria, C. Villar, J. Pla-Barber

University of Valencia, Spain

This study is focused on the geographic scope and its interplay with the business model as important elements driving the international success of traditional manufacturing SMEs. We analyse two dimensions of geographic scope: the breadth of countries and the breadth of regions, and we propose the internationalization of the upstream activities of the value chain and the business model as drivers for both types of foreign growth. Our results show differences in the relationship of the factors with each of the dimensions of the geographic range. While the internationalization of upstream activities and the design of a customer-oriented business model show a positive relationship with the expansion in number of countries, the design of customer-oriented or product-oriented business models show a positive relationship with a breadth, at least, bi-regional. In the light of these findings, we show two routes to globalization associated with both dimensions.

Socio-Emotional Wealth Goals of Family Small and Medium Enterprises In International Partner Selection

K. Kampouri¹, E. Plakoyiannaki², Y. Hajidimitriou¹

¹University of Macedonia, Greece; ²University of Vienna, Austria

Building on prior research on socio-emotional wealth (SEW) in family SMEs (fSMEs) international decisions, this study explores whether, how and why SEW goals of family nuclear, family extended and lone founder fSMEs affect international partner selection. In doing so, this study draws on the relationship building process (RBP) and the SEW perspectives and empirically examines nine international partner selection processes of nine internationalised fSMEs from the Greek Food and Beverage sector. The case study evidence reveals the presence of heterogeneous SEW goals that affected the international partner selection of all fSMEs, but the medium sized lone founder firm. The presence and priority in the SEW goals vary based on contextual mechanisms, i.e. the different size (medium, small and micro), the internationalisation behaviour (active or passive) and the type of the product that is exported (branded or not). In addition, the results bring into surface three emotions (pride, empathy and fear), which are linked with the SEW goals and in turn, guide family managers' decision-making and behaviour during the assessment of potential international partners. By bringing SEW and emotional insights into the RBP this study extends the RBP framework and offers new knowledge to contextualize RBP from the perspective of fSMEs.

The Curvilinear Relationship Between Digitalization and Export Propensity Among Emerging Market SMEs: The Moderating Role of Corruption

C. Zhang¹, J.-L. Capelleras¹, V. Martín-Sánchez²

¹Universitat Autònoma de Barcelona; ²University of Southern Denmark

Extant literature suggests that firms' digitalization could facilitate business internationalization but also dampen that. Empirical evidence provides mixed and equivocal results regarding digitalization's role in international expansion. Little has studied the effects of over- digitalization on internationalization. To bridge the above gap and starting from dynamic intertwined views, we develop theoretical explanations for curvilinear relationships between digitalization and emerging market SMEs' export propensity across 42 economies and 17,198 observations from 2006 to 2011. Furthermore, we also take into account the moderating role of home country corruption on this curvilinear relationship. Our findings support the inverted U-shaped relationship between digitalization and export propensity, and corruption also steepens such a curvilinear relationship. Taken together, our study enhances understanding of the effects of digitalization on business internationalization, fills the current research gap in international entrepreneurship literature, and provides practical implications on how emerging market SMEs balance the payoffs among these curvilinear relationships.

I 1.4.9: Headquarters-subsidary relationships

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · Location: AULA 5

Session Chair: Josephine Igoe, National University of Ireland Galway, Ireland

Innovation performance of foreign subsidiaries in post-transition economy. Evidence from Poland

T. Gołębiowski, L. Danik, M. S. Lewandowska, P. Zaborek

SGH Warsaw School of Economics, Poland

Host country environment is an important source of knowledge for multinational enterprises (MNEs). At the same time, resources and competencies and internal and external relationships are perceived to be of great value to its foreign subsidiaries (FS). The study intends to fill a cognitive gap concerning the factors influencing the innovation performance (IP) of foreign subsidiaries established in post-transition economy (example of Poland). FS's IP will be explained by FS's resource-based specific advantages (RSA); FS's internal embeddedness (IE) and external embeddedness (EE), as well as by interactions between FS's systemic power (SP) and IP, and interactions between FS's autonomy (AUT) and IP. The analysis is based on a CATI survey conducted in 2018 on 440 manufacturing FS in Poland. The OLS model and the three quantile regression equations. We observed: positive influence of FS's assets on IP, especially if coupled with deep IE; the positive influence of FS's IE on IP enhanced for high/medium-high-tech firms if coinciding with strong RSA; the positive influence of FS's EE on IP (weaker for large FS and low-tech FS relying strongly on IE); the positive influence of SP on IP only for high/medium-high-tech FSs; no significant influence of FS's autonomy on FS's IP.

EXPORTS OF MNE FOREIGN SUBSIDIARIES IN EMERGING ECONOMIES: EVIDENCE FROM SOUTH EAST ASIA

Q. Nguyen

University of Reading, United Kingdom

We examine the relationship between international trade finance policy, defined as a policy of financing exports, payment facilitation, understanding and mitigating risks, and export intensity and export performance of foreign subsidiaries of multinational enterprises (MNEs). We build upon the international business and the international trade finance literatures to develop our hypotheses. We theorise that using trade finance policy to support subsidiary exports is conceptualized as a subsidiary-specific advantage, which is as critical as other traditional competitive advantages, such as R&D and marketing skills. We empirically test our hypotheses using a survey dataset with MNE foreign subsidiaries and country-level data. We find that international trade finance policy is positively related to subsidiary-level export intensity and export performance. Our study provides new insights for theory and important implications for practice.

Subsidiary impression management: Subsidiary managers guiding headquarters' impressions of the subsidiary

D. Mireles¹, J. Igoe¹, P. Sharkey Scott²

¹NUIG, Ireland; ²DCU, Ireland

Subsidiaries must respond to headquarters dual demands of integrating into the overall multinational corporation network and being innovative. Despite having assigned roles, some subsidiaries may wish to present their subsidiary differently. This paper applies a microfoundational lens to study the micro-activities and interactions subsidiary managers engage in when managing headquarters impressions of their subsidiary. We collected 29 in-depth semi-structured interviews from senior managers across five subsidiaries. Our findings suggest that subsidiaries engage in different interactions, named 'hero interactions', 'facilitating interactions', 'equal interactions', and 'good scout interactions' to portray different impressions of the subsidiary. These findings extend our insights into the headquarters-subsidary relationship and subsidiary activity, making important theoretical and practical contributions by detailing how subsidiary managers guide the impression headquarters holds of the subsidiary. This study provides a novel snapshot into how subsidiaries deal with headquarters' dual innovation-integration expectations.

Underlying Mechanism of Subsidiary Innovation post gaining an R&D mandate

N. Memar, U. Andersson

Mälardalen University, Sweden

The disaggregation of value chains in multinational enterprises, particularly the dispersion of R&D activities to preferentially situated subsidiaries, has pushed forward the importance of research on subsidiary innovation capabilities. Extant studies are mainly on a subsidiary level, and few consider the key individuals in the subsidiary and activities of subsidiary managers and their influence on subsidiary innovation. Building on existing research, this study put the subsidiary managers activities under the magnifier and investigates how the exogenous change of gaining an R&D mandate affects subsidiary innovation via changes in subsidiary managers activities. A more pertinent understanding of subsidiary managers activities and their influence on increased innovation is helpful for subsidiary managers implementing an R&D mandate into its existing portfolio of activities and for headquarters in decisions on where to offshore such mandates. We investigated 98 globally dispersed Swedish MNE subsidiaries. The results show that the degree of the newness of the gained R&D mandate has no impact on the subsidiary managers' activities. Further, results indicate that subsidiary managers' activities aimed internally toward MNE actors hamper innovation. Further, our findings suggest that a negative impact on the Innovation Performance of the subsidiary post R&D mandate gain is caused by subsidiary managers activities toward the headquarters.

Why, when and where are regional headquarters located? Towards a multi-level theoretical framework

I. Saittakari

Aalto University, Finland

The location and relocation of multinational enterprise headquarters have significant managerial and policy implications as they may bring considerable cost savings for the firm, and create high-value-added jobs and enhance the reputation of host locations. We have recently witnessed an increasing number of headquarter relocations worldwide, including Amazon in the US and Unilever in Europe. However, there is inadequate understanding of the complexity of determinants associated with the location of headquarters. In this conceptual paper, I argue that it is not only a question of 'where' but also 'why' and 'when' headquarters are located in a certain location. I review the classics of international business literature associated with internationalization of three degrees, as well as research on regional headquarters' location, and develop a theoretical framework containing the most critical host country, multinational enterprise, and focal subsidiary determinants of headquarters (re)location. This multi-level framework reinforces the significance of investment motives, local business relationships and geographic scope to headquarters' location, providing insights for both theory and policy.

Evolution of the regional headquarters mandates – the drivers behind the vertical and horizontal change

P. Kähäri, I. Saittakari

Aalto University School of Business, Finland

Our study explores the changes in the HQ architecture in multinational companies' (MNCs) organizational design. We analyze the reasons for the change in HQ mandates with our unique data set of 1,474 subunits located in 43 countries and originally reporting to 375 regional headquarters (RHQs) located in Finland. We observe these units over a 12 year period and use parenting theory to explain vertical and horizontal changes in the HQ configurations. We propose that MNCs can shift the HQ mandate either vertically in its organization hierarchy from RHQ to CHQ or horizontally from the current RHQ to another RHQ. Our findings suggest that a vertical parenting change is driven by high parenting opportunity due to significant market potential, e.g. in large Russian market. Both vertical and horizontal parenting changes are driven by limited parenting characteristics, illustrated by RHQ's narrow regional scope. We contribute to parenting theory by building its empirical and theoretical foundations. By shedding light on the drivers behind vertical and horizontal changes in MNCs' headquarter configurations we add a highly welcomed longitudinal dimension to our current understanding of HQ architectures.

I 1.4.X: Interactive papers. All tracks

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* COMISIONES

Session Chair: Maria Angeles Montoro-Sanchez, Complutense University of Madrid, Spain

Flexible Pattern Matching Approach – Advancing Theorizing and Qualitative Rigor in International Business Studies

R. B. Bouncken, Y. Qiu, M. M. Aslam, R. Barwinski

University of Bayreuth, Germany

Along with the development of the international business (IB) field, a huge range of research methods has evolved and been integrated into IB studies as building blocks. Even though qualitative methods are promising in studying multinational contexts to reveal more in-depth information and richer contextualization, the number of qualitative IB studies remains modest partly because of the challenges involved. In this paper, we discuss the flexible pattern matching approach (FPMA) as an option to a rigorous cross-cultural data analysis and theorizing from multi-cultural and context heavy data in qualitative IB studies. This paper presents the logic of the FPMA and its strength in studying multinational contexts. We outline a six-step roadmap for theorizing with FPMA in IB studies. We also discuss the limitation and future research agenda.

A CENTURY APART: A RE-EXAMINATION OF VARIED RESPONSES FROM CHINA AND JAPAN TO THE WEST 1862-1886

M. ZHANG

Nottingham Trent University, United Kingdom

Previous research has provided detailed accounts of Japan's success of modernisation during Meiji Restoration (1868-1912), in stark contrast to China's failure in the Self-Strengthening Movement (1865-95). The ultimate test is the first Sino-Japanese War (1894-95). The foci of this line of debate are the development of navy fleets and operation of warships. However, these accounts have resulted in certain confusion of a kind of 'witch-hunt' (Elman, 2004). I contend that the underlying factors for Japan's success versus China's failure could be more clearly identified from the decisions and management of the first railways when they were introduced from Britain back in the 1870s. More than merely introducing railway technologies, the associated institutional innovations, or the lack of them, played pivotal roles. I will show the marked differences in the approach to the management and organisation of the railway projects, especially by key decision makers. I argue that by participating strategically in globalisation, a country's attempted endogenous changes can benefit from, or be hindered by, major exogenous forces. I maintain that China's success in modernisation from the 1980s is a century apart from that of Japan in the years of the Meiji Era.

How Does Economic Integration Affect Progress along the Investment Development Path? A Case Study of EU Member vs. Non-Member Countries from Eastern Europe

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

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

A number of studies have dealt with the effects of economic integration on foreign direct investment, yet without a comprehensive and simultaneous analysis of the overall positioning of these countries along the investment development path (IDP). In the current paper, a comparative analysis is conducted of IDPs of four Eastern European countries, both members and non-members of the European Union. The purpose of the paper is to determine the effect of economic integration on foreign direct investment (FDI) flows and on the movement of these Eastern European economies through their IDP stages. While the findings point to a rather ambiguous effect of European Union (EU) membership on FDI growth and IDP trajectories, integration tends to exert a stronger effect on outward FDI than on inward FDI of member countries. At the same time the study's findings reveal the need to add new theoretical considerations to the interface between EU integration and the IDP model as well as formulate certain policy implications resulting therefrom.

ETHNIC FRACTIONALIZATION AND FOREIGN DIRECT INVESTMENT – A CONNECTION?

M. Viktora-Jones, K. Haensel

Florida International University, United States of America

In this paper we look at the relationship between ethnic fractionalization and foreign direct investment in the context of international business. Drawing on internalization theory, we investigate this relationship by asking if there is a causal effect of country-level ethnic fractionalization (EF) on foreign direct investment (FDI) and what that means for multinational enterprises (MNEs). We use panel data from 2003-2013 to investigate the trends of investment flows in different countries and their ethnic fractionalization. Each country is a unit of analysis. The results show that while there is a positive relationship changing by year. This paper contributes to the literature on foreign direct investment and ethnic fractionalization.

P 1.4.10: Panel: Ownership and Global Strategy (Track 10)

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* AULA 1
Session Chair: Michael Mol, Copenhagen Business School, Denmark

Ownership and Global Strategy

M. Mol¹, A. Cuervo-Cazurra², A. Grosman³, G. Wood⁴, C. Witte⁵

¹Copenhagen Business School, Denmark; ²Northeastern University; ³Loughborough University; ⁴Western University; ⁵Erasmus University Rotterdam

The panel will consist of a debate followed by some short presentations.

The debate will be structured in three parts. In the first part, each presenter will have five minutes to present their perspective, outlining the main ideas underpinning their position. In the second part, the presenters will have five minutes to counter the other side's arguments. In the third part (20 minutes), the audience will have opportunities to provide their views on the debate, and the presenters will defend their positions. The moderator will act as timekeeper and manager of the debate and provide a summary of the main arguments.

The motion to be debated is "multinationals and their managers are the only owners of strategy in international business studies". Arguing for the motion are Alvaro Cuervo-Cazurra and Geoffrey Wood. Arguing against the motion are Anna Grosman and Michael Mol. The moderator will be Caroline Witte.

This will be followed by an integrated presentation by three speakers.

P 1.4.12: Panel: MNE's Greatest Assets: The Unexplored Power of MNE Human Capital (Track 12)

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* THEATRE. AUDITORIO RAMON Y CAJAL
Session Chair: Chris Brewster, Henley Business School, United Kingdom

MNE's Greatest Assets: The Unexplored Power of MNE Human Capital

D. Minbaeva¹, K. Conroy², I. Bjorkman³, R. Narula⁴, C. Brewster⁴, P. Caligiuri⁵

¹CBS, Denmark; ²Queen's University Belfast, UK; ³Aalto University, Finland; ⁴University of Reading, UK; ⁵Northeastern University, USA

How can multinational enterprises (MNEs) best manage their human capital strategically? In International Business (IB) literature, this question has been traditionally researched by international human resource management (IHRM) scholars. However, recently the field has been heavily criticized for being atheoretical and for not being involved in fruitful interdisciplinary dialogue. We argue that due to its limited conceptual development, the IHRM field at present is ill suited to answer the question of how MNE human capital can deliver strategic value to the organization. In this panel, we offer an alternative, yet complementary, way of exploring the value-added of IHRM in MNEs. We draw on insights from strategic human capital literature to propose a new paradigm for conceptualizing how MNE human capital can address people-related challenges in the global economy. In so doing, we argue that viewing MNE human capital as a dynamic portfolio of different forms of strategic human capital with a focus on broadening the gap between value capture and value creation could be such a paradigm.

P 1.4.14: Panel: Teaching Cross-Cultural Competence Through Experiential Learning: New Directions for IB and Management Instructors (Track 14)

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* SALA JUNTAS
Session Chair: John D. Branch, Ross School of Business, University of Michigan, United States of America

Teaching Cross-Cultural Competence Through Experiential Learning: New Directions for IB and Management Instructors

J. D. Branch¹, D. A. Wernick², J. Lipe³, R. Parente²

¹The University of Michigan, USA; ²Florida International University, USA; ³The University of Minnesota, USA

The business world is in a state of flux due in part to the advent of disruptive technologies such as artificial intelligence, smart robots, and nanotechnology. The adoption of these and other labor-saving technologies by companies -- a trend that has been hastened by the COVID-19 pandemic -- has significant implications for business education, which will need to be transformed with a new focus on imparting knowledge, skills, and abilities suitable for the new workplace environment. Among the skill sets that are in highest demand, according to employers: cross-cultural competence (CC). Scholarly interest in CC and the related concepts of cultural intelligence, global mindset, and global leadership has grown substantially in recent years, yet understanding of how to best teach CC remains underdeveloped. One thing that scholars do seem to agree on is that experiential learning (EL) can be an effective pedagogy for teaching the soft skills required by today's global managers. The purpose of this panel is to explore the concept of CC, with a view to 1) fostering a better understanding of this critical managerial attribute; and 2) equipping management and IB instructors with a set of pedagogical best practices for teaching CC in traditional, hybrid, and fully online formats.

P 1.4.5: Panel: Global Value Chains in a world of disruptions – does increasing complexity imply fragility or resilience? (Track 5)

Time: Saturday, 11/Dec/2021: 3:00pm - 4:30pm · *Location:* SCHÜLER

Session Chair: Valentina De Marchi, University of Padova, Italy

Session Chair: Shreeram Mudambi, Temple University, United States of America

Global Value Chains in a world of disruptions – does increasing complexity imply fragility or resilience?

V. De Marchi¹, M. Ram², S. Awate³, G. Gereffi⁴, L. Kano⁵

¹University of Padova, Italy; ²Temple University, USA; ³Indian Institute of Technology, India; ⁴Duke University, USA; ⁵University of Calgary, Canada

GVCs are becoming increasingly fine-sliced with constituent activities that are narrower and more specialized. Concomitantly, they are also becoming more geographically dispersed, and involve a larger number of national border crossings. Both trends imply that GVCs are growing ever more complex.

There are two schools thought regarding the impact of complexity. One school holds that complexity is associated with fragility and argues that complex systems involving a larger number of inter-relationships have more potential points of breakdown. The opposing view is that greater complexity is typically associated with a higher level of redundancy. Therefore, such systems exhibit characteristics like highly optimized tolerance and resilience, so that they are more and not less robust. The resilience of the web stems from its original design – to withstand a thermonuclear war. Some support for this view was seen during the recent COVID-19 pandemic, when worldwide businesses were able to rapidly re-establish normalcy by migrating GVC activities to the web. However, opposite views had also found empirical support – heterogeneities across and within countries and sectors adding to the challenge in grasping the impact of complexity in face of deep crises. Does GVC complexity imply fragility or resilience in front of COVID-19 related disruptions?

Saturday, 11/Dec/2021: 5:00 pm – 6:30 pm

C 1.5.6: International Opportunity Process and International Entrepreneurs

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · Location: BOTELLA LLUSIA

Session Chair: Tuija Mainela, University of Oulu Business School, Finland

The evolving role of Psychic Distance in the discovery and search for international opportunities over time

J. SCHEMBRI¹, M. Fletcher², T. Buck²

¹University of Malta, Malta; ²University of Glasgow

The theoretical integration of International Process Theory and the Opportunity-Based view leads to a re-assessment of the concept of Psychic Distance (PD) which has been central to explanations of entrepreneurial internationalization. International opportunities, their type, sequence, intensity and execution, define the evolutionary trajectory of a firm in a process characterized by time and entrepreneurial behavior (Jones & Coviello, 2005). This research asks whether the role of PD changes as the nature and sequence of international opportunities developed by a firm change and evolve, and what the role of PD is in opportunities that are discovered as against those that are actively searched for.

Based on longitudinal evidence collected over two years, we find that while PD is not a central consideration in the development of earlier international opportunities, it becomes an important consideration as the firm gains control over the internationalization process and adopts more pro-active search for additional opportunities. These findings tie the concept of PD, and the dichotomy between the discovery and search of opportunities to the control which a firm develops only eventually in its trajectory of international growth. This can only be explained when internationalization is seen as a series of events that unfold over time.

Narrative construction of international entrepreneurship by blogging entrepreneurs

V. Puhakka, T. Mainela

University of Oulu Business School, Finland

The present study aims to contribute to research on international entrepreneurship through examining the narrative construction of international entrepreneurship in social media. Drawing on an analysis of world-famous entrepreneurs' storytelling in their public blogs, the study conceptualizes six positionings of the actors in the international opportunity constitution processes. The analysis differentiates between three narratives that construct different rights and obligations for the participating actors. Within these narratives, entrepreneurs invite their global audience to participate in the international opportunity constitution processes for a better future. This gives rise to collective international entrepreneurial identities. Overall, the study illustrates social media as a global platform for constructing international entrepreneurship.

Stakeholder Influences on Entrepreneurial International Opportunity Creation

J. V. Mumford¹, S. Fürst^{1,2}

¹University of Turku School of Economics, Finland; ²Tecnologico de Monterrey, Mexico

This paper investigates how entrepreneurs perceive the role that stakeholders play in the process of creating new international opportunities. We examine how stakeholders were perceived to enable or constrain entrepreneurial action – as well as exploring how stakeholders themselves view their role in supporting entrepreneurial processes.

We employ a case study approach investigating thirteen cases from Medellín, Colombia involving the intended creation of international opportunities. We begin with a theoretical perspective that recognizes international opportunity creation as an effectuation process in which entrepreneurs mobilize networks of stakeholders to transform new markets.

We find that stakeholders can be broadly characterised as being effectual, causal, or social in their commitments. This determines what they contribute through their commitment, what they expect in return, what form of trust underlies their commitment, and how they chose to use the voice they have purchased through their contribution of valuable means. The nature of these stakeholder commitments also determines whether they represent creation opportunities, discovery opportunities, or some combination of both. We also find that entrepreneurs consciously rely on stakeholders not just for the provision of valuable resources for the development of opportunities, but also for providing them with the motivation necessary to undertake entrepreneurial action.

Network Ties and Opportunity Recognition in SME Internationalization in the Social Media Context

E. KUSI APPIAH

University of Vaasa, Finland

The present study aims to enhance our understanding of how internationalizing SMEs strengthen their network ties and how the strengths of those ties in the context of social media underpin opportunity realization in the foreign market. We view social media as not simply a technology but a context for network and relationship building. We draw on qualitative data from four internationalizing firms that use social media. The study adopts Granovetter's dimensions of tie strength and its results reveal duration, intimacy, and reciprocity to be the dimensions on which the tactics adopted by the case firms to strengthen ties are based. Further, our analysis shows that the firms' use of those tactics is rooted in their ability to use social media platforms to connect with, engage, coordinate, and collaborate with their online followers. We contribute to research on social capital, opportunity recognition, the social media context to expand extant international entrepreneurship literature.

I 1.5.1: Enhancing sustainable practices

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · *Location:* SALA JUNTAS

Session Chair: Kira Haensel, Florida International University, United States of America

Effects of Perceived Corporate Social Responsibility across Nations and the Role of Country-Specific Contexts

L. B. Zimmer, B. Swoboda

Trier University, Germany

Many multinational corporations reduce their ecological footprint and signal corporate social responsibility (CSR) globally but thereby attract consumers' trust, quality or purchase preferences differently. Therefore it is important to analyze how corporations profit from perceived CSR or whether they are limited by country-specific contexts. The authors propose a theory-based framework and apply multilevel modeling with cross-level interactions to analyze direct and indirect effects of perceived CSR through trust and quality on consumers' purchase intention across nations. They rely on hierarchical data from 35,457 consumer evaluations of a corporation in 43 countries. The results show direct and indirect effects of perceived CSR. Importantly, a major indirect pathway to purchase intention is found. Moreover, degree of country development, regulative, normative and cultural-cognitive institutions moderate the effects differently, but major levers are evident. The findings have direct implications for decision makers interested in understanding how centrally managed CSR attracts consumers across nations.

Transfer of sustainability practices within MNCs: the alignment between subsidiaries and headquarters

S. Franco¹, A. Valentino², M. Caroli¹

¹Luiss Business School, Italy; ²ESCE International Business School, France

Corporate Sustainability (CS) is an issue of increasing relevance in multinational companies (MNCs) but is debated to what degree to claims and intentions correspond a real commitment at operational level. Basing on the hotel industry, this paper focuses on the alignment between subsidiary managers perceptions and corporate strategies about CS. In an institutional perspective, we measure the effect of institutional pressures coming from inside and outside the MNC, and what is their effect on such alignment. The quantitative analysis, with data collected from 19 different countries through an online survey, shows the simultaneous effect of internal and external pressures on the effective implementation of CS activities. Results contribute to the literature about the transfer of CS practices within MNCs, highlighting under which circumstances subsidiaries are in the best conditions to give effectiveness to corporate intentions.

Effects of foreign direct investment on green innovation in Spanish firms

M. J. Bataineh¹, P. Sánchez-Sellero¹, J. López-Rodríguez²

¹Universidad de Zaragoza, Spain; ²Universidade da Coruña, Spain

This study investigates how foreign direct investment (FDI), research and development (R&D) practices, and intellectual property in green innovation (GI) activities affect Spanish firms. We perform an econometrics analysis using a panel data of Spanish firms (PITEC database) and use a fixed-effect model to control for unobserved heterogeneity over time. The findings reveal three important sets of results: a) Foreign direct investment promotes green innovation activities despite having no direct effect on firm practices related to improving health, safety, and the environment, b) R&D practices and intellectual property (IP) act as complementary drivers of host firms to engage in green innovation activities and c) Advanced technology has the most significant role in promoting GI in host firms.

BLENDING PROFITS AND PURPOSE: Conceptualizing hybridity of Development Finance Institutions (DFIs) and their management responses towards achieving the Sustainable Development Goals

S. Oh, M. W. Hansen

Copenhagen Business School, Denmark

DFIs have become a key player to contribute to the Sustainable Development Goals (SDGs) by investing private sectors in developing countries. However, DFIs inherently face with challenges of dual objectives on financial profitability and development impact maximization. This paper aims to explore what challenges and tensions that DFIs encounter in achieving the dual mission and how DFIs address them. Based on the analysis, it provides a conceptual framework on DFIs' hybridity by reviewing hybrid organizations or hybrid organizing literatures from organizational studies. In addition, it will also adopt IB perspective to the framework since geographical, social or cultural difference between DFIs and private sector in development countries may influence for DFIs in managing their hybridity. This paper will contribute to the arena of international business and sustainable development in two ways. It introduces a conceptual framework on an international hybrid organization and also how finance can contribute to sustainable development, which fill the literature gap in IB and sustainable development that many of literatures focus on MNEs perspective.

WHAT EXPLAINS FEMALE REPRESENTATION ON CORPORATE BOARDS? THE RELATIVE IMPORTANCE OF ORGANIZATIONAL AND EXTERNAL EFFECTS

K. Haensel¹, D. S. Andrews², S. Fainshmidt¹

¹College of Business, Florida International University, United States of America; ²Ivey Business School, Western University, Canada

Prior literature points to two overarching views of the factors that determine female representation on corporate boards: An external view maintaining that board composition reflects the firm's environment, and an organizational view arguing that firm-level drivers are primary. We posit that the relative importance of each view to explaining differences in board gender composition depends on the type of representation. Drawing on resource dependence theory (RDT), we argue that numerical representation is more sensitive to environmental pressures to operate in a zone of normative conformity, whereas relative representation is more sensitive to firm-specific arrangements among stakeholders that shape power over board appointments. Utilizing variance decomposition analysis on a global panel dataset containing 9,825 firms from 46 countries, we find that the external view, reflected in the country and industry effects, explains the vast majority of variance in the presence of women directors and of critical mass. However, the organizational view, encapsulated in firm effects, is dominant when female representation is expressed as a percentage of board seats. This study highlights the multifaceted nature of representation, contributes to a better understanding of the factors that shape female representation on corporate boards, and provides novel insights into corporate governance theory of board composition.

I 1.5.11: International marketing perspectives

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · *Location:* AULA 2

Session Chair: Sumit Kumar Kundu, Florida International University, United States of America

The influence of adaptive marketing capabilities and marketing orientation on international performance: The moderation of competitive intensity

C. K. Reimann², F. M. P. d. O. Carvalho¹, M. P. Duarte¹

¹CeBER, University of Coimbra, Faculty of Economics, Portugal; ²University of Coimbra, Faculty of Economics, Portugal

It is well established in marketing literature that international performance (IP) is positively affected by marketing capabilities, whether static or dynamic. However, recent theoretical development proposed adaptive marketing capabilities (AMC) as a set of capabilities able to close the marketing gap. Given the relative newness of this construct, empirical studies are still scarce. Therefore, drawing from a resource-based view perspective, we analyse the relationships between market orientation (MO), AMC, and B2B SME's IP, as well as the moderating effects of competitive intensity. We have used survey-based research with 335 internationalised Portuguese B2B SMEs, which occurred in June 2020. We analysed responses through structural equation modelling and path analysis. Results revealed positive relationships between AMC and IP and between MO and AMC. Furthermore, results were robust to the competitive environment. This study contributes to international marketing literature by analysing MO as an antecedent of AMC, which has never been done before. Furthermore, it analyses the simultaneous effects of MO and AMC on IP, as well as the moderation of competitive intensity. Also, our results inform internationalised B2B SME's managers and marketeers about the advantages of adopting a market-oriented behaviour and the development of AMC, whether in more or less competitive environments.

Does consumer xenocentrism encourage dysfunctional consumer behavior? Empirical evidence on compulsive buying and brand addiction

A. Diamantopoulos¹, M. Matarazzo², M. Maack¹

¹University of Vienna, Austria; ²Guglielmo Marconi University

Drawing on literature on consumer xenocentrism (C XEN) and dysfunctional consumer behavior, we investigate the impact of C XEN on (a) compulsive buying, and (b) brand addiction, using conspicuous consumption orientation as a mediating variable. To this end, we develop a serial mediating model and test it on sample of Peruvian consumers (N=203). Our results reveal that C XEN indeed has a "dark side" as it encourages compulsive buying and positively stimulates brand addiction. These findings have important practical implications for both foreign and domestic producers and are also of relevance to public policy makers concerned with issues of consumer well being.

The many I's of IBusinesses – Influencers Initiating Internationalization

M. Viktora-Jones, S. K. Kundu

Florida International University, United States of America

Because of digitization, ibusinesses (platform firms) are disrupting the traditional business models, requiring many firms to reconfigure their organizational structures to stay competitive. Ibusinesses must grow their user base to overcome the liabilities of outsidership and to increase performance. To do so, they need to find ways to become more visible and popular within and outside their home country. Many ibusinesses do this through marketing strategies, for example through social media. The plethora of social media platforms are complex ibusinesses that entail consumer-generated content as well as preconceived advertisement by firms. In this paper, we ask how the use of social media influencers impacts ibusiness internationalization and propose that ibusinesses internationalize more when they use social media influencers, who are seen by consumers as trustworthy testers of products and services and can increase brand awareness, engagement, and loyalty in a desired target segment. Social media has a wide reach and is one of the most used, and thus one of the most influential, mediums. Thus, influencers can increase firm-specific advantages and act as a catalyst for internationalization. Additionally, we propose that the ecosystem around platforms also benefits from the use of influencers through the increase in internationalization.

I 1.5.12: Cross-cultural issues

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · *Location:* AULA 1

Session Chair: Paula Caligiuri, Northeastern University, United States of America

Does Language Matter: Native Language or Lingua Franca in Cross-Cultural Negotiations

E. Poliakova

IESEG, France

In this research project, I would like to investigate how the use of a native language versus a lingua franca affects negotiation processes (e.g., choice of strategies such as Questions and Answers, Substantiations and Offers, Multi-issue Offers) and outcomes (both economic and subjective ones). To be more specific, I would like to look at how negotiating in a high context language might shift established patterns.

Findings from this research will contribute to negotiation literature on three fronts. First, the study adds a language perspective to choices of negotiation strategies. Second, since language reflects cognition, by examining language use, we can peer into negotiators thinking and decision patterns in cross cultural negotiations and potentially offer ideas of using language as a negotiation strategy for mutual gains. Third, there will be practical implications related to the use of a high context language and computer-mediated communication in negotiations.

Chinese Guanxi and Cross-cultural Collaborations in Africa

A. Ado

University of Ottawa, Canada

This study focuses on the use of guanxi by African returnees from China in Africa. It explains how returnees understood and leveraged guanxi to collaborate with Chinese partners. This study uses semi-structured interviews to document how guanxi is increasingly extending beyond Chinese borders. It focuses on Ethiopia, Kenya, and Tanzania and analyzes the returnees' mobilization of guanxi in Sino-African business contexts. African returnees play an increasingly important role in guanxi internationalization in Africa. Returnees' understanding of guanxi is shaped by their African traditions and their Chinese experiences, creating their new cultural capital and a dynamic Sino-African business mindset. This paper reveals an emerging shift in the business mindset among African returnees once initiated in guanxi. In addition, guanxi is increasingly practiced by African organizations.

A model of employees' relocation behaviour

D. R. Quatrin, R. Aguzzoli, J. Lengler

Durham University, United Kingdom

This paper tackles a major issue within MNCs, namely overcoming the increasing employees' reluctance to accept international assignments. It does so by developing a model of employees' relocation behaviour. Previous studies have not provided a model that clarifies the motivational and belief-based determinants of employees' relocation behaviour. Thus, the proposed model merges the self-determination theory (SDT) (Deci & Ryan, 1985) and the theory of planned behaviour (TPB) (Ajzen, 1991) into one conceptual framework where autonomous and controlled motivation from SDT are assumed to affect the employees' intention to relocate through the mediation of the socio-cognitive variables from TPB. Lastly, employees' relocation behaviour is expected to be explained through the jointly effect of PBC and intention to relocate. Alongside the model proposition, the paper addresses managerial implications, suggestions for future research and methodological advice to operationalize the model.

I 1.5.4: Public policy and international business

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · *Location:* GALLEGO

Session Chair: Francisco Figueira de Lemos, Uppsala University, Sweden

THE INDIRECT EFFECTS OF GOVERNMENT SUBSIDIES ON EXPORT PERFORMANCE: AN EXPLORATORY STUDY OF MANUFACTURING EMERGING MARKET FIRMS

W. Xavier¹, D. Rottig², P. Arvate³, S. Y. Ju³, A. Silva³

¹Biola University; ²Florida Gulf Coast University; ³Fundação Getúlio Vargas

This paper sheds light onto the role of emerging market government support on the export performance of local firms, and so brings a public policy perspective into the international business literature. We develop a conceptual framework that proposes several indirect effects of government support in form of subsidies on export performance by means of establishing R&D capabilities, increasing technological innovation, and encouraging the willingness to export. We introduce a new theoretical perspective into the international business literature: strategic trade theory, and discuss it together with institutional theory to examine the context of emerging markets and the specific role of indigenous governments on local firms' export performance. We provide preliminary empirical support for our theoretical model and specific hypotheses based on an exploratory sample of manufacturing firms from Brazil, Russia, India, and China (i.e. BRIC countries), and so we provide exploratory evidence for the explanatory and prescriptive value of our theoretical model.

Signaling Legitimacy: Foreign State-owned Multinationals and FDI Ownership Structure

B. James¹, R. Sawant²

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

We develop and test a key proposition about how state-owned multinational enterprises (SMNEs) respond to illegitimacy in host countries and adapt their ownership structures. In particular, we examine conditions under which SMNEs' illegitimacy with host-state stakeholders likely is amplified compared to privately- (not state-) owned multinational enterprises (PMNEs). We propose that SMNEs sacrifice equity control to the host state to signal greater legitimacy—to the host state, to the host states' citizenry, and to other relevant stakeholders. We think SMNEs may wish to send the strongest signal of legitimacy when they appear the most illegitimate. Our key proposition is that when SMNE illegitimacy is amplified compared to PMNE illegitimacy, SMNEs will respond by relinquishing partial equity ownership to host-state partners. We theorize that SMNE illegitimacy is amplified relative to PMNEs under the following conditions: 1) when the host country is more economically dependent on the home country of the SMNE, 2) when the host country has substantial natural resources (e.g., minerals), 3) when the investment project includes more advanced technology. Our results are largely consistent with our key proposition.

I 1.5.5: GLOBAL VALUE CHAINS: EMERGING TOPICS

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · *Location:* AULA 3

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

Session Chair: Torben Pedersen, Bocconi University, Italy

Supply chain involvement in an M&A

K. D. Mork, I. Solli-Sæther

BI Business School, Norway

In recent years, mergers and acquisitions (M&A) are considered a popular growth strategy for organizations. Regardless of its recognition, most M&As are considered a failure. We argue that lack of supply chain involvement can be a reason for this. Supply chain involvement in the integration process is important for utilizing the combined entity's capabilities, as the new entity can leverage its capabilities as soon as the integration process is finalized. The empirical setting of our study is a Northern European company Alpha's acquisition of a Western European company Beta in 2019, and we have looked into supply chain involvement in the M&A, and whether it has influenced NPD performance. We have performed a qualitative study, and our main source of data comes from conducted interviews with 14 respondents in total, from both Alpha and Beta. One of our findings that contribute to the existing literature is that not only complementary resources but also similarity (overlapping resources) triggers NPD. Integrating complementary and overlapping resources is, therefore, quintessential for achieving benefits of an M&A, such as increased NPD performance. Based on our findings from literature and conducted interviews, we conclude that supply chain involvement can contribute to increased NPD performance.

Environmental upgrading and governance in Global Value chains: a multichain perspective

V. De Marchi¹, E. Di Maria¹, S. Ponte²

¹University of Padova, Italy; ²Copenhagen Business School, Denmark

Current literature on how to support better environmental standards along Global Value Chains has focused mostly on the role and the strategies of large multinationals that are governing the chain. Few in known, however, regarding the impact of their activities on the suppliers belonging to their value chain, responsible of the manufacturing activities in which the highest share of environmental impacts are taking place. In this paper, we aim at understanding the impact of governance on supplier's ability to environmentally upgrade, considering for the case of suppliers that belong to multiple value chains. A case study focused on tanneries is performed, a group of suppliers belonging to the fashion and the automotive value chains, for which environmental problems are particularly salient. Based on a longitudinal analysis on qualitative data (about 30 interviews with tanneries, global lead firms, supporting industry firms and institutional actors in 2016 and 2020) and quantitative data on environmental emissions (2009-2019) with a focus the paper discusses the suppliers' EU strategies facing different sustainability requests by global markets and presents theoretical advancements in the literature on EU in GVC by taking the perspective of suppliers.

Contract incompleteness and the boundaries of the firm in times and the aftermath of Covid-19

V. Gattai, P. Natale, B. Marta, S. Galetti

University of Milan-Bicocca, Italy

We study empirically firm's boundaries in times and the aftermath of Covid-19. Firms make or buy inputs (ownership decision) and rely on domestic or foreign inputs (location decision). Ownership and location decisions govern sourcing and shape firms' boundaries. Adopting an Incomplete-Contracts Theory/International Economics perspective, first we investigate the determinants of ownership and location decisions. Second, we explore Covid-19-induced changes in firms' boundaries, addressing the pandemic's medium- and long-run effects on sourcing.

Our evidence draws on survey interviews of a large sample of Italian manufacturing firms headquartered in Lombardy. Most firms rely on domestic outsourcing, followed by domestic insourcing, foreign outsourcing and foreign insourcing. Consistent with our perspective, our estimates suggest that input specificity drives the ownership decision, whereas the location decision depends on productivity. Firms' boundaries show inertia. Few firms re-consider sourcing strategies because of the pandemic, planning to switch from insourcing to outsourcing and from foreign to domestic sourcing.

Supplier-Buyer Relationship Preferences: A Renewable Industry Network Cluster Analysis

M. Glowik¹, W. A. Bhatti², A. Chwialkowska³

¹Berlin School of Economics and Law, Germany; ²Aalborg University, Denmark; ³University of West Georgia, USA

The global economy has exhaustively been using fossil fuels over the last decades, which is well-known for its negative impact on the environment, climate, and health (Alizadeh, Soltanisehat, Lund, & Zamanisabzi, 2020). Consequently, we already witness the results of an ongoing serious climate change.

Moreover, neither stable fossil energy supply (e.g., gas, oil) nor constant energy prices are guaranteed which make the European economies fragile and dependent on outsiders.

Our research is one of the few, studying major value chains in the global wind power industry. Thus, we contribute to the value chain research as well as we provide valuable managerial implications. As a result, we are able to shed light on business potentials for European entrepreneurs and economies in course of combating the climate change, which finally will help to develop jobs and welfare.

I 1.5.9: Investments: Acquisitions, Alliances and Entry Modes

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · Location: COMISIONES

Session Chair: Catherine Elizabeth Georgiou, University of Warwick, United Kingdom

Labor Rights Belief Mismatch and Cross-border Acquisitions: The Role of Organizational Political Ideology

D. Y. L. Chow³, A. Petrou², A. Procopiou¹

¹University of Liverpool, United Kingdom; ²Cyprus University of Technology, Cyprus; ³The Open University of Hong Kong, Hong Kong

We posit that the mismatch between the organizational political ideology of an acquiring firm and labour rights beliefs in the host country, as underpinned by less flexible employment protection regulations, affect cross-country acquisition outcomes because they shape key stakeholder expectations about the suitability of the acquirer. We test this proposition on a sample of 1870 US cross-border acquisitions in 27 countries with employment protection regulations with varying flexibility. The findings show that more conservative-leaning firms are less likely than more liberal-leaning firms to announce cross-border acquisitions in countries with less flexible employment protection regulations. Moreover, market reaction is more negative for conservative-leaning firms. The findings unveil a darker side of institutional arbitrage.

Understanding foreign entry and exit. Do foreign entry modes and equity ownership influence exit later?

H. T. T. Nguyen, J. Larimo

University of Vaasa, Finland

Research on international performance and foreign exit highlights influences of entry mode choices and equity ownership structures. However, previous findings are inconsistent. Our research constitutes extant literature by systematically examine how entry mode choices and equity ownership structures involve exit probability among foreign subsidiaries. Precisely, we investigate influences of acquisition and greenfield, considering as entry modes, as well as wholly owned subsidiary (WOS) and international joint ventures (IJV), referring to equity ownership levels, on foreign exit probability, accounting also for endogeneity issue. Our empirical analysis consists of 939 investments made by 181 MNEs in 51 different host countries during 2000 – 2015. Our findings highlight that after controlling for endogeneity issue, entry mode shows a non-significant influence on foreign exit, while equity ownership structures show a significant effect. A naïve model that not controlling for endogeneity, however, shows that entry mode choices influence the exit probability. On the basis of our findings, we encourage future research to focus more on influences of entry modes and equity ownership structures on exit decisions. We further emphasize that accounting for endogeneity issue is important to develop our nuanced understanding about influences of entry modes and equity ownership structures.

Industry Globalization and The Firm's International and Product Market Diversification

H. Bowen¹, L. Sleuwaegen²

¹Queens University, Charlotte, USA; ²KU Leuven, Belgium

This paper presents a theory-based model for the dynamic evolution of a firm's choices of its international diversification (ID) and product diversification (PD). The model posits that changes in ID and PD over time are a response to external shocks that alter the relative profitability and the relative cost of each mode of expansion. Our empirical results reveal how external shocks associated with globalization impacted U.S. manufacturing firms' choices of ID and PD. Estimating a dynamic Tobit model in a panel of US manufacturing firms for the period 1984-1999, we find that global competition, and the cost/efficiency gains from global supply integration, to be the more significant factors in driving U.S. firms to increase their ID relative to PD. We find that firm's capital and organizational resources also favor expansion of ID relative to PD; technological resources instead favor expansion of PD relative to ID. Finally, our results indicate that adjustment in a firm's ID/PD mix to a new equilibrium mix requires 1.39 to 1.54 years. Prior empirical studies that investigate firms' ID and PD expansion or their mix over time have generally failed allow for a lag in adjustment, rendering their findings subject to potential specification error bias.

When reality diverges from expectations... Industry 4.0, FDI and post-transition economy

M. Götz², B. Jankowska¹

¹Vistula University; ²Poznań University of Economics and Business

Our research touches upon the modified conditions of hosting FDI in a post-transition economy in times of the fourth industrial revolution. By combing the insight from two types of study – qualitative (in-depth interviews with experts) and quantitative survey with 440 foreign subsidiaries established in Poland, we confront the speculations and expectations on I4.0 and FDI interplay on the one hand with the potential role played by foreign subsidiaries in transferring innovations. We compare the views on I4.0 modified host location attractiveness with FS' perceived attractiveness of host location.

P 1.5.3: Panel: Cross-border innovation in a Changing World. Players, Places, Policies (Track 3)

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · *Location:* LAIN ENTRALGO

Session Chair: Davide Castellani, Henley Business School, United Kingdom

Session Chair: Antonello Zanfei, DESP-University of Urbino, Italy

Cross-border innovation in a Changing World. Players, Places, Policies

D. Castellani¹, A. Zanfei², A. Rodríguez Márquez³, M. J. Nieto Sanchez³, G. Santangelo⁴

¹Henley Business School, United Kingdom; ²University of Urbino, Italy; ³Universidad Carlos III de Madrid, Spain; ⁴Copenhagen Business School, Denmark

Over the last three decades we have witnessed an exponential increase of the pace of innovation. The production of innovation has become increasingly more complex, primarily because the innovation activities are spread across multiple geographical locations within and outside the country borders (Bathelt et al., 2004). Nowadays innovation is only to a very limited extent the result of an effort concentrated in a single location, and - on the contrary - it is very often the outcome of an interconnected network of individuals and organizations distributed across a wide array of places and geographic locations (Ambos et al., 2021; Berry, 2014; Scalera et al., 2018; Marino et al., 2020; Papanastassiou et al., 2020). As a result, today's innovation process involves a wider array of actors (Players) in a variety of geographical locations and organizational spaces (Places) calling for new guidelines and regulatory frameworks (Policies).

This panel offers a broad and critical perspective on cross-border innovation, discussing the most compelling trends and resulting research questions that will inform the next decade of investigation on this evergreen phenomenon. It will feature 5 short presentations, leaving plenty of time for discussion from the audience.

P 1.5.7: Panel: SDGs and Sustainable Development in Emerging markets (Track 7)

Time: Saturday, 11/Dec/2021: 5:00pm - 6:30pm · *Location:* AULA 4

Session Chair: Shlomo Tarba, The University of Birmingham, United Kingdom

Session Chair: Ilan Alon, University of Agder, Norway

SDGs and Sustainable Development in Emerging Markets

P. Ghauri¹, Y. Zhang Zhang², F. Hatani³, S. Rohlfer⁴, M. Bu⁵

¹Birmingham University; ²International University of Japan, Japan; ³Copenhagen Business School; ⁴CUNEF; ⁵Nanjing University

Sustainable development is part of the keywords of the EIBA 2021 conference theme, and also a critical issue for the world economy due to the rising relevance of emerging markets and the particularly high potential for the positive effects of sustainable management in emerging markets. This proposed panel is to debate in a round table format on these issues, from the angles of pollution, renewable energy, social sustainability and firm innovation, and a less explored phenomenon in management: SDG related child labor issue. We intend to engage discussion on the multiple levels and multi-facets to unfold the urgency and call for actions of organizations to respond various dimensions of sustainability in emerging markets.

Saturday, 11/Dec/2021: 6:30 pm – 7:30 pm

P 1.6: What is theory? EIBA Doctoral Events – Anniversary Panel

Time: Saturday, 11/Dec/2021: 6:30pm - 7:30pm · *Location:* SCHÜLER

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

What is Theory?

R. Piekkari¹, M. Casson², C. Welch³, J. Clegg⁴, J.-F. Hennart⁵, R. Aguilera⁶

¹Aalto University School of Business, Finland; ²University of Reading, UK; ³The University of Sydney Business School, Australia; ⁴Leeds University Business School, UK; ⁵Tilburg University, Netherlands; ⁶Northeastern University, USA

The question of 'What is theory?' is rarely posed in the IB community. Yet a community consensus on the answer would most likely not be reached – nor would such a consensus be desirable. This is due not just to the multi-disciplinary nature of the field, but also to the variety of forms or styles that theories can take. While training in some disciplines favour predictive, correlational or normative theory, IB scholars from other foundational disciplines may opt for explanatory, narrative or even emancipatory theory. A persistent assumption in IB research is that theory should be generalizable, universal and context-free. This prevailing view of what theory should be is intriguing given that our field is largely about how differences in context affect business. This anniversary panel of the EIBA doctoral events opens a debate about what theory is and how we produce it. It welcomes both senior and junior researchers to engage in a discussion about the future agenda for IB research and possibilities for theoretical pluralism.

Chair: Rebecca Piekkari; Panelists: Mark Casson, Catherine Welch, Jeremy Clegg, Jean-Francois Hennart, Ruth Aguilera

Sunday, 12/Dec/2021: 8:30 am – 10:00 am

C 2.6.12: Language and Well-Being in International Organizations

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · Location: AULA 1

Session Chair: Fadi Alsarhan, ISC Paris Business School, France

Language Strategies in International Conflict Management: A Framework for Dynamic Conflict De-Escalation

E. Poliakova¹, L. A. Liu², E. W. Miles²

¹IESEG School of Management, France; ²Georgia State University, USA

Managing conflicts, especially among culturally different employees, is a critical yet often overlooked function of international human resource management. The aim of this systematic review is to 1) bridge the fields of conflict management in organizations and language in international management, 2) synthesize research streams and propose a conceptual framework, 3) suggest future research directions and managerial implications. We elucidate language differences as both a disruptive force and a tool for promoting cooperation. This study contributes to current conflict management and international management literature by uncovering language-related mechanisms shaping a destructive negative conflict at the dyad, group, and organization levels, by suggesting strategies to transform negative destructive conflicts to positive constructive ones.

The feminine image of language-sensitive research in international business

M. Johansson¹, C. Gaibrois², R. Piekkari³

¹University of Glasgow; ²University of St. Gallen; ³Aalto University School of Business

This paper argues that the scientific legitimacy of the field of language-sensitive research in international business is weakened because of its feminine image. Scientific communities attribute varying degrees of masculinity or femininity to different disciplines depending on their research foci and preferred methodologies. These types of practices position particular disciplines, and their associated individuals, as masculine or feminine, and attribute different values to them. We investigate gender representation and methodological preferences in this subfield of international business as well as analyze its practices through the lens of 'doing gender'. The feminine image is reinforced by the dominance of female authors, the preference for qualitative methodologies and a set of practices that the members of the field have adopted. We demonstrate that the key steps and processes in the emergence and establishment of this field of inquiry are gendered. These social and political processes are inextricably associated with gendered aspects of knowledge production. Such a gendered metatheoretical perspective has so far been rare in international business in general and in language-sensitive research in particular.

Does multilingualism enhance intercultural proficiency?

F. Bender

Anderson College of Business and Computing, Regis University, United States of America

Over the past 20 years, the need to deal with various cultural backgrounds and thereby different languages has been growing significantly, and more people have been learning languages for their personal and professional benefit. Using a database to which a total of 203 participants contributed, this study explores whether knowing more languages, and secondly knowing them to a higher level will have a positive effect on the degree of Intercultural Proficiency (IP). Furthermore, the study investigates if participants who grew up bi- or multilingually score higher on IP than those who acquired additional language skills later in life. My empirical findings indicate that the knowledge of more languages is positively linked to a higher IP level. Similarly, a high level of global proficiency of various languages (GLP) is likely to be associated with higher IP scores. However, a bi-/multilingual upbringing had no effect on IP in this study. My study intends to complement existing research on intercultural competence by providing empirical support for a positive effect of multilingualism on IP. Nonetheless, it must be noted that a higher level of IP might also strengthen an individual's motivation for becoming multilingual.

CONDITIONS AND STRATEGIC RESPONSES: A QUALITATIVE STUDY OF THE CO-EXISTENCE OF INCLUSION AND EXCLUSION EXPERIENCES OF FOREIGN EMPLOYEES

L. L. Alcántara¹, D. Guttormsen²

¹Ritsumeikan Asia Pacific University, Japan; ²University of South-Eastern Norway

Inclusion in the workplace, which aims to leverage value from diversity and improve the wellbeing of each member of the organization, is increasingly attracting significant interest among scholars and practitioners alike. Extant studies have limited the scientific inquiry to conceptualizing and measuring inclusion and exclusion using constructs, often assumed to perform along a unidimensional continuum or outcome variable. However, our study discovers that inclusion and exclusion are experienced as co-existing, and that the phenomena traverse various spheres at work. Additionally, we identify various strategies for responding to the experiences of inclusion and exclusion by employees. Our findings emerge because of employing a qualitative design that allows the employees to narrate about own lived experiences of being included and excluded—and how they dealt with such challenges. We conducted 52 in-depth interviews of foreign employees sampled from companies in Japan. We identify four types of inclusion/exclusion that are determined by five dimensions and the analysis revealed five strategic responses. We propose a new model to depict these relationships and promulgate propositions for future research. Our findings contribute to expand theory regarding inclusion in the workplace by providing new insights into how individuals experience the co-existing inclusion/exclusion, and devise strategies at work.

C 2.6.13: Exports, Entry, and Ecosystems

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · Location: COMISIONES

Session Chair: Paloma Miravittles, University of Barcelona, Spain

EXPORT INTENSITY OF MNE FOREIGN SUBSIDIARIES: THE ROLE OF SUBSIDIARY-SPECIFIC ADVANTAGES AND HOST COUNTRY-SPECIFIC ADVANTAGES

Q. Nguyen

University of Reading, United Kingdom

We contribute to the theory of the multinational enterprise by examining subsidiary-specific capability in financial management, defined as the ability to plan, manage, control and direct financial resources effectively and efficiently, and the perceptions of subsidiary managers on host country financial development as drivers of export intensity (the share of sales that are exported) of foreign subsidiaries of multinational enterprises (MNEs). We theorise that subsidiary-specific capability in financial management is conceptually a valuable subsidiary-specific advantage and it is as relevant as other traditional competitive advantages, such as R&D and marketing intensity. Host country financial development is argued to be largely related to the characteristics of the host country environment. We provide empirical evidence to support for these arguments using a survey dataset of the foreign subsidiaries of Western MNEs together with other public data sources. Export intensity depends on subsidiary-specific advantage and host country specific advantage. We discuss the implications of our findings for theory and practice.

Multinational spinouts: The evolution of entrepreneurial ecosystems

D. S. Cho

Trinity College Dublin, Ireland

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

ENTERING FOREIGN MARKETS USING DIASPORA NETWORKS

M. Elo¹, K. Nagre², E. Rose²

¹University of Southern Denmark, Denmark; ²University of Leeds

Foreign entrants face challenges of “otherness” due to their lack of local embeddedness, social networks and resources. The concepts of Liability of foreignness (LOF) and Liability of outsidership (LOO) address foreign market entry problems that are mediated by people. People are “liability and asset-carriers” that entrants may employ for connecting markets. We review the conceptual development highlighting diaspora assets and advantages. We draw propositions and introduce a model illustrating strategies how foreign entrants can capitalize on diaspora resources and social networks either inherently or by internalization. By doing so, firms diminish liabilities employing accessible, inherent and hidden assets.

The impact of business and non-business networks on the type of innovation in manufacturing SMEs

A. Pallas¹, C. Villar², J. Pla-Barber³

¹Universidad de Valencia; ²Universidad de Valencia; ³Universidad de Valencia

This paper studies the influence of international business partners and firm's geographical scope on small and medium enterprises' (SMEs) innovation practices. The interplay of business networks, specifically value chain networks, non-business networks and the geographical scope on SMEs' innovation (technological, organizational and sustainable) is analysed through a logit regression. The results, derived from a database of 120 Spanish SMEs in traditional manufacturing sectors, show that intense interaction with market agents always increases the probability of innovating intensely. Interactions with the rest of the business actors, competitors and value chain partners are relevant for technological and organizational innovations, respectively, whereas non-business agents and private-public collaboration only affect the probability of carrying out technological innovations. A broader geographical scope influences positively the development of organizational and sustainable innovations, although its moderating role only works – partially – with some innovation types. These results offer new insights on the effectiveness and limitations of different network agents at promoting resource-constrained firms' innovation in a sectorial context, where different types of innovation driven by private and private-public cooperation will be crucial to navigate the current crisis.

Dynamic Managerial Capabilities and Digital Transformation in Small Service Firms

R. W. Barwinski, R. B. Bouncken, L. Henkelmann

University of Bayreuth, Germany

Digital technologies foster dramatic changes in companies of all sizes in all countries and industries. Integrating digital technologies enables firms to renew their processes, create new products, services, and change to entirely new business models. The phenomenon of digital transformation has already received extensive attention with a main focus on large and medium-sized firms. However, it currently remains unclear how small firms, which make up the global majority of firms, can (a) undergo a digital transformation, (b) which capabilities are required to do so, and (c) how develop these capabilities. We use a qualitative study, which highlights the vital role of managers in driving and enabling the digital transformation. Our results implicate the importance of social capital, managerial cognition, external networks, and implementing organizational knowledge management systems to achieve digital transformation.

How Artificial Intelligence may shift Biases and Heuristics in IB

P. Gruenwald, T. Lindner, J. Puck

Vienna University of Economics and Business, Austria

In this paper, we provide a conceptualization of how artificial intelligence might shift phenomena of biases and heuristics in international business (IB) practice and theory. First, we systematically review, discuss and integrate the current state of IB research on biases and heuristics according to emergent IB research topics. Second, we provide a structured overview of how these phenomena are embedded and considered in IB topics and IB theories. Third, we argue that artificial intelligence and machine learning applications may shift human biases and heuristics. We outline how IB practice may be affected and how IB theory may have to be reassessed. In doing so, we provide several research gaps. Fourth, along our structured overview of biases and heuristics we propose three concrete avenues for future research by discussing how AI may shift phenomena in IB areas such as knowledge management and internationalization processes.

C 2.6.6: Digital and Web-Enabled SME Internationalization

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · Location: BOTELLA LLUSIA

Session Chair: Desislava Dikova, WU Vienna, Austria

Effects of E-commerce Firms' Internationalization Rhythm and Speed on Firm Growth: Do Institutional Distances Play a Role?

C. Sinning, B. Swoboda

Trier University, Germany

In an increasingly digitalizing economy, e-commerce firms are known to internationalize faster and more irregularly than offline firms. However, it is important to analyze how e-commerce firms benefit from time-based internationalization decisions and whether they are still limited by institutional distances. The authors propose a theory-based framework to analyze the effects of e-commerce firms' internationalization rhythm and speed on firms' sales growth. Importantly, they apply multilevel modeling with cross-level interactions to provide insights into the role of institutional moderators, i.e., regulative, normative, and cultural-cognitive distances. The authors use data from 228 leading e-commerce firms in Europe and 1,702 market entries over 21 years. The results show e-commerce firms' stronger growth due to an irregular and fast internationalization process. However, this relationship changes depending on certain institutional distances and provides different explanations of country-specific variances. The findings have direct implications for managers interested in how online internationalization processes affect firms' growth.

Active vs. default online internationalization: An entrepreneurial orientation perspective

E. Ipsmiller¹, D. Dikova¹, K. Brouters²

¹WU Vienna; ²King's College London

While the internet offers new and less cost-intensive ways to access foreign markets, existing entry mode and internationalization literature has primarily concentrated on offline modes of foreign market entry or foreign market servicing. Especially when it comes to traditional firms, i.e. firms whose products are (mainly) non-digital, little is known about their use of online channels for entering or servicing foreign markets; their choice between different online modes in particular. Based on the entrepreneurial orientation literature, we propose that firms that are more entrepreneurially orientated are more likely to use active (vs. default) online internationalization, viz. websites with locally-adapted (vs. non-adapted) content. We also suggest that the threat of competitive pre-emption will moderate this relationship. Using a sample of Austrian SME exporters, we find support for the positive effect of entrepreneurial orientation on the use of active online internationalization websites, but do not find a significant moderating effect of competitive pre-emption. In this way, we add to the growing research on firm digitalization by explaining the circumstances in which traditional firms choose between different online formats.

DIGITAL CAPABILITIES AND ORGANIZATIONAL CREATIVITY: EFFECTS ON THE INTERNATIONAL BUSINESS COMPETENCE

G. M. Camillo¹, S. L. de Vasconcellos², M. Amal³, R. C. Parente⁴

¹FURB - Fundação Universidade Regional de Blumenau, Brazil; ²ESPM - Escola Superior de Propaganda e Marketing, Brazil; ³FURB - Fundação Universidade Regional de Blumenau, Brazil, UNIVALI - Universidade do Vale do Itajaí; ⁴Florida International University, USA

Can creativity and digital capabilities be conciliated? From this rhetorical point, this research aims to estimate the mediating effect of digital capabilities between organizational creativity and international business competence. We conducted a quantitative survey with 382 Small and Medium Enterprises managers from different industry sectors based on the capability approach. We observed that organizational creativity is an essential resource for building digital capabilities since they boost international business competence. Furthermore, the results show that such capabilities mediate the relationship between organizational creativity and international business competence. This study contributes to the advancement of new research on digital capabilities and a new view on the effect of digital capabilities on the construction of international business competence from the perspective of dynamic capabilities. Empirically, this study can help companies improve their capabilities from a distinctive combination of human beings' skills. Thus, the companies will be better prepared to deal with the rapid changes in the market generated by the digital transformation combining technology and creativity.

The impact of digital new venture resources and capabilities on the internationalization-survival relationship

C. C. Brenner

Otto-von-Guericke Universität, Germany

Internationalization represents one of the most challenging and risky endeavors a new venture can undertake. Nevertheless, we know surprisingly little about the relationship between new venture internationalization and survival let alone how digital new ventures and their digitally-enabled resources and capabilities influence this relationship. This study provides a nuanced theoretical and statistical analysis of the relationship between scope, degree, and speed of internationalization and survival of new ventures. Furthermore, we investigate the moderating impact of digital new venture resources and capabilities on the internationalization-survival relationship. Using a Cox Proportional Hazard Model, our results indicate that survival of new ventures is positively influenced by an internationalization process that is fast-paced, broad in scope, and scales international revenues. We also find that digital new ventures experience an amplified positive survival effect from an increase in scope and speed of foreign expansion compared to their non-digital counterparts due to their digitally-enabled resources and capabilities. This paper contributes to the international entrepreneurship and international new venture field by providing a more granular view of the internationalization-survival relationship of new ventures and extending the research to include the phenomenon of digital new ventures.

C 2.6.9: Headquarters-Subsidiary Relationships

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · Location: LAIN ENTRALGO

Session Chair: Jens Gammelgaard, Copenhagen Business School, Denmark

Post-offshoring scenarios: a behavioral approach to the decision-making process

S. Elia¹, A. Goerzen², L. Piscitello¹, A. Valentino³

¹Politecnico di Milano, Italy; ²Queen's University, Canada; ³ESCE International Business School

Firms are in a continuous process of critically re-evaluating their offshoring strategies due to performance discrepancies. While prior research has focused on the implementation of organizational responses to performance shortfalls, we examine the offline search process, a key antecedent of organizational change, during which firms simultaneously explore alternative solutions when facing either a positive or a negative discrepancy between performance and aspirations. We adopt the Behavioral Theory of the Firm (BTOF) to investigate how the search process is affected by the size and nature (as being positive or negative) of the discrepancy as well as by cognitive biases. By examining 441 offshoring initiatives, we study firms' search processes in a novel context that refers either to "local" solutions that are close to the current activity (i.e., expansion in the same host country) or "distant" solutions that are far from the current one (i.e., relocation to a third country or to the home country). Our results provide new insights into organizational search, namely that performance shortfalls lead to distant search unless there is an anchor bias relating to the strategic importance of host location, while positive discrepancies trigger local search with decision-makers more inclined to consider expansion in the current host country.

The Evolution of Dynamic Boundary Spanning Capabilities in MNE Subsidiaries

P. Ryan¹, G. Majella², U. Andersson³, G. Buciuni¹

¹Trinity College Dublin, Ireland; ²National University of Ireland, Galway; ³Malardalen University

A well-established advantage of global organisations is their capacity to extend their product innovation activities through sourcing knowledge via subsidiaries situated in geographically dispersed repositories worldwide. Subsidiaries of global organizations span multiplex intra- and inter-organisational boundaries that in turn enables them to cross knowledge boundary types of increasing complexity. But, whilst dynamic capabilities for innovation are widely addressed at MNE level, less explored are those in competence creating subsidiaries. Consequently, we need to have a much more developed understanding of these multiplex evolutionary processes, and how the subsidiary especially develops dynamic capabilities to traverse the most complex pragmatic knowledge boundary type which is critical to novel product innovation. We draw on real-time data from longitudinal case studies of three high-technology subsidiaries over a prolonged time period of almost 15 years. We provide a contextualised explanation of how these evolutionary processes facilitate the competence-creating subsidiary to develop dynamic boundary capabilities to sequentially transfer, translate and transform its integrated knowledge into product innovation by crossing increasingly complex knowledge boundary types. From these empirical findings, we present a process model across temporal brackets of dynamic boundary capability evolution to synchronously span multiple knowledge boundaries.

Keywords: MNE subsidiary innovation, Dynamic boundary capability, Longitudinal study

HOW SUBSIDIARIES MOBILIZE RESILIENCE TO EVOLVE POST MANDATE LOSS

E. Gillmore¹, U. Andersson²

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This paper provides insights into the dynamics of subsidiary mandate loss from fully-fledged foreign subsidiaries of two Swedish multinational enterprises. We investigate the processes of how subsidiaries mobilize resilience, we made use of 4 longitudinal cases and teased out the critical events that center on the interplay between the drivers of mandate development and subsidiary activities post mandate loss.

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

I 2.6.6: International Growth and Performance of Different Types of Firms

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · *Location:* AULA 2

Session Chair: Maria Chiarvesio, University of Udine, Italy

Not Just Money – An Explorative Study on the Role of Credit Guarantees for the Growth and Internationalization of SMEs

J. Raitis, E. Pelto

Turku School of Economics, University of Turku, Finland

The role of SMEs in national economies is significant and SMEs are often seen as a major source of innovation and industrial upgrading for countries. At the same time, governments acknowledge that in order to grow and succeed, SMEs need to be internationally competitive. Hence, governments offer various types of export assistance to SMEs. However, academic research on evaluating the benefits of such support is scarce, especially at the firm-level. Consequently, we focus on analyzing how finance and guarantee-related government assistance can contribute to various stages of SME growth and internationalization.

The preliminary findings of our qualitative case study suggest that the role of Finnish Export Credit Agency, Finnvera, as an enabler of companies' phased evolution (e.g., survival, growth, and internationalization) was evident across the five cases. The financial support has enabled the companies to invest into developing their activities, to execute international projects and grow profitably in the international markets. Especially in the initial stages, Finnvera's support entailed also a psychological element that boosted the founders' entrepreneurial orientation.

Do you need top management team diversity to speed up? An Upper Echelons Perspective

M. Pinelli², T. Vallone¹, F. Debellis³

¹Henley Business School, University of Reading, International Business and Strategy; ²Free University of Bozen-Bolzano, Faculty of Economics and Management; ³University of Vienna, Chair of international business

Building upon Upper Echelon theory, this paper investigates how diversity in the TMT affects the speed of internationalization of a firm. We hypothesize that work-experience diversity among TMT members positively affects the speed of internationalization by stimulating comparison and broadening the perspectives and networks available to the firm. On the other hand, however, we need to distinguish the role of the CEO from the rest of the TMT, believing that the CEO's entrepreneurial vision may be distorted and not pursued if there are identification problems from other TMT members. In this regard, we measure the moderating role of CEO-TMT functional experience dissimilarity by hypothesizing a negative effect on the main relationship. Our analysis based on a longitudinal sample of 144 UK-based firms over an 11-year time span supports our hypotheses and provides important implications from a theoretical and managerial perspective.

THE ROLE OF INSTITUTIONAL CONTEXT ON THE ENTREPRENEURIAL INTENTION AMONG YOUNG: INTER-COUNTRY COMPARISON

V. Butkouskaya¹, N. U. Salcedo^{2,3}

¹The HSE Graduate School of Business, Moscow, Russia; ²Universitat Autònoma de Barcelona, Spain; ³ESAN Graduate School of Business, Lima, Peru

A wide number of recent research underline the role of the institutional context in affecting young people's decisions towards entrepreneurship. Following the Global Entrepreneurship Monitor report, the growth and support of entrepreneurial activities is a global issue. Thus, this article focuses on understanding the differences in perception of institutional context by young entrepreneurs among various economic types. The data from 188 young entrepreneurs' surveys in Spain and Russia are used for t-test comparative analysis. The results demonstrate significant differences in the perceived strength of the institutional context factors between countries. Moreover, there are differences in the relative importance of the factors analyzed. Further theoretical contributions and practical recommendations, specifically for the policymakers, are suggested.

I 2.6.7: Contemporary issues in the emerging markets research

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · *Location:* AULA 4

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

Internationalization Barriers in the Creative Economy: case study with Brazilian SMEs

F. J. L. Soares, J. F. d. Silva

PUC-Rio (Pontifícia Universidade Católica do Rio de Janeiro), Brazil

The creative economy increased its importance in global trade, and firms from emerging economies seized the opportunity: in 2015 the value of creative goods and services exported by developing countries surpassed that of developed ones. However, going in the opposite direction, the value of exports of Brazilian creative goods dropped between 2005 and 2014, signaling the existence of relevant barriers to the internationalization of local firms belonging to the creative economy. To explore the perceptions that leaders of such firms have regarding internationalization barriers, a multiple-case study was carried out involving three small- and medium-sized enterprises (SMEs), producers and experienced exporters of creative goods. The results show that internal barriers, mainly those that are functional- and price-related, are perceived as the most relevant, also making it harder for the firms to overcome some external barriers imposed by governments and competitors. Product-related and sociocultural barriers seem to be irrelevant, suggesting that, locally and abroad, creative products are most valued exactly by their originality and differentiation. This study aims to contribute to the literature on export barriers, mostly based on large manufactures from developed economies.

Talent management and firm's absorptive capacity: Chinese diaspora in Russia

M. Latukha¹, Z. Yugui², A. Panibratov¹, K. Arzhanykh¹, L. Rysakova¹

¹SPBU, Russian Federation; ²Shanghai International Studies University, China

The paper explores the role of talent management (TM) practices in shaping firm's absorptive capacity in the host country. Based on the data from representatives of Chinese diaspora employed in Russia, we discuss the role of TM practices in developing firm's absorptive capacity through learning from diaspora. We find that retention and development practices significantly influence firm's absorptive capacity, which promotes attractiveness of Russia as a destination country for Chinese employees, and Russian companies with the corresponding TM system as potential workplaces.

Understanding value chain activities among migrant international ventures in the IT industry

M. Sufyan¹, W. Degbey²

¹University of Turku, Finland; ²University of Turku, Finland

We adopt the concept of value chain fine-slicing, which draws on complexity and modularity theories, as our primary analytical approach in this paper. The empirical setting of this work in progress is based on longitudinal qualitative studies of ten migrant international ventures across Australia, Finland, New Zealand, Norway, Sweden, and USA conducted from 2017 to 2019. Our preliminary findings reveal that migrant international ventures attain competitiveness by engaging four distinct relocation of value chain activities: non-core activities, country of origin based support activities, country of residence-based support activities and core activities to country of origin (COO) and Country of Residence (COR). More importantly, and in contrast to prior studies, our findings show how migrant international ventures modularize strategically the location of critical activities in the founders' COR and COO while also recognizing their interdependencies with operational level activities.

CSR Practices of Large Russian Companies Originated in Monocities: Driving Force of International Environment and Domestic Institutions

Y. Aray¹, A. Veselova², L. Ermolaeva¹

¹Saint Petersburg State University, Russian Federation; ²Higher School of Economics, Russian Federation

In this paper we study how large Russian companies implement social innovations in monocities. These companies have a status of systemic companies meaning that in a particular city the company is a major employer and taxpayer. Using illustrative cases and quantitative empirical study we discovered that due to their social obligations on the local markets systemic companies are more inclined to integrate social innovations in their activities and due to their learning capabilities internationalized firms are more inclined to integrate social innovations in the activities on the home market.

The effect of different types of stakeholders on the engagement of Russian companies into sustainable practices

A. Veselova, P. M. Klaro Ramires

HSE University, Russian Federation

The paper explores the relationship between institutional environment represented by various types of stakeholders and company's engagement into sustainable development. Though such relationships have been already studied in prior research our focus on the specificity of Russian institutional environment, differentiation between various types of stakeholders brings new insights into the understanding of the institutional driving forces of sustainable performance of a company. We apply contingency approach and use fsQCA to identify configurations of stakeholders' effects on the implementation of the environmental, social, and governance (ESG) sustainable practices by a company. We use survey data from 39 predominantly private and mature companies operating in Russia. We found that, in general, sustainable development in the company is mostly driven by employee and management team awareness and attitude towards sustainability or/and international activities of the company. When looking at specific dimensions of the ESG performance we found that environmental and social sustainability practices are predominantly stimulated by employee and management team awareness and attitude towards sustainability, while governance sustainability practices are driven mostly by international activities of the company and pressure from investors.

EMNEs' entry mode decision with environmental issues: A Review and Research Agenda

Y. Li, R. Gao

International Engineering and Technology Institute, Armenia

Emerging market multinational enterprises (EMNEs) play a vital role in global economic development and usually adopt aggressive internationalisation strategies. However, the global environment is volatile, resulting in various kinds of risks to EMNEs foreign expansion. To maximize the competitive advantages and achieve successful expansion, EMNEs should choose the most suitable foreign entry mode. Therefore, it is important for EMNEs to understand what environmental factors could affect their decision-making, and how those variables influence the choices, especially in a turbulent environment. This review examines literature from 1996 to June 2021 on the determinants of EMNEs' entry mode decision with environmental issues. The main contributions are: (1) practically, the study highlights the importance of understanding external environmental variables for EMNEs to make the most suitable entry mode decisions. (2) theoretically, the review reveals three research gaps in existing studies, which are, lack of research on external environmental factors, lack of research on multinationals from small emerging countries, and lack of research on small to medium sized companies.

P 2.6.15: Panel: Virtual international teams: What makes them work effectively over time? (Track 15)

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · *Location:* THEATRE. AUDITORIO RAMON Y CAJAL

Session Chair: Tamar Almor, College of Management, Israel

Session Chair: Svetla Marinova, Aalborg University, Denmark

Virtual international teams: What makes them work effectively over time?

T. Almor¹, S. Marinova², M. Marinov², A. Schneider¹, I. Chudner¹

¹College of Management, Israel; ²Dept. of Business and Management, Aalborg University

Virtual groups and teams are becoming part and parcel of our everyday lives. The current COVID-19 pandemic has emphasized more than ever that virtual groups and teams are playing an increasingly central function that allow us to continue working, teaching and functioning locally and internationally during times crisis as well as in times of less uncertainty. Virtual teams were already an important tool for international organizations that have people working in different geographical areas before the crisis and their importance has increased since. While technology is developing daily, allowing us to create and manage such virtual groups, we still know very little how to create them, how to maintain them and how to manage them. Moreover, despite the technological sophistication and the capabilities of the team members, virtual teams often fail to meet their envisioned potential. This panel will present an international research project the members are working on, explore the topic and discuss various options for research directions. Part purpose of the panel is to invite more researchers to partake in the project.

P 2.6.8: Panel: Disruption, Transformation, Stability: Exploring Industry Dynamics from a Global Perspective (Track 8)

Time: Sunday, 12/Dec/2021: 8:30am - 10:00am · *Location:* SALA JUNTAS

Session Chair: Matthias Kipping, York University, Canada

Session Chair: Takafumi Kurosawa, Kyoto University, Japan

Session Chair: D. Eleanor Westney, MIT Sloan School of Management, Canada

Disruption, Transformation, Stability: Exploring Industry Dynamics from a Global Perspective

M. Kipping¹, T. Kurosawa², H. Glimstedt³, M. Carpenter⁴, D. Silvestri⁵, A. Hisano⁶, G. de St. Maurice⁷, L. Engwall⁸

¹York University, Canada; ²Kyoto University, Japan; ³Stockholm School of Economics, Sweden; ⁴Institut Mines-Télécom Business School, France; ⁵Politecnico di Milano, Italy; ⁶University of Tokyo, Japan; ⁷Keio University, Japan; ⁸Uppsala University, Sweden

The proposed panel aims to draw the attention of international business scholars to the importance and potential of studying industries and their dynamics over time and space. Its presentations are drawn from the contributions to The Oxford Handbook of Industry Dynamics, a multi-year effort to bring together cutting-edge scholarship, edited by the three organizers.

Sunday, 12/Dec/2021: 10:30 am – 12:00 pm

C 2.7.1: Climate change and the environment

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · Location: SALA JUNTAS

Session Chair: Hüseyin Doluca, Augsburg University, Germany

CLIMATE CHANGE ADAPTATION AND INNOVATION: THE ROLE OF CLIMATE RISK AND INSTITUTIONS

M. Benischke, H. Yoon, P. Tashman, J. Doh, N. Kim

Villanova University, United States of America

International business scholars are increasingly being called upon to consider society's "grand challenges" such as climate change. To date, most economics and business research has focused on climate change mitigation, with scant attention to adaptation and the technological innovations that may be required to accomplish it. We respond by exploring the relationship between firms' climate risk exposure and climate change adaptation (CCA) innovation and how that relationship varies across countries with different national institutional environments. Employing a unique data set of climate risk and CCA innovation, and drawing from an ecological perspective on resource dependency theory, we find that climate risk translates into a greater probability that firms engage in CCA innovation, even when recognizing that some of those investments will spill over to competing firms and the broader environment. Further, we find this relationship is stronger in countries that have higher institutional quality and greater economic freedom. Our main contribution is that ecological factors such as climate risk constitute an alternative – and material – driver of ecologically related innovation.

Do Environmental Policies Affect MNEs' Foreign Subsidiary Investments? An Empirical Investigation

F. Zilja¹, G. K. Adarkwah², C. A. Sabel²

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

We rely on institutional theory to study the relationship between countries' environmental policies and MNEs' foreign subsidiary investments. We examine the mediating effects of national greenhouse gas emissions and reliance on renewable energy and test our arguments on 1,007 US firms and their subsidiaries in 39 countries for the period 2000–2015. Our results show that ratifying the UN Kyoto Protocol is associated with reductions in countries' emissions and increased reliance on renewables. However, only the latter is associated with increased subsidiary investments. Our findings highlight the role of tangible institutional outcomes related to sustainability in altering firms' behavior.

Environmental Corporate Social Responsibility and Financial Performance in a Multinational Context

H. Doluca¹, T. Talaulicar², M. Wagner¹, A.-L. Hoffmann¹

¹Augsburg University, Germany; ²University of Erfurt, Germany

The question of 'When does it pay to be green?' has long been of interest in management and strategy research. Extant research is still equivocal about whether and when being green pays off, while having widely ignored intangible resources such as knowledge. Elaborating on the knowledge-based view of the firm, we hypothesize that the extent of knowledge bases on the levels of the board, workforce and institutional environment positively moderates the relationship between environmental CSR and corporate financial performance. We empirically test our hypotheses on a global sample of 956 firms for the years 2011 to 2017 and show that the effects vary across regions. Our results suggest that knowledge-based moderators contribute to better understand the complex relationship between environmental CSR and financial performance.

C 2.7.10: Financial Strategies in International Business

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · *Location:* GALLEGO

Session Chair: Thomas Lindner, University of Innsbruck, Austria

Claiming digital technologies in public equity markets: Evidence of foreign IPO firms

C. M. Muehr¹, I. Filatotchev^{1,2}, T. Lindner^{1,3}, J. Puck¹

¹WU Vienna; ²King's College London; ³University of Innsbruck

In this article, we contribute to strategy research by investigating the relationship between digital technology claims in initial public offering (IPO) prospectuses and the performance of foreign IPO firms going public in the United States (US). We further explore the contingencies of the chief executive officer's (CEO) and board of directors' technology expertise, investigating interrelationships among business strategy, corporate governance and firm performance. Our empirical results indicate that disclosure of digital technology claims leads to increased uncertainty and a consequent loss of wealth among foreign IPO firms. Both contingencies negatively moderate this effect.

Governing innovation: the role of board of director's human and social capital

M. W. Chimirri¹, L. R. K. Castro²

¹University of Sao Paulo, Brazil; ²University of Florida

This study investigates the relationship between the board of directors and the firm's innovation. We extend the literature on governance and innovation by looking beyond the independence of the board of directors to analyze how the interplay between social and human capital of directors and their independence affect firm's innovation. Using financial, patent data and information about board directors, we analyzed 2,179 U.S. publicly listed firms, over 2000 to 2018. Results show that high levels of social capital foster R&D expenditures, while human capital is correlated with the number of patents granted for a firm. More importantly, using quantile regression techniques for count data, we find that the board's social and human capital effect on the number of patents is not linear. While the Social Capital is more likely to influence firms with high investment in research and development, Human Capital has more impact on firms with fewer patents.

C 2.7.11: Digitalization and export performance

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · Location: BOTELLA LLUSIA

Session Chair: Raluca Mogos Descotes, LEM, France

Consumer intentions to purchase on foreign multi-sided digital platforms: A context of the COVID-19 pandemic

M. K. Witek-Hajduk, A. Grudecka

SGH Warsaw School of Economics, Poland

The aim of this paper is to explore the determinants of consumer purchase intentions on foreign MSPs, including perceived legal protection of online purchases and the context of COVID-19 pandemic. The study relies on a survey of a representative sample of 810 Poles. To analyze the data, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied. We confirmed the influence of the perceived usefulness and legal protection of online purchases, changes in retailers activity during pandemic, and perceived value of purchases on a MSP on intentions to purchase on a foreign MSP. The paper contributes to the better understanding of consumer online behavior.

A cross-cultural comparison of social media marketing strategies development of international firms

F. F. Ij, J. Jorma Larimo

University of Vaasa, Finland

Despite the dramatically increasing number of social media marketing studies in recent years, the research on social media marketing strategy (SMMS) in the international marketing context remains scarce. This study aims to fulfill the research gap and responds to calls for appropriate strategies for companies to deal with social media in this changing landscape (Guesalaga, 2016; Schultz & Peltier, 2013). Through the explorative and comparative study between 5 Finnish companies and 5 Chinese companies, we show the key elements in the SMMS developmental process. We further explore the impact of culture on SMMS development by applying Hofstede's five cultural dimensions. We propose a framework that offers guidance to firms in developing SMMS and provide a theoretical understanding of the moderating role of cultural values. The proposed framework and findings in the development of SMMS can serve as a basis for future research and give insightful managerial implications.

Exporter-importer innovation co-developments: exploration of relational norms

O. KANTARUK¹, R. Mogos Descotes², B. Walliser¹

¹CEREFIGE, France; ²LEM, France

This research explores relational dimension of exporter-importer innovation co-developments. Based on 11 explorative interviews with French exporting small and medium-sized enterprises (SMEs) we highlight the role played by relational norms in new product development (NPD) process. We build on relational exchange theory (Macneil, 1980; Dwyer et al., 1987). Our results provide evidence that cooperation and continuity expectations norms create an enabling relational environment for innovation co-development, while the norm of equity seems to be less important within NPD process.

Identify the links that underlie between customer relationship capabilities and export performance

M. Li¹, X. He², C. M. Sousa³

¹University of St Andrews; ²Durham University; ³Molde University College

Customer relationships are important resources for export firms and customer relationship capabilities (CRC) enable firms to develop and maintain relationships with export customers as well as understand their requirements. However, current research does not figure out the underlying mechanism of how CRC contribute towards a better export performance. By using a sample from Chinese exporters, this research identifies the mediating role of product development capabilities on the link between CRC and export performance. In addition, this research finds that intermediate mode channel and external uncertainty respectively play a positive moderating role by influencing the impact of CRC on the development of PDC as well as on the link between CRC and export performance. This research contributes to the international marketing and customer relationship management research by adding knowledge about the different roles of capabilities in creating value from customer relationships.

C 2.7.12: Global Careers

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · *Location:* AULA 2

Session Chair: Chris Brewster, Henley Business School, United Kingdom

The Effects of Social Support on Work-related Outcomes among Expatriate Academics

A. Kovesnikov, I. Björkman, P. Kähäri

Aalto University School of Business, Finland

In this paper, we examine whether job clarity and organization-based self-esteem (OBSE) mediate the effects of social support that foreign academics receive from their supervisors and coworkers on three central work-related outcomes: work adjustment, organizational commitment, and job satisfaction. Theoretically, we build on a combination of anxiety / uncertainty management theory, job characteristics model, and organizational self-enhancement theory. Empirically, we test our model on a sample of 496 expatriate academics living and working in Finland, Sweden, and Norway. We find that supervisor's support is positively and significantly related to the three focal outcomes whereas coworkers' support to work adjustment only. Further, OBSE partially mediates the positive and significant effects of both supervisor's and coworkers' social support. Job clarity partially mediates only the relationships between supervisor's social support and the work outcomes, whereas the effects of coworkers' social support are not mediated.

Understanding How Perceived CSR Enhances Career Satisfaction: A Moderated Mediation Model of Organizational Pride, Collectivism, and Masculinity

B. Al-Ghazali

King Fahd University of Petroleum and Minerals, Saudi Arabia

Previous studies discovered the relationship between perceived CSR and career satisfaction. However, these studies are still not sufficient to profoundly understand the underlying mechanism of this relationship. This paper draws on insights from the micro-foundations of corporate social responsibility (CSR) in explaining the effect of employees' CSR perceptions on their career satisfaction. The present study developed and examined a moderated mediation model which integrates perceived CSR, career satisfaction, organizational pride, and cultural orientations (collectivism and masculinity). The empirical study was conducted with 383 Saudi respondents. Findings show that organizational pride partially mediates the relationship between perceived CSR and career satisfaction, whereas collectivism moderated perceived CSR-organizational pride link and the mediating effect of organizational pride in the relationship between perceived CSR and career satisfaction. Moreover, masculinity dampened the effect of perceived CSR on organizational pride and it also negatively moderated the perceived CSR-organizational pride-career satisfaction link. This research contributes to the relevant literature by stressing the importance of individual characteristics in predicting and understanding the effects of CSR perception on career satisfaction.

How employees solve the puzzle of information from diverse sources on a cross-border acquisition

C. Heidemann

Friedrich-Alexander University Erlangen-Nürnberg, Germany

Employees' reactions constitute a critical determinant of cross-border acquisition success. As employees try to understand a cross-border acquisition, they consider information from diverse sources, which shape their interpretation and determine their attitude. In order to influence employees' reactions positively, top managers have to comprehend how employees integrate information from diverse sources in their sensemaking. We conducted a qualitative case study comprising 38 interviews with employees of a German company that had been acquired by a Chinese competitor. Based on the number of references in interviewees' accounts, we determine the importance of particular source in employees' sensemaking. Moreover, we examine interrelations between the most prominent sources. We discover that information from diverse sources fulfills cognitive, metacognitive, and affective functions. Our analysis of code relations and interviewees' accounts clarifies how employees utilize diverse sources to cover the three functions. Our holistic perspective reveals cross-source effects in employees' sensemaking, which have been missed by prior one-sided studies. In particular, we identify confirmation and contrast as two tactics to test the plausibility of information. Moreover, we clarify the emotions triggered by the sequence of internal and external communication. The gained comprehension of employees' sensemaking allows deriving effective managerial implications aligned with employees' informational needs.

C 2.7.7: Overseas expansion strategies from and into the emerging markets

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · Location: AULA 4

Session Chair: Salman Ahmad, University of Derby, United Kingdom

INTERNATIONALIZATION OF EMERGING MARKET MULTINATIONALS: A CONVERSATION BETWEEN THE UPPSALA MODEL AND THE SPRINGBOARD PERSPECTIVE

P. Erthal Hermano, C. Secches Kogut, R. Cotta de Mello

COPPEAD / UFRJ, Brazil

The present study focuses on the internationalization processes of an important emerging markets multinational, aiming to understand how such companies manage to achieve relevant positions in the global economy. In seeking to understand its strategies and internationalization process, we tackle the debate on whether traditional behavioral IB theories are adequate to explain EMMs internationalization processes. An in-depth case study with the fourth largest global player in the beauty industry, Natura &Co. Primary and secondary data were collected, analyzed, and triangulated. Four in-depth semi-structured interviews were conducted with top decision-makers from the acquired brands/companies, Aesop, The Body Shop, and Avon, as well as with Natura's co-founder and co-chairman. The case illustrates a form of internationalization that the literature has not fully covered yet, with a managerial example of an EMM that integrates some aspects of a traditional theory (Uppsala model) with an EMM theory (the Springboard Perspective). It enriches the literature by portraying the Springboard Perspective as complementary or compatible to the Uppsala Model, so both theories can dialogue and be extended. Additionally, it also contributes to the discussion of whether traditional theories, designed in developed countries, can apply to emerging economies.

“STRING OF PEARLS” – THE GROWING ROLE OF CHINESE STATE-OWNED MNEs ALONG THE MARITIME SILK ROAD, AND THE NEW PATTERNS OF COMPETITION AND COOPERATION IN THE GLOBAL SHIPPING AND LOGISTICS INDUSTRY

C.-G. Alvstam¹, B. Petersen²

¹University of Gothenburg; ²Copenhagen Business School

This paper argues that state-owned Chinese integrated maritime logistics enterprises are about to change the power balance vis-à-vis the hitherto dominant, privately-owned MNEs based in Europe. This shift, which has been actively supported as part of China's ambitious Belt and Road Initiative (BRI), will directly affect EU's common transport and competition policy. Within the larger BRI, the Maritime Silk Road project can be seen as the umbrella concept for the comprehensive management of the entire supply chain between China and Europe. We discuss possible policy implications for both China and the EU when it comes to managing the subtle balance between geopolitical considerations and efficient operations of trade and transport controlled by a few dominant actors. We use the classical obsolescing bargaining model with extensions, including our own, as a theoretical platform for explaining the changing nature of bargaining relations between an MNE and a host-country government as a function of goals, resources, and constraints on both parties.

Emerging market firms in developed markets: A case study approach to type and extent of subsidiary practice control

E. Velinov¹, A. Hilger²

¹Skoda Auto University; ²University of Regensburg

The paper contributes through the analysis at subsidiary as well as headquarter executive level. The paper reveals that Emerging Market Firms (EMFs) from Central and Eastern Europe (CEE) replicate the same form of control in the West that Western companies have exercised in CEE. Thus, the paper brings bigger attention to the future research on how specifically the EMFs headquarters are exercising and applying management control on its subsidiaries in the Western World. The study contributes with recommendations on how the headquarters could communicate and apply managerial control in its subsidiaries in the developed countries through increased personal control.

MNEs Institutional Entrepreneurship: The Effect on Corruption. An Analysis of Emerging Economies

X. Adamoglou, V. Kounnou, Y. Hajidimitriou, D. Kyrkilis

University of Macedonia

This paper examines the impact MNEs exert on the corruption level of emerging economies. The research employs the institutional entrepreneurship theory. It is hypothesized that in emerging economies, MNEs presence either increases or decreases the level of corruption. Furthermore, the faster the rate of increase of MNEs numbers the faster the increase of corruption level. The sample consists of seventeen emerging economies. The period of analysis extends from 2012 to 2019. The fix effect model has been applied to the panel dataset to test the model hypotheses. Results indicate that MNEs presence decreases the level of corruption in the said host emerging economies, while, neither MNEs presence nor MNEs increasing rate increases the level of corruption.

C 2.7.9: Sustainability, CSR and Institutions

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · *Location:* LAIN ENTRALGO

Session Chair: Alan Muller, University of Groningen, Netherlands, The

Disentangling the Corporate Effect: Selective Attention within Multinational Firms

D. S. Andrews¹, S. Fainshmidt², M. Fitza³, S. Kundu²

¹Ivey Business School, Western University, Canada; ²College of Business, Florida International University, United States; ³Frankfurt School of Finance and Management, Germany

Prior research argues that differences in subsidiary performance are due in part to the stewardship of corporate parents, but empirical evidence for the corporate effect has been equivocal. We build upon the attention-based view to explicate when the corporate parent may saliently drive subsidiary performance differences. Due to increasingly selective attention allocation, we argue that the corporate effect will decrease as the breadth of a corporate parent's subsidiary network increases. Further, managerial perceptions of where the corporate parent can add value to subsidiary operations will skew scarce attention toward subsidiaries with higher industrial relatedness to and lower institutional distance from the corporate parent. A variance decomposition analysis of comprehensive data on foreign subsidiaries supports our theory. This study pinpoints selective attention as a mechanism shaping the heterogeneity in the extent to which corporate parents affect the performance of units in their subsidiary networks.

Mind the gap: How institutional logics influences CSR performance within MNEs.

M. Korendijk, A. Muller, R. Slager

University of Groningen, Netherlands, The

In a world where organizations are increasing in size and are scattered around the globe, the complexity with regards to strategy implementation throughout multinational enterprises (MNEs) has increased as well. Especially corporate social responsibility (CSR) strategies are often differently implemented across the MNE, which result in underperforming subunits relative to their headquarters in terms of CSR. We examine these differences with an institutional logics lens, showing that variance in institutional logics (i.e. institutional complexity) is a significant driver of the CSR implementation difference. We specifically focus on the institutional complexity within the home and host countries and its effect on the subsidiary CSR underperformance relative to their headquarters. Furthermore, we examine whether the cultural distance between the home and host country positively moderates the effect of logic complexity on subsidiary CSR underperformance. Analysis consisting of 626 dyad-year observations offers general support for our hypothesized relationships. Our findings have important implications for CSR and institutional logics scholars.

FACETS OF INTERVENTION – THE EFFECTS OF HEADQUARTERS INTERVENTION ON SUBUNIT STRATEGY IMPLEMENTATION

M. Glock¹, P. Nell¹, T. Pedersen²

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

We examine the (unintended) consequences of subunits' perceptions of headquarters intervention for subunits' motivation to implement company strategies. We propose that strategy implementation on the subunit level is significantly shaped by the shared perception of headquarters interventions within a function (i.e., the intervention climate). While we acknowledge that selective intervention can have motivational consequences that negatively affect subunit strategy implementation, we suggest that an increase in the intervention climate level promotes subunit strategy implementation. We also hypothesize that the climate's effect is contingent upon organizational-level characteristics. Using a multi-informant, multi-level study with 466 subunits embedded in 42 functions of one multi-business firm, we find support for our hypotheses.

I 2.7.3: Culture, Learning and Innovation in IB

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · *Location:* COMISIONES

Session Chair: Celia Torrecillas, Universidad Complutense de Madrid, Spain

Relationships between Culture and Innovation: An International Business Perspective

Y. Zhang Zhang¹, S. Rohlfer²

¹International University of Japan, Japan; ²CUNEF

While both culture and innovation has increasingly gained attention in the field of international business for firms to gain and sustain competitive advantages, there is still limited understanding on their relationship in a comprehensive manner. This paper addresses this gap by systematically reviewing literature on these relationships between culture and innovation in the context of international business. We deployed existing quality journal publications identified in the Web of Science (WoS) database with a set of keywords and inclusion and exclusion criteria. The identified search results were reduced to 697 articles from an initial 7,097 items. Python clustered 697 items into 10 topic groups with 64 keywords spotted. Analyzing these articles, we propose a typology of four relationships between innovation and culture in international business researches, with a comprehensive theoretical framework to understand the underlying research clusters from an international business perspective. Research gaps are also recognized for future research directions.

Dynamics between learning by internationalization and type of eco-innovations. An analysis based on Spanish manufacturing firms.

C. Torrecillas¹, S. Fernández²

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The literature about the drivers of eco-innovation has pointed out the importance of internationalization processes. This study explores the ex-post effects of learning by internationalization -Exports and Foreign Direct Investment (FDI)- over eco-innovations differentiating by type of innovation (product and process) and the degree of novelty (radical and incremental). Using a sample of Spanish Manufacturing firms, we apply Dynamic panel data in the period 2008-2014. Results show different effects of learning by internationalization depending on the mode of internationalization and the type of eco-innovation. Specifically, effects of learning by FDI for the different types of eco-innovations are lower and take longer to materialize in eco-innovations than learning by exports.

What happens when acquiring a rival? The exploration of knowledge transfer process

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

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

Multinational enterprises (MNE) are increasingly getting involved in cross-border acquisitions for improving their competitiveness and performance through knowledge and technology acquisitions. The acquired knowledge serves as a tool for enhancing a firm's innovation capabilities. Based on an ongoing post-acquisition case, this paper sets out to examine how the knowledge transfer process evolves within the context of technological acquisitions, especially when firms acquire their rivals from the same industry. The most significant contribution of this study is the identification of a four-step knowledge transfer process. Moreover, by distinguishing between similarities and complementarities of the acquirer and target firms knowledge bases, this study also addresses the impact on post-acquisition integration subsequently affecting the knowledge transfer.

I 2.7.7: Internationalization processes from and in the emerging markets

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · Location: AULA 5

Session Chair: Su Jin Yeon, Tecnologico de Monterrey, Mexico

Determinants of Technology Investment from China into Latin America

A. Castello Esquerdo

The Graduate School of Management of St. Petersburg State University (GSOM SPbSU)

The research aims to identify country-level factors of Chinese OFDI into Latin America region. Several objectives were formulated: to study Chinese outward technology FDI, to identify the role of macroeconomic and institutional environment in their investment location choice, to reveal the key country-level effects of Chinese OFDI into the region. The results indicate that host country's economic development measured by GDP per capita and China-host country politic-economic linkages accounted as Free Trade Agreement, positively influence Chinese technology investments into Latin America, indicating a market-seeking motive rather the traditional one focused on resource seeking. Whereas, the home economic growth of People's Republic of China might hinder those investments. The institutional environment measured, by institutional & cultural distance between China-home country seems not influence Chinese investment into the region. Our findings suggest that Chinese OFDI toward Latin America is strongly driven by state-owned enterprises (SOEs) and thanks to the supporting role of Chinese government as OFDI facilitator for their firms, they may be less concerned by host country economic and institutional environment. This research contribute to a better understanding of the decision making process of MNEs from emerging-markets carrying out investment in other emerging economies.

Implementing well-being practices through Russian context: HRD perspective

A. Lisovskaia

Saint-Petersburg State University, Russian Federation

This study examined the role of well-being practices as the focal component in human resource development (HRD) during Covid pandemic. An important opportunity for the HRD profession lies in assessing and reshaping the psychosocial work environment to create a healthy, mentally focused workforce that provides their organization with a competitive advantage (Kowalski, Loretto, 2015). There are several questions discussed in this study: What well-being practices do companies choose and why? Who is responsible for employee well-being? Method: qualitative methodology. Data collection: semi-structured interviews.

Participants: 8 HR professionals from large (headcount of more than 100 employees)

national and MNC companies, operating in Saint-Petersburg, Russia. Findings: Participants from national companies highlighted the ambiguity of the term "well-being", confirming that there is still no appropriate equivalent to this term in Russian language. Employee well-being is a cross-functional task with a multilevel and multidisciplinary responsibility, but HRD professionals are more responsible for promoting HR practices instead of well-being. Corporate culture was highlighted as the main determinant of promotion the well-being initiatives, especially in MNC.

Firm specific assets and the impact of institution on the internationalisation of emerging market enterprises: A meta-analysis

S. J. Yeon, J. M. Celis, P. M. Perez

Tecnologico de Monterrey, Mexico

Scholarly attention on the internationalisation of emerging market multinationals (EMNEs) has grown as emerging markets have rapidly increasing outward foreign direct investment. This paper proposes to investigate the peculiarity of EMNEs and to test the explanatory power of the existing international business theories on internationalisation via meta-analysis. Pre-meta-analysis is conducted using 50 previously published papers that contains 231 effect sizes with 111,265 cumulative sample sizes. This research plans to conduct meta-analysis with papers published in both English and Spanish languages so that it will increase the chance to obtain data from the Latin America, which is the region that present relatively less scholarly work. We look at the impact of firm-specific assets (i.e., knowledge capabilities, relationship with local firms, firm specific assets) and institutions (i.e., government support, institutional constraints, relationship with the government) on the internationalisation and performance of the EMNEs.

Evidence of "Locust Foreign Capital" in Brazil: Explanation Through Foreign Institutional Ownership and Firm Value

P. Cesar Pestana Pavan¹, D. Ferreira Caixe², N. Diniz-Maganini¹, H. Hua Sheng¹

¹FGV EAESP Sao Paulo School of Business Administration (Getulio Vargas Foundation); ²Federal University of Rio Grande do Sul

This paper investigates the role of institutional investors on firm value creation in an economy characterized by high political uncertainty and the prevalence of the agency conflict between family-controlling and minority shareholders: Brazil. With this purpose, we construct a longitudinal dataset of Brazilian companies in which 2,019 distinct institutional investors from 47 countries had equity holdings, during the period of 2009 to 2018. In contrast with previous cross-country studies, panel data regressions results indicate that foreign institutional ownership decreases corporate value, even when we mitigate endogeneity concerns through the generalized method of moments estimator. Our findings suggest that foreign institutional investors may induce family-controlling shareholders to adopt short-termist strategies that destroy company value, which is consistent with the "locust foreign capital" view.

A. Calabrò¹, U. Mayrhofer², A. Valentino³

¹IPAG Business School, France; ²Université Côte d'Azur, IAE Nice, GRM, France; ³ESCE International Business School, INSEEC U. Research Center, France

Despite being considered as highly conservative and risk-adverse, family firms have considerably internationalized their business activities and diversified their geographic locations. The objective of this paper is to identify their cycles and waves of internationalization, with a specific focus on de-internationalization and re-internationalization. Building on the Uppsala model adapted to the family business context, the authors analyze the cycles and waves of internationalization followed by 26 German family firms in the Chinese market. The findings highlight the diversity of internationalization processes. The identified cycles and waves, which can be explained by internal and external factors, challenge international business (IB) theory assumptions on firm internationalization.

P 2.7.6: Panel: CORPORATE GOVERNANCE IN INTERNATIONAL NEW VENTURES AND BORN GLOBAL FIRMS (Track 6)

Time: Sunday, 12/Dec/2021: 10:30am - 12:00pm · *Location:* THEATRE. AUDITORIO RAMON Y CAJAL

Session Chair: Stephan Gerschewski, University of Kent, United Kingdom

Session Chair: Natasha Evers, Trinity College Dublin, Ireland

Corporate governance in international new ventures and born global firms

S. Gerschewski¹, N. Evers², Z. Khan³, T. King¹, O. Kuivalainen⁴, P. Puthusserry¹

¹University of Kent; ²Trinity College Dublin; ³University of Aberdeen; ⁴LUT University

Panel Proposal

The aims and objectives of this proposed Panel Session are four-fold:

- (1) understand what makes BoDs, executive leadership groups, and TMTs effective;
- (2) examine the relationships between BoDs, TMT, structures, resources, processes and effectiveness;
- (3) build an intellectual framework for discussion related to various dimensions of corporate governance;
- (4) advance multi-disciplinary studies by integrating the literature strands of IE, IB, OB, finance, sociology, law, and HR.

Sunday, 12/Dec/2021: 1:30 am – 3:00 pm

Posters 2: Posters Session 2

Time: Sunday, 12/Dec/2021: 1:30pm - 3:00pm · Location: HALL 1st FLOOR

Internationalisation strategy of firms in the era of digital revolution

M. Jarosiński, A. Para, K. Barłózewski

SGH Warsaw School of Economics, Poland

A systematic literature review concerning the impact of new digital technologies on internationalisation processes of firms clearly indicates a research gap. Dozens of articles have been written about the impact of single technologies on different aspects of management but little is known about their general impact on internationalization processes. "New digital technologies" include: AR (Augmented Reality), VR (Virtual Reality), IoT (Internet of Things), 3d printing, AI (Artificial Intelligence), Machine Learning, Blockchain, Automation, Robotization, Cloud computing. The aim of the study is to verify whether and to what extent the use of digital technologies influences internationalization of enterprises and to what extent it can change their internationalization strategies. Its expected contribution will be in a novel theoretical explanation for speeding up the processes of internationalisation. A preliminary qualitative study based on interviews with three Polish companies has been started and its initial results are promising. Very cautiously speaking firms operating in "digital" industries have bigger "potential" for speeding up internationalisation processes thanks to digital technologies while a company operating in a more "traditional" industry suffers problems with leveraging its growth with the use of digital technologies. Soon a bigger quantitative study based on data from 120 firms is being planned.

Location factors and diversification of IT corporations in Poland

W. Kilar

Pedagogical University of Krakow, Poland

Locating multinational corporations and their branches in various forms is a complex process. This phenomenon is the subject of research by many scientists. IT corporations, with their innovative nature, look for locations following slightly different premises than those of corporations with the traditional profile of industrial activities. The basic location factors and areas of concentration of advanced technologies corporations are: high quality of human capital, understood as the place of concentration of specialists of this industry; proximity of universities and research and development institutes; transport infrastructure; services and the scientific, political and economic climate, including, in particular, access to information and capital, information infrastructure; benefits of the agglomeration, including the synergy effect, attractiveness of the place as a place of work and residence; clean and unconverted natural environment. However, for each location, different factors were decisive. Many of the corporation's branches are located in the largest Polish cities. The aim of the paper (poster) will be to indicate the factors that influenced the location of corporate IT departments in various cities in Poland, especially research departments. Additionally, their spatial diversity and the economic potential of the surveyed corporate branches as well as their specific activities will be presented.

INSTITUTIONALIZATION AND INTERNATIONALIZATION OF THE FAMILY BUSINESS DISCIPLINE (1950s-2000s)

M. Fernandez-Moya

CUNEF University, Spain

This research presents a close analysis of the international evolution of the family business field since the 1950s. It examines the origins of family business studies, its acceptance and growth in American and European universities, and the institutions created around the emergent discourse. Consistent with new institutional theory, I argue that this development could be defined as the construction of an organizational field, which influences a later process of isomorphism and institutional shift within the family business at an international level. By adding a long-term perspective, the research reveals how the discipline was consolidated and the existence of different regional models according to pre-existence institutions.

The Influence of Organization Capital on Firm Internationalization and Value Creation

A. Raswant^{1,2}, M. A. H. Sarkar³, M. Shahiduzzaman⁴

¹Deakin University, Australia; ²Lancaster University, United Kingdom; ³University of Sydney, Australia; ⁴University of Queensland, Australia

Our research examines the role of organization capital in firm internationalization and value creation. We draw from a longitudinal data sample spanning 20 years of mergers and acquisitions (M&As) between 1996 and 2015 and find that firms with higher organization capital are more likely to internationalize through cross-border M&As (CBM&As). Importantly, firms with higher organization capital are found to sustain performance and significantly create value for investors.

Institutions, industry and resources and their impact on company competitiveness of internationalized Hungarian medium and large enterprises

M. Stocker, E. Czakó, D. Losonci

Corvinus University of Budapest, Hungary

Competitiveness is an evergreen topic in the economics and the business literature alike, whereas measurement of company competitiveness and its antecedents are subject to growing debate. This study examines the strategy tripod's factors, namely institutions, industry and resources and its impact on the competitiveness of Hungarian internationalized medium and large enterprises. The sample consists of 119 Hungarian internationalized medium and large companies, which were researched with the survey method and their financial data was also included. The aim of this paper is to determine the impact of the institutional factors, the industry-related factors and the resources and capabilities of internationalized firms on their competitiveness.

Pollution Haven Hypothesis and Foreign Direct Investment in India

N. Raghavan

FAU University Erlangen-Nuremberg, Germany

With the climate crisis gaining momentum, this poster provides valuable theoretical insights and policy recommendations for the third largest polluting country to reduce its carbon emissions. Based on the Pollution Haven Hypothesis, the causal relationship between Foreign Direct Investment and environmental degradation is evaluated for India. The three most polluting sectors within India are analysed from the year 2006 to 2017. The Granger causality test is utilized to assess the relationship. The results indicate the presence of Pollution Havens within the manufacturing and transportation sector. Moreover, bi-directional causality exists within the manufacturing sector in India. Firstly, the indication of the existence of bi-directional causality adds to the understanding of the theoretical relationship amongst FDI and environmental degradation. Secondly, the policy recommendations would not only have an impact for the Indian environment but could aid in the reduction of global pollution levels. One policy recommendation, for instance, is that the allowance of 100% FDI via the automatic route into the chemicals sub sector should mandate only environmentally sustainable investments, thus potentially reducing future emission levels.

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

M. Brand¹, G. Stahl¹, V. Taras²

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

Available research insights on individuals' international experience (IE) are characterized by an imbalance: Various beneficial effects have been subject to wide-ranging scholarly investigation, yet, the potentially negative or harmful consequences for oneself or others have garnered substantially less attention. Essentially, through gathering different cross-cultural experiences, individuals collect unique knowledge and develop cultural intelligence, which facilitates their effectiveness in international environments. However, at the same time, this activates cognitive comparative processes of the respective contexts as individuals tend to become relativistic in their way of thinking and, subsequently, more open towards engaging in unethical acts. Accordingly, we argue that IE comes as a double-edged sword that, under certain circumstances, can lead to undesired consequences. Therefore, this paper aims to empirically investigate the associations between different types of IE and the intention to engage in unethical behaviors. It is reasoned that this relationship is mediated by individuals' level of cultural intelligence and their inclination toward moral relativism as outcomes of IE and, simultaneously, as amplifiers of detrimental intentions. Taken together, this study aims to contribute to a better understanding of both individuals' IE and cultural intelligence and their association with a potential dark side.

Technology trajectories, catch-up cycles and patterns of process: evidence from four Chinese manufacturing sectors

L. Xu¹, J. Xiong², J. Yan³

¹ESC Clermont Business School, France; ²ESSCA School of Management, France; ³Grenoble Ecole de Management

The catch-up phenomenon is stimulated in latecomer countries such as China for its flourishing technological development. Established literature has largely ignored the process patterns within the catch-up cycle. Furthermore, it is strongly influenced by the technological uncertainty. Thus, we aim at answering the question of how process patterns in the various stages of the catch-up cycle hinge on such technological uncertainty. We base this on the catch-up cycles of four Chinese manufacturing sectors, namely the manufacturing industries of general equipment, pharmaceutical, home appliance, and the electronic device manufacturing sectors. We conduct a comparable case study in order to extend the Process Theory at the industry level. We identify the development patterns that differ in the early and late stages of catch-up cycles across these various sectors, these being strongly influenced by technological uncertainty. To be more specific, we identify the fundamental patterns of latecomers' catch-up in their early stages as either predictive or exploratory. This is followed by the convergent hybrid and divergent hybrid patterns of the aforementioned fundamental patterns in their late stages. These patterns are subject to the level of technological uncertainty. Our results enrich the catch-up literature and extend the research scope of the Process Theory.

Sectoral dynamics, institutions, and innovation system building: The long road of the Cuban biotechnology

G. L. Andres Alpizar

Scuola Superiore Sant'Anna, Italy

Objective: To characterize the process of the emergence, development, and expansion of Cuban biotechnology, as well as the most relevant features of the sectorial system on innovation (SSI) in which it operates.

The drivers of cultural synergy in born globals: A Dutch unicorn fairy-tale

L. A. Müller

Philipps-University Marburg, Germany

Over the past decades, cross-cultural and intercultural management have become some of the most important sub-disciplines of international business research. Especially in young, dynamic companies with an international orientation, it is important to understand how people with different cultural backgrounds can work together successfully. Yet there is a lack of concepts describing culturally synergetic ways of working in born globals, which are more international and multi-cultural than ever. This is particularly the case in today's digital age. In a single case study of a Dutch Fintech unicorn, this study sheds light on the darkness and answers the question of how young organizations master the trade-off between international talent acquisition and working with people from different cultures successfully. By identifying organizational drivers for cultural competence such as open communication, the study identifies how a strong organizational culture helps to overcome the aforementioned trade-off. The findings have important implications for born globals and their mixed blessing of cultural diversity to create an environment in which diversity may be exploited synergistically as an organizational capability.

The international ambidexterity of SMEs – an emerging market perspective

U. Vu¹, E. Rovira Nordman²

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

Being a kind of dynamic capability, ambidexterity has attracted substantial research interest among researchers that have strived to understand how internationalizing firms go about to facilitate the simultaneous pursuit of exploitation and exploration. Even though both theory and empirical data have highlighted the benefits of an ambidextrous approach, a clear picture of how ambidexterity may be achieved in practice is lacking. The objective of this study is to identify specific managerial and organizational capabilities that are important for enabling international ambidexterity in the context of emerging market SMEs. The study is based on data from in-depth interviews with managers in five Vietnamese SMEs. The resulting cross-case analysis adds knowledge to the dynamic capabilities-perspective by identifying certain capabilities that support the development of ambidexterity capability. The tentative results imply that capabilities that can be connected to co-orientation, co-competence and co-opetition (such as e.g. managerial cognitive capabilities, relationship building capabilities and ad-hoc problem solving capabilities) can enhance emerging market SMEs' ambidexterity and affect their performance. The findings also imply that co-transformation processes are more easily detected than co-evolution processes in the context of emerging market SMEs.

The role of social capital on the career success of expatriates after their international experiences

I. Escobar-Borruel, V. Suutari, R. Mello

University of Vaasa, Finland

Much of the literature on expatriates has sought to identify what makes international experiences (IEs) successful in the short-term, and from the standpoint of organizations. In contrast, expatriates' own preferences and perspectives, and how these may evolve in the span of their full careers, have been considerably overlooked. What makes some expatriate careers more successful than others in the long-term? A theoretical approach that has been extensively used in general careers research, and which could help answer this question, is related to the social capital that individuals may accumulate throughout their careers. On the basis of 30 semi-structured interviews, the present study aims to increase our understanding of the role that social capital plays in the career success of expatriates after their IEs, either back in the home country or in international job markets. In order to fully capture the different career realities of expatriates, we will analyze the experiences of both assigned and self-initiated expatriates, including both repatriates and re-expatriates. We will also separate between domestic and international social capital, given how the institutional environment in different job markets may present different career realities for individuals.

Virtual assignments – bridging distance through zooming

L. Wicht

Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany

The Covid-19 pandemic has substantially affected traditional international assignments, forcing new and already expatriated assignees to resume their work from home. Therefore, various international assignees are currently working remotely as virtual assignees. This poster provides the first empirical study that explicitly analyzes the relationship between the highly relevant topic of virtual assignments and the well-established concept of distance, in the sense of bridging the distance between headquarters and subsidiaries through digital collaboration tools. Specifically, the extent to which (virtual) assignees can bridge the various facets of distance, such as geographic, temporal, cultural, emotional, functional, and language distance, will be examined. Furthermore, task-related moderating variables that might affect the (virtual) assignees' ability to bridge distance will be analyzed. The investigation will be based on a survey among traditional and virtual assignees. The expected contribution to knowledge is twofold. First, by applying the distance framework to virtual assignments, a new theoretical perspective is introduced. Second, the analysis of the assignees' ability to bridge distance and moderating variables enables practical recommendations to be derived for MNEs. For instance, the study helps global HR managers decide under which conditions virtual assignments are more suitable than traditional ones.

The Complex Exercise of Selling Issues: The Impact of National Culture on Headquarters' Attention to Subsidiaries' Proposals

R. Souza-Santos, J. Carneiro

FGV EAESP Sao Paulo School of Business Administration, Brazil

This study examines whether cultural distance moderates the strategic issue selling by an international subsidiary of multinational on the attention dedicated by the headquarters to the issue. Data was collected via an online survey sent to the country managers of subsidiaries of multinational companies and responded by managers from 46 subsidiaries' countries linked by 26 headquarters countries. As expected, cultural distance moderates the subsidiary headquarters relationship in the search for attention, more specifically negatively in the aspects of Corporate Benefits, Corporate Consistency and positive with the social involvement of other subsidiaries geographically spread and in the Work/Social Involvement. Our study demonstrates that the relationship of joining other subsidiaries to propose ideas to the headquarters can have an inverted effect between culturally closest or distant subsidiaries; due to the lack of knowledge, the headquarter manager tends to see many distant subsidiaries proposing ideas negatively. We contributes to the strategic issue analysis and the headquarters-subsidiary relationship literature. First, to provide additional empirical evidence regarding the impact of issue selling on headquarters attention in international context; second, to expand the research of the effects of the cultural distance to one particular mechanism of influence – the selling of strategic issues from subsidiaries to headquarters.

THE ROLE OF QUALITY AND CONSISTENT GOVERNMENT POLICY COMMUNICATIONS IN PROMOTING ENTREPRENEURSHIP

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¹The HSE Graduate School of Business, Moscow, Russia; ²Universitat Autònoma de Barcelona, Spain; ³ESAN Graduate School of Business, Lima, Peru

Entrepreneurship is an accepted solution to the unemployment problem. Thus, the existence of government support for young start-ups is actively promoted. However, we consider that the quality and consistency of governance entrepreneurial policy communication are notable mediators in transferring the knowledge about government support into the entrepreneurial intention. To check on this, we analyse the structural model based on the data from the students' survey. The results confirm that the quality of government communications mediates the relationships between entrepreneurial policy knowledge and entrepreneurial intention. Also, consistency of government communications mediates both the positive effect of knowledge and quality. Finally, the article mentions the theoretical contributions and implementations for policymakers.

The key drivers and barriers of SMEs' export in the emerging markets: capacity building and improving their performance

A. Safari, V. Belicevac Al-Ismaïl

Qatar University, Qatar

A Significant number of small and medium-sized enterprises (SMEs) in developing countries is moving beyond the domestic market to internationalize their business activities, since export is the fastest and easiest way for SMEs to move beyond domestic borders. However, they face various challenges for their internationalization. This study provides new insights into the key drivers, mediators, and barriers faced by Qatari SMEs when exporting, and it makes a significant contribution with empirical and theoretical findings. On applying descriptive statistics and exploratory factor analysis for the survey data, we found various areas of weakness among SMEs in Qatar, including risk-taking propensity, their skills and knowledge, language barriers, their desperate needs to learn more from other firms' exporting experiences, among other things. The study also helps regulators, policymakers and export service providers to understand the existing challenges that hinder export activities and suggest ways to alleviate them. The study collected primary data from 103 SME exporters in different industrial sectors of Qatar.

Exploration of Opportunities- Does entrepreneurial proclivity matter? A comparative analysis between small business owners' and managers' characteristics.

A. B. Luong¹, M. Zhang², M. Ehret³

¹Sheffield Hallam University, United Kingdom; ²Nottingham Trent University, United Kingdom; ³Uni Graz, Austria

This paper aims to contribute to the literature of entrepreneurship and internationalisation by investigating the impact of entrepreneurial proclivity on the decision of small business owners and managers in exploring business opportunities. Studies on entrepreneurship and internationalisation have demonstrated the positive impact of entrepreneurial proactiveness, innovativeness and risk-taking attitudes on small firms' international performance. Nevertheless, little evidence on how a business owner's decisions on export opportunities differs from a manager's, particularly during the process of identifying and utilising opportunities in new markets. The data was gathered through an online survey with 153 British SMEs that have exported to ASEAN. The results revealed that business owners have a higher propensity of proactiveness and innovativeness than managers, which significantly influence the capabilities of small firms in exploring international business opportunities. However, we could not find any significant difference between the small business owners and managers in terms of the impact of their risk-taking attitude when seeking for new opportunities in foreign markets. The study indicates the importance of the key decision makers' proactive and innovative behaviour in SMEs' internationalisation process.

ORGANIZATIONAL REPUTATION IN CROSS-BORDER ACQUISITIONS

T. Bernhard

Friedrich-Alexander-University of Erlangen-Nürnberg, Germany, Germany

Cross-border acquisitions are intended to create value, for instance through access to high value human resources with valuable skills and knowledge. Employees, however, often have a differentiated view on cross-border acquisitions, and frequently react with resistance or even turnover. While extant studies perceive cultural differences to account for these challenges, empirical studies yield mixed results. This study takes a different perspective. It assumes that employees will make value judgements about the acquisition partner. Hence, they assess the foreign firm's reputation and whether their organization can benefit from a reputational gain or will suffer from a reputational loss because of the acquisition. Drawing on the resource-based view and conservation of resources theory, the perception of reputational gain or reputational loss should have an effect on the attitudes and behaviors of high value human resources.

Examining E-CRM in fostering service innovation competence in E-Commerce Market

V. Skudiene¹, G. Gopal²

¹ISM University of Management and Economics, Lithuania; ²Illinois Institute of Technology, USA

The paper examines the role of electronic customer relationship management (e-CRM) activities in fostering service innovation competence in the e-commerce industry, leading to successful service innovation development and adoption. Data from 65 e-commerce firms in Lithuania were collected and used in multiple regression analyses to examine the relationship between e-CRM components and service innovation competencies. Results revealed that long-term partnership and technology-based CRM had a significant positive impact on service innovation competence. The findings suggest that service-oriented e-commerce firms need to invest in developing long-term partnerships with customers and other stakeholders, and use technology to engage with customers and develop a deeper understanding of their lives in order to effectively drive service innovation. This paper fills an important knowledge gap regarding the role of electronic customer relationship management activities in fostering service innovation competence.

FACTORS DETERMINING DIGITALISATION IN BRAZILIAN INDUSTRY: A LONGITUDINAL ANALYSIS.

A. Urraca-Ruiz¹, J. Torracca², J. Nogueira de Paiva Britto³, J. C. Ferraz⁴, E. Neto⁵

¹Universidade Federal Fluminense, Brazil; ²Universidade Federal do Rio de Janeiro, Brasil; ³Universidade Federal Fluminense, Brasil; ⁴Universidade Federal de Rio de Janeiro, Brasil; ⁵Universidade Federal de Rio de Janeiro, Brasil

This paper aims to identify the main factors affecting the evolution of the perception of adoption of digital technologies in the Brazilian industry using two direct surveys carried out in 2017 and 2019/2020. Using a probabilistic model, the paper tests hypothesis about how structural, behavioural and performance characteristics of the firm affected digitalisation in Brazilian manufacturing firms between 2017 and 2020. The main results point out that current adoption, size, to belong to high digital intensity industries, to be an exporter and training have a significant and positive effect on adoption. However, skills qualification has a negative effect. This result suggests that qualification on old technologies can be more a constraint than a pre-requisite for digitalisation.

How do firms from Developing Countries choose their international locations?

A. Taleb

MacEwan University, Canada

This paper investigates the dominant logics underlying foreign location choices by multinational enterprises from emerging and developing markets (ED-MNEs). The economic view of host-country selection suggests that MNEs in general tend to focus their activities in close by countries for efficiency reasons. In contrast, recent studies with institutional view posit that ED-MNEs tend to prevail in developing markets for legitimacy imperatives. We mobilize and contrast economic efficiency and institutional legitimacy rationalities to study the logic underlying location choices by ED-MNEs. We analyze the configurations of the location networks of 203 ED-MNEs and show general empirical support for our theoretical predictions. In particular, ED-MNEs are found to mobilize different logics depending on whether location choices are made within their home-regions or elsewhere. Specifically, they follow economic logic only in their home-regions. In other regions, they seem to arbitrate institutional logic and economic logic depending on the degree of their international experience. Our findings make important contributions to the current debates on the regional nature of international strategy and on the internationalization process of ED-MNEs. They also have important theoretical and managerial implications.

Impact of AI on MNC governance and IB research – an RDT perspective

G. Lintner, T. Lindner

Vienna University of Economics and Business, Austria

This paper investigates the impact of Artificial Intelligence (AI) on the Corporate Governance (CG) of Multinational Corporations (MNCs). Specifically, we analyse three case studies (automotive, telecommunications, insurance) to understand what AI-specific governance mechanisms they have in place or are working on. Because AI success relies strongly on resources in an organization's environment – such as data, regulatory support, and the legitimacy of corporate activities – we build on Resource Dependence Theory to structure the results. Overall, our qualitative data suggests that MNCs have little to none formalized AI-specific governance established so far. However, our results also imply that substantial interdependencies exist between the management of the organization's environment and successful AI activities of MNCs. Building on these results, we conclude with a preliminary agenda for future IB research on effective AI governance.

Proposition of new ideas by multinational subsidiaries, how much can cultural dimensions at headquarters affect this relationship?

R. Souza-Santos, J. Carneiro

FGV EAESP Sao Paulo School of Business Administration, Brazil

In this research we studied how multinational subsidiary managers influence organizational decision-making by drawing the headquarters' attention, despite the difficulties imposed by the cultural traits from the headquarter. We used structural equation modeling with data collected via e-mail survey answered by managers from 47 subsidiaries from different countries and 27 headquarters in other countries. Considering the main cultural background traits of the headquarters suggested by the international business literature (Uncertainty Avoidance, Performance Orientation, Power Distance, Institutional Collectivism and In-Group Collectivism), any moderation tested was a significant effect. Despite the extensive literature on the influence of culture on manager's decision-making, our results indicate that the main cultural traits pointed out in the literature do not interfere in this dedicated attention. The value of this research lies in the fact that we test cultural aspects such as moderation, which are little tested, especially with a sample of subsidiaries from different countries, demonstrating the magnitude of the results obtained in this research. Furthermore, demonstrating that the cultural background of the headquarters manager does not interfere with the influence exerted by the subsidiary opens doors to test other interferences in other research.

The burden of Liability of Insularity – a case in Azores archipelago

S. C. Silva¹, V. P. G. Bretas^{2,3}, F. P. B. Silva¹

¹Universidade Católica Portuguesa; ²University of Agder; ³University of Johannesburg

This article examines the liability of insularity impact on decision-makers behavioural approaches to the strategic partner selection in small and medium enterprises (SMEs). The objective is to understand how permanent geographic conditions of insular territories, named smallness, remoteness, and vulnerability, impact the different importance assigned to partner attributes and the differences between the selection of domestic vs foreign partners in SMEs. We adopted a qualitative approach through six semi-structured interviews with Azorean SME managers. Findings show that inter-partner trust is the most valued attribute by SME decision-makers from the Azores. Furthermore, the challenges and obstacles derived from insularity create stronger advantages in selecting partners based on both task and partner-related criteria through a more analytical approach.

MARKETING MIX ADAPTATION AND STANDARTIZATION IN MULTINATIONAL ENTERPRISES: A SAMSUNG MOBILE BUSINESS CASE

P. A. Ishigai¹, L. H. Pereira²

¹FGV EAESP, Brazil; ²FGV EAESP, Brazil

International marketing is the process of planning and conducting transactions across borders that satisfies the objectives of individuals and organizations (Czinkota & Ronkainen, 2006). The Standardization Approach understands markets as homogeneous and encourage companies to standardize goods and services (Buzzell, 1968). Contrarily, the Adaptation Method highlights the difficulties about a standardized approach and supports tailoring to fit in the unique dimensions of markets (Thrassou & Vrontis, 2006). We illustrate these conceptual arguments through a case study of Samsung's mobile business, profiling its marketing mix strategy in four different countries: Brazil, China, France, and United States, and comparing it to the headquarters in South Korea. The methodology used multiple sources of data, primary and secondary, to guarantee its value and authenticity. In conclusion, Samsung applies both strategies: standardizing core competencies, and adapting non-core characteristics to fit the cultural and economic aspects of different countries. Promotion is the element more adapted while placement and pricing have the same overall strategy across countries. Product concept and name are standardized while some characteristics as storage and color are adapted to fit cultural preferences. This conclusion is aligned with the literature and contribute to the International Marketing field, as it brings an applied study.

On new ventures in emerging country markets – some implications for International Business.

R. A. Owusu, P. Servais

Linnéuniversitetet, Department of Marketing, Sweden

Emerging country markets are characterized by rapid structural change in their socio-economic institutions and traditional practices for gaining competitiveness to face the competitive pressures of the globalized economy. SMEs and entrepreneurial firms have strong local ties and may play an important role in the economic development of emerging country markets. As a critical and rising phenomenon, the internationalization process of entrepreneurial firms from emerging country markets, particularly their capacity to increase their presence in developed country markets, has been insufficiently studied. The IE literature has been developed based on assumptions from industrialized countries and has not yet been fully applied to emerging country markets. Hence, in our opinion, it is interesting to analyse the differences between emerging and developed country markets and how it may impact IE frameworks. In this paper, we draw on the international entrepreneurship literature and network theory in order to analyze the local network-embedded nature of international entrepreneurial firms in emerging markets. The aim of this paper is to discuss the dual relationship between entrepreneurial SMEs' dependence on local resources and competence and their impact on local networks, comparing the contexts of emerging and developed country markets.

Impact of technology policies in foreign and domestic multinationals: the case of Spain

D. Sancho Bosch, J. Heijs, A. Guerrero

Universidad Complutense de Madrid, Spain

This study analyses the differentiated effects of the public policy for R&D and innovation (RDI) on firm level considering the "nationality" of the firms and its financial situation. The paper distinguishes between Spanish or national versus foreign multinationals (MNEs) and analyses two main questions. Firstly, are the firms that have less access to internal or external funds for RDI more frequently supported? And, secondly, do such firms show a higher level of financial additionality than the firms with less financial restrictions? Although the role of the foreign multinational firms in the Spanish innovation system is analyzed broadly and also its degree of participation in the R&D policies, the possible differentiated impact of subsidies for RDI for foreign affiliates is not analyzed before, nor in Spain nor for other countries have we detected any study that analyzed this aspect. The main conclusion is that foreign MNEs are negatively discriminated during the assignment of subsidies while Spanish MNEs do get more often support. This discrimination is not justified, on the contrary, it is the foreign firms that use the support to increase their R&D investments while the national multinational firms do reflect more often a (partial) substitution effect.

Institutional quality and firms' performance: A bibliometric research and future research avenues

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International business scholars have recognized the importance of contextual embeddedness of organizations to understand firms' performance. Thus, firms must adapt their strategies to fit the quality of their institutional context. However, existing reviews on the topic are scarce. In this bibliometric study we seek to better understand the extant knowledge on the relationship between institutional quality and firm's performance. Our results, using a sample of 1063 articles from both WoS and Scopus databases, portrayed how the intellectual structure of the field has evolved. Results showed three main research topics: strategic choices, ownership structure, and performance results. However, recent analyses showed an uptrend topic of political ties. We conclude the research by providing future research avenues on the newborn topics.

International expansion, turnaround attempt, and liquidation of a multinational. Analysis from a forensic economics perspective.

F. Puig¹, I. Basterretxea², A. Arbizu³

¹University of Valencia, Spain; ²University of the Basque Country, UPV/EHU, Bilbao, Spain; ³Auditor (BSK). Bilbao, Spain

Firms expand and become multinationals to increase sales, improve the productivity of their value chain and leverage their capabilities. Such expansion contributes positively to job generation and economic development. When multinational expansion fails, it leaves crucial lessons that have been scarcely studied.

This paper aims to analyze from a forensic economics perspective how the international strategy influenced the collapse of the world's largest worker cooperative (Fagor Electrodomésticos -FED-). For this purpose, we use the case study as a methodology and study longitudinally accounting data, internal reports, and 44 in-depth interviews made between October 2015 and August 2019 with key managers, worker-owners, and expatriates in FED's subsidiaries.

Inspired by Chen's (1996) model about competitive behaviors (Awareness-Motivation-Capability), our work shows that mistakes in the main expansion decisions, mismatches between the competitive strategy and the environment, and slowness in the retrenchment measures contributed to a negative spiral of results that led to the liquidation of the company. Our contribution is for a subject that has been scarcely explored, such as the turnaround of multinationals, and questions whether the disappearance of FED could have been avoided.

CbCR: Towards active participation of TNCs in tax governance? Two country-by-country reporting datasets and their limitations.

P. Prochazka^{1,2}

¹Prague University of Economics and Business, Czechia; ²International Sustainable Finance Centre, Prague, Czechia

The objective of this interactive paper is to assess the quality of available country-by-country reporting (CbCR) standards on base erosion and profit shifting by comparing two datasets different in nature: first, collected individual public CbCR reports by 46 big European banks over 7 years 2014-2020 on one hand, and second, anonymised OECD Corporate Tax Statistics that aggregates CbCR reports by transnational corporations for the year of 2016 from all sectors without disclosing the individual details to public. The comparison will be handled by a series of statistical analyses and statistical tests will be applied to see whether the two datasets have statistically reliable differences or not. The main finding is that despite the reporting standard differs considerably, the numbers do not indicate a larger profit shifting risk in cases where it is looser. In any case, it is recommended to apply for a unified system with a common reporting requirement, worldwide, to boost CbCR value and reduce compliance costs. At the same time we are seeing many TNCs proactively publishing their CbCR files even if they are not obliged to, such behaviour should be endorsed.

The Effect of Short-Term Rentals on Local Consumption Amenities: Evidence from Madrid

A. Hidalgo¹, M. Riccaboni¹, F. J. Velázquez²

¹IMT School for Advanced Studies, Italy; ²Universidad Complutense de Madrid

To what extent are local shops positively affected by Airbnb? Are the Airbnb economic spillovers the same across the urban geography or are there some areas more benefited than the others? Our results show a positive externality: The entry of Airbnb has positively impacted both the employment and the number of food and beverage establishments.

Working around sales agents' autonomy – An exploration of current monitoring and management practices in export collaborations

F. Ruoss

TU Dortmund University, Germany

Cooperating with overseas sales agents is a common way to conduct export business. Contrary to larger companies, who usually only use sales agents in markets that are small or of high risk, small- and medium sized enterprises rely on them as their main approach to perform international business. Besides all the advantages that this form of export cooperation comes with (e. g. lower risk, less cost-intensive, market and customer specific knowledge) it is also characterized by a great degree of autonomy on behalf of the sales agents. From the exporter's perspective, this makes the management and monitoring of the sales agents' behavior and sales performance a challenging task to cope with. To our knowledge, academic research largely neglects investigations of monitoring and management practices in international inter-firm relationships with independent partners. Thus, our study focusses on the identification of current practices that help to steer this specific collaboration. We use case study method to analyze these aspects in the context of 11 German internationalized small- and medium-sized enterprises. Several measures for monitoring and motivation purposes are identified. Considering the results, the study provides implications for further research and recommendations for action in sales agent management.

Carbon curse: international metallurgical companies' response to global pressure

O. Garanina, L. Ermolaeva, D. Klishevich, A. Panibratov

St. Petersburg State University, Russian Federation

Scholars, practitioners and society are globally aware of the need to safeguard the natural environment that has intensified in the recent decades. There have also been increasing attention given to the crucial role that multinational companies play in achieving this goal. Addressing sustainability concerns have been identified as one of the strategic goals of MNEs in the beginning of 2020s (Buckley, Doh, & Benischke, 2017). The need to comply with environmental practices has been supported by various regulations that have been introduced to encourage companies to move to more sustainable products and solutions. These regulations are a part of institutional setting that affects the way companies develop their strategies. As multinational firms are embedded in multiple country contexts where they need to build legitimacy, complying to sustainability regulations gets more complex and multifaceted. This project seeks to illuminate on the way how metallurgical companies respond to the intensified sustainability pressures from various stakeholders on the markets companies operate on, and how these responses translate into firms' international strategies.

Sunday, 12/Dec/2021: 3:00 pm – 4:30 pm

C 2.8.1: Misconduct and the MNE

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · *Location:* GALLEGO

Session Chair: Michael Mol, Copenhagen Business School, Denmark

Corporate accountability for human rights abuses by emerging market MNEs: The case of the Letpadaung copper mine in Myanmar

V. Girschik¹, H. H. Thein², J. Hotho¹

¹Copenhagen Business School, Denmark; ²Curtin University, Australia

IB and human rights scholars increasingly recognize the difficulties of holding MNEs from emerging markets (EMNEs) accountable for human rights infringements. One reason is that home-country based accountability mechanisms themselves depend on well-functioning home country institutions and a vibrant civil society; conditions that are often absent in EMNEs' home countries. In this study, we therefore ask: How can MNEs from societies where recognized home country accountability mechanisms are ineffective be held accountable for alleged human rights infringements? We address this question through an in-depth case study of the contestation processes around the Letpadaung copper mine, a mega project in Myanmar. Our findings illustrate the complex co-evolutionary dynamics between the voice exercised by the emergent civil society in Myanmar and how the Chinese MNE and local government framed, and re-framed, the project to negotiate its continuation over time. Surprisingly, we find that whereas the state-owned nature and strategic interests of the EMNE initially led the company to downplay human rights concerns, these same features eventually allowed the project to continue "socially responsibly". The findings contribute to IB scholarship by pointing to new pathways for accountability on human rights in 'least likely' cases, such as state-owned EMNEs in highly sensitive strategic sectors.

THE EFFECTS OF DEPTH AND BREADTH OF ATTENTION ON MEDIA REPORTING OF CORPORATE SOCIAL IRRESPONSIBILITY

S. H. Lee², M. Mol¹, K. Mellahi³

¹Copenhagen Business School, Denmark; ²University of Surrey; ³Dubai Chamber of Commerce

We examine the organizational factors that determine media reporting of incidents of corporate social irresponsibility (CSiR). Drawing on the attention-based view and distinguishing between depth and breadth of attention, we propose and test, in the empirical context of offshore outsourcing by very large corporations, that managerial attention affects media reporting on CSiR. In particular, our findings reveal that while depth (extent) of organizational attention has a negative association with media reporting on CSiR, breadth (number of domains) of attention does not have such an effect. Furthermore, both depth and breadth of attention reduce the positive effect of prior media reporting on CSiR media reporting. Theoretical and practical implications of the study are discussed.

C 2.8.12: IHRM Processes and Practices

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · *Location:* AULA 1

Session Chair: Ingmar Björkman, Aalto University School of Business, Finland

International Human Resource Management Research Trends: A Bibliocoupling Analysis (1995-2019)

J. Lee¹, R. Fontinha¹, J. Lee¹, C. Chae²

¹University of Reading, United Kingdom; ²Wenzhou-Kean University

The purpose of this study is to map out the semantic structure of the current International Human Resource Management (IHRM) studies by conducting a network analysis on author-suggested keywords from existing literature. We first conducted a biblio-coupling analysis, a bibliometric method to examine 1,507 research articles in IHRM. We then conducted a bibliometric analysis on keyword, thematic, and network levels. The results show that the whole network structure of IHRM has a complex semantic structure that is socially constructed, identifying three main waves of research and the branching out of some key themes through time, often associated with different levels of analysis: individual and organization. By adopting keywords network analysis, this study provides an accurate structural interpretation of IHRM research practice and allows to identify the main research patterns in the field over time, testing and interpreting variables that contributed to the evolution of the field.

CROSS-BORDER TRANSFERABILITY OF HOME-COUNTRY POLITICAL CAPABILITIES

M. Fraissler¹, T. Lindner², J. Puck¹

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

Recent literature shows that political capabilities play a substantial role for firms in successfully managing and shaping their political environment. Combining insights from internationalization, institutional and capability theory, we argue that firms build up political capabilities in their home countries, which can then be transferred to host countries. In particular, we expect that firms with more political capabilities will invest more abroad. We test our theory using a panel dataset of listed firms from the U.S. Our results confirm that there is a positive effect of political capabilities on foreign investment. Additionally, we show that political capabilities serve to promote foreign investment in politically risky countries. Collectively, our findings provide new evidence on the role of political capabilities in the internationalization process of firms.

What's Trending in MNEs and INGOs? Examining Cultural Competence in Hiring

M. Viktora-Jones¹, C. Remington², N. E. Ganapati¹

¹Florida International University, United States of America; ²University of South Florida, United States of America

Despite a growing literature on cultural competencies, the differences between cultural competencies required by multinational enterprises (MNEs) and international nongovernmental aid organizations (INGOs) are not well understood. We address this gap by examining what cultural competencies MNEs and INGOs desire, and how these organizations differ in their cultural competence requirements. Based on a systematic content evaluation of their job ads (n=200), the findings suggest that the MNEs emphasize experience as well as technical, problem solving, and analytical skills. While the INGOs also mention experience, they put additional emphasis on communication and language requirements as well as potential employees' personal skillsets.

C 2.8.7: Contemporary issues in the emerging markets research

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · *Location:* AULA 4

Session Chair: Veronika Belousova, National Research University Higher School of Economics, Russian Federation

Consumer behavior in an emerging market: The case of Chinese outbound tourism segments

D. Quer¹, J. Peng^{2,3}

¹Department of Management, University of Alicante, Spain; ²Center for Latin American and Caribbean Studies, Southwest University of Science and Technology, Mianyang, China; ³Tourism Research Institute, University of Alicante, Spain

The growth of Chinese outbound tourism over the past two decades is attracting great attention among researchers. After an initial stage where this market was analyzed as a whole, the number of studies focusing on segmentation is on the rise. This paper carries out a systematic review of 171 articles published between 1995 and 2020 in top-tier tourism journals that either focused on a specific segment or established segments of mainland Chinese outbound tourists. The literature review reports an analysis of publication outlets, chronological evolution, destinations, research methods, segments, and main findings. It also identifies research gaps and suggests potential future research avenues.

Learning from (domestic vs. foreign) external sources by emerging economy firms. The moderating role of (the breadth of) technological capabilities

P. Thakur-Wernz¹, L. Piscitello²

¹Washington and Lee University, United States of America; ²Politecnico di Milano, Italy

We investigate the impact of two sources of external knowledge on the innovation performance of emerging economy firms. Specifically, we focus on Indian firms from the bio-pharmaceutical industry. These firms have engaged in foreign investment abroad in order to search for new capabilities and technological upgrading; however, they can also access to local knowledge in their home country (e.g. through domestic alliances or technological licensing). The effectiveness of different patterns of combination, and enabling factors require however further investigation because of potential complementarities between the two sources of external knowledge. By relying on a sample of 161 Indian bio-pharmaceutical firms, we consider the access to foreign-based (distant) knowledge via outward foreign direct investment, and the access to domestic-based (close) knowledge via domestic alliances as two sources of external knowledge. We argue that the two external sources of knowledge are complementary, and that their effectiveness is moderated by the internal capabilities of the companies. Namely, we find that the existing breadth of the portfolio of technological capabilities of the emerging economy firms influence their ability to absorb knowledge latitudinally from external sources.

Until death do us part? The impact of the institutions, consensus and their interaction effect on the duration of public-private agreements in emerging markets

J. Fleta, F. Muñoz, C. Sáenz

Zaragoza University, Spain

This paper analyses the impact of the formal institutions and consensus as informal one, isolated and their interaction, on the strategic decision of the agreement duration of 1,873 Public Private Partnerships (PPPs) deployed in 36 developing economies in the period 1997–2017. In general, the results indicate that the consensus, institutions and their combined effect influence positively the duration of PPPs' agreements. Furthermore, the decomposition of the formal institutions in six dimensions reveals that not all of them have the same importance, because although most of them show the same positive effect, one is no significant and another one shows a substitution effect. The findings build a bridge between the private alliances and the public agents using common theoretical framework, as well as help practitioners and policymakers to identify the right context for more stable agreements.

I 2.8.6: Understanding International Entrepreneurship Across Diverse Contexts

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · Location: BOTELLA LLUSIA

Session Chair: Martin Hannibal, University of Southern Denmark, Denmark

Scaling of born digitals

I. Mihailova

University of Eastern Finland, Finland

Born digitals became prominent players in global business. This study examines the conceptual foundations, facilitators and underlying challenges of their scaling activities. Through explorative case study of Finnish born digital firms in cultural industries, I unveil why and how born digitals' scaling differ in its scope and overall success. This research contributes to scaling literature by delineating the concept and meaning of scaling. It shows that digital business model offers tools defining scope of scaling, while digital and entrepreneurial capabilities are crucial for mobilizing those tools. I extend research on born digitals by conceptualizing scalable growth as their internationalization strategy.

FOREIGN FOUNDER'S LOCATION CHOICE – DIGITAL AND ITERATIVE?

L. H. Mattila, P. Kähäri

Aalto University, Finland

The increasing popularity of start-up visas worldwide provides start-up founders with a location choice. Founders hope to get access to better entrepreneurial ecosystems, international financing opportunities and global networks. While the majority of location choice research is in the scope of MNEs, we focus our attention to the factors of foreign founder's location choice.

We collect data through in-depth interviews with eight start-up founders from Startup Estonia, which initiated start-up visas in 2017. The interview data is analysed using thematic analysis, and triangulated using external data sources. The data analysis provides eight themes that emerged as relevant when foreign founders made the location choice of Estonia.

There are two key contributions. First, founders are making new location choices along the entrepreneurship process. Consequently, we embed an iterative location choice into the entrepreneurship process. Second, we uncover the impact of the digital ecosystem on the perceived institutional distance. The digital ecosystem and digital services seem to reduce the founders' adjustment costs in the new location.

Managers' environmental attitudes and commitment towards the adoption of environmentally friendly strategies: exporting Ecuadorian SMEs

M. A. Cervantes Figueroa, A. Rialp-Criado

Universidad Autonoma de Barcelona, Spain

Natural environmental degradation and sustainability have become important issues in the international business sphere. However, research discussing environmental responsibility and internationalization has often focused on larger companies of developed regions. This paper analyzes the owners' environmental attitude and engagement in Ecuadorian exporting SMEs. Using four case studies, the findings suggest that owners' prior knowledge, environmental values and goals may influence in his/her environmental attitude and engagement, and the firm's green commitment. Also, financial and human resources play a key role in the adoption of eco-friendly strategies within the firm. A conceptual framework was developed, which explains the relationship between the owners' prior knowledge, environmental attitude, and the firm's green commitment in exporting Ecuadorian firms.

ENTREPRENEURIAL STRATEGIES OF THE RUSSIAN- SPEAKING MIGRANTS IN GERMANY: INSIGHTS FROM AN EMPIRICAL STUDY

M. Elo¹, L. Ermolaeva², M. Ivanova-Gongne³, D. Klishevich⁴

¹University of Southern Denmark; ²St. Petersburg State University, Russian Federation; ³Abo Akademi University; ⁴St. Petersburg State University, Russian Federation

Russian-speaking migrants in Germany open up and develop their entrepreneurial ventures with enthusiastic aspirations. Given the cultural and historical ties between Russia and Europe, and Germany in particular, we can assume that Russian-speaking entrepreneurs are influenced by certain factors that do not affect migrants from other regions of the world. The influence of the cultural-historical context on the development of entrepreneurial strategies of migrants has yet been underexplored in research literature. We aim to contribute to this gap and to migrant and transnational diaspora entrepreneurship research. We examine how and why Russian-speaking entrepreneurs set up their businesses, what resources they use, and what are the entrepreneurial forms of their business projects. The results of our study show that Russian-speaking migrant entrepreneurs constitute a diverse, heterogeneous and rather un-understood cohort of international entrepreneurs. This is the first exploratory study that uncovers characteristics of the Russian-speaking migrant entrepreneurs' strategies.

I 2.8.9: MNCs and International Organizations Governance Structures

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · *Location:* COMISIONES

Session Chair: Gislaïne Cristina dos Santos Teixeira, FGV Sao Paulo School of Business Administration, United States of America

How the Top Management Team's Composition influences the Foreign Establishment Mode Choice Deviation of UK manufacturing firms

T. Vallone^{1,2}, P. Greve², S. Elia¹

¹Politecnico di Milano, Department of Management Engineering; ²Henley Business School, International business & Strategy department

In the context of the establishment mode choice, we investigate the antecedents of firm establishment mode misalignment (i.e. deviation). We develop a new conceptual perspective on the entry mode deviation, which we argue can be the result of a wider and non-stereotypical managerial research process. Our study shows that certain managerial factors at the top management team level might prompt this search for new and alternative solutions to the theoretical predicted entry mode strategy. We maintain that those factors reside in two distinct top management team compositional factors, i.e. team deep-level diversity and team surface-level diversity. We hypothesize and empirically verify that these two distinct sources of top management team compositional diversity will produce opposite effects on the likelihood of undertaking establishment mode deviation; specifically, top management team deep-level diversity increases the establishment mode deviation likelihood while, surface-level diversity is negatively related to it. Additionally, we contend that certain organizational and environmental conditions, i.e. firm declining performances and industry declining performances, by affecting certain underlying team-level diversity mechanisms will influence the relationship between top management team deep-level and surface-level diversity and the likelihood of adopting establishment mode deviation when expanding to foreign markets.

Cultural dimensions in top management teams and the triple bottom line performance of firms

J. Kluge, M. Wagner

Augsburg University, Germany

The purpose of this paper is to conceptually extend the research on the impact of culturally diverse top management teams on the financial, environmental, and social performance of firms, also referred to as the triple bottom line. In contrast to existing literature, we consider culture as a multidimensional construct using selected cultural dimensions of the GLOBE study and ask how these dimensions influence the triple bottom line performance of firms. Using data from 636 firms in a global sample we find significant associations of the TMT's cultural manifestation with the social and the financial performance of firms.

Patents and global scaling: The moderating role of CEO-TMT interface

F. Debellis¹, T. Vallone², A. Natalicchio³, A. Messeni Petruzzelli³, A. De Massis⁴

¹University of Vienna Faculty of Business, Economics and Statistics; ²Henley Business School, University of Reading International Business and Strategy; ³Polytechnic University of Bari, Department of Mechanics, Mathematics, and Management; ⁴Free University of Bozen-Bolzano, Faculty of Economics and Management

Building on Penrose's theory of firm growth, this study investigates firm internal factors that enable global scaling. Global scaling requires technology-related firm-specific advantages (FSAs) that facilitate replication in foreign markets. However, FSAs are an essential but insufficient condition for success, as firms must also be able to leverage them efficiently. Therefore, the ability to protect intellectual property with patents becomes critical to deploy FSAs in foreign markets and preventing rival use and imitation. We argue that the greater the number of countries in which a firm files patents, the greater the scaling. Moreover, we study the moderating role of dissimilarity between CEO and TMT (top management team), both in terms of biodemographic and knowledge-based attributes. Based on a longitudinal sample of 113 firms over an 11-year time span (2008–2018), our results fully support our main hypothesis and partially support our moderating hypotheses, as both types of dissimilarity have a negative effect.

Stock-market Reactions to New Foreign Direct Investments: the Value of Imperfect Switching Options

J. H. Fisch, H. Pühr

WU Vienna, Austria

Networks of foreign subsidiaries provide MNCs with operational flexibility in response to environmental developments. However, empirical research suggests that the average MNC seems to take only little advantage of its operational flexibility. As one of the explanations why some MNCs do not to capitalize on their flexibility, this study challenges the prevalent view that operational flexibility is a ready outcome of subsidiary network expansion. The study considers FDI that expands the subsidiary network to a new foreign location and analyzes the similarity of production activities and compatibility of resources across foreign subsidiaries as antecedents of generating switching option value. Our data support the hypotheses. The theoretical model has implications beyond foreign subsidiary networks and relaxes the assumption of perfect switching options in the original theory and applications to other fields of research, e.g., technology management.

Strategic Response to Institutional Complexity: The case of internationalization of business schools

G. C. d. S. Teixeira¹, J. M. T. Carneiro¹, W. Newburry²

¹FGV Sao Paulo School of Business Administration, Brazil; ²Florida International University, USA

Higher education institutions, and business schools in particular, need to address diverse, and often ambiguous demands and expectations of multiple stakeholders. Most prior higher education internationalization studies implicitly assumed that cross-border normative and cognitive pressures would lead to isomorphic behavior, causing schools to pursue similar strategies. However, we suggest that schools' strategic responses to institutionally complex sets of demands will vary since organizations have agency and different schools may sense complexity differently (e.g., as either threat or opportunity). We employed fuzzy set qualitative comparative analysis (fsQCA) in a sample of 31 business schools (20 from the USA and 11 from Brazil) to better understand the multiple combinations among organizational resources, choices and experiences as conditions associated with the integration of international initiatives. We found that if institutional complexity, exacerbated by internationalization pressures, is neutrally or positively framed, it contributes to the integration (or infusion) of internationalization initiatives regarding teaching, research, and service. Conversely, when negatively framed, institutional complexity may result in dispersed (or diffused) internationalization efforts. These findings highlight that business schools are not "hostages" of their environment but rather engage in discretionary choices and strategically respond to institutional complexity, advancing a more nuanced strategic management view.

I 2.8.Z: Interactive papers. All tracks

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · *Location:* AULA 2

Session Chair: Piotr Trapczynski, Poznan University of Economics and Business, Poland

Sustainable Investment: What are the location factors that enable countries to retain investments?

F. Filippaios¹, I. Gokh²

¹University of East Anglia, United Kingdom; ²De Montford University, United Kingdom

Fostering corporate investment and attracting foreign direct investment has been the main aim of policy makers. Investments are an engine for economic growth and prosperity. While a lot of emphasis has been placed on creating and attracting investments little has been said on the way policy makers can retain investments in a constantly globally changing environment. In this study we discuss the factors that can retain investments and foster business expansion. We then test our conceptualisation empirically using a sample of over 22,000 restructuring decisions across the European Union over the period 2002 till 2019. We find that the size of the market, a good institutional framework reflected in the government efficiency and the existence of distribution infrastructure as well as a well-educated labour force all lead to sustainable investment.

Corporate longevity and sustainability strategy deployment in an emerging market multinational

A. M. Gomez-Trujillo^{1,2}, M. A. Gonzalez-Perez²

¹CEIPA Business School, Colombia; ²Universidad EAFIT

This study aims to analyse the process of integration of sustainability into the corporate strategy of a multinational company and the pressure for internal and external legitimacy of subsidiaries. We analysed a qualitative single case design of a services corporate group operating in turbulent environment. Findings suggest that integrating sustainability into the corporate strategy leads subsidiaries to face pressures for internal and external legitimacy. However, these pressures make them develop unique capabilities and internalize the practices to overcome their liabilities in foreign markets, gain competitive advantage, and safeguard corporate longevity.

The findings of this study contribute to the fields of international business and strategy, specifically to understand strategy building and deployment in multinationals from emerging markets. It also can serve as a guide for companies from emerging markets in their development of a sustainability strategy and the transfer and deployment of this strategy to the different subsidiaries operating within complex institutional environments.

COVID-19 and International Trade: A Systematic Literature Review and Future Research Directions

E. Mouratidou, K. Kampouri, Y. Hajidimitriou

University of Macedonia, Greece

Research on the impact of COVID-19 and the measures taken by governments to address it in international business is growing across disciplines. Nevertheless, the impact of these measures varies between different contexts and this can make hard for researchers to fully understand how and why COVID-19 has affected international trade activities and where future research should be directed to. In this systematic review we synthesize insights from 12 IB studies, regarding the effects of COVID-19 pandemic on exporting activities and international trade and provide a mapping, by considering the important role of the context, which will help IB researchers to focus on emerging themes within this specific field. In doing so, we present the findings by grouping them in two main themes: a) Impacts on International Trade through Trade Networks & Global Supply/Value Chains, b) Impacts on International Trade through International Trade Agreements & Trade Policies. By doing this we provide an initial attempt to encompass the potential impact of the pandemic on international trade.

P 2.8.12: Panel: Towards Inclusion and Inclusive Leadership: New Insights from Asian Business Management Practice and Research (Track 12)

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · *Location:* THEATRE. AUDITORIO RAMON Y CAJAL

Session Chair: David S. A. Guttormsen, USN School of Business, University of South-Eastern Norway, Norway

Towards Inclusion and Inclusive Leadership: New Insights from Asian Business Management Practice and Research

D. S. A. Guttormsen^{1,2,3}, L. L. Alcantara^{4,5}, Y. Shinohara^{4,5}, P. Ackaradejruangsri⁴, R. C. Kim⁴

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Inclusion in the workplace, which focuses on leveraging value from diversity and improving the wellbeing of each member of the organisation, is increasingly attracting significant interest among scholars and practitioners alike. Inclusion can be defined as 'the degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness' (Shore et al., 2011: 1265). The interchangeable use of 'diversity' is recognised as a misleading term: whereas conventional diversity management has concentrated on achieving diversity among underrepresented or marginalised groups of people—and associated challenges such as discrimination, there is a shift in thinking towards focusing on how these differences, due to diverse backgrounds, create values for the organization. Consequently, inclusion and inclusive leadership have become a major focus of (international) HR offices and strategic corporate policy-making in MNEs and other companies. The abovementioned shift is also linked to broader societal changes such as economic inequality. As US/western samples dominate the nascent research field, this panel provides new insights into business management practices and research—but from the understudied Asian perspectives.

P 2.8.14: Panel: Leveraging Virtual Exchange to Create Signature Experiences in International Business Education: Trends, Best Practices and Future Outlook (Track 14)

Time: Sunday, 12/Dec/2021: 3:00pm - 4:30pm · *Location:* SALA JUNTAS

Session Chair: Mourad Dakhli, Georgia State University, United States of America

Leveraging Virtual Exchange to Create Signature Experiences in International Business Education: Trends, Best Practices and Future Outlook

M. Dakhli², Y. Wang², E. Kovacs¹, S. Farias²

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Technology has allowed many business schools to build and sustain cross-border relationships using virtual exchange. While the pandemic has provided a jolt that accelerated the use of virtual exchange to ensure the continuity of various international programs including study abroad and international internships, virtual exchange has also opened new venues to create impactful signature experiences. In this panel, the focus is on students as the most important stakeholders in cross-border collaborative educational programs. The four panelists will first share experiences and best practices in designing and implementing virtual exchange projects with partner institutions around the world. The panelists will then critically assess the role of virtual exchange not just as a mean to overcome pandemic-related and other disruption, but also as an effective tool to build, grow and sustain cross border exchange of all types. At the same time, the Panelists will address challenges and shortcomings in designing and implementing virtual exchange projects in international business. Panel attendees will be engaged by sharing their own experiences in virtual exchange, and will be encouraged to critically assess the growing role of virtual exchange in international outreach initiatives

Authors and Sessions

Author(s)	Organization(s)	Session
A. ROMA , Fatima	Science Po, UGA, France	Online 3
Achcaoucaou , Fariza	Universitat de Barcelona, Spain	C 1.4.13
Ackaradejruangsri , Pajaree	College of International Management, Ritsumeikan Asia Pacific University, Japan	P 2.8.12
Adamoglou , Xanthippe	University of Macedonia	C 2.7.7
Adams , Pamela	Seton Hall University, United States of America	C 1.3.3
Adarkwah , Gilbert Kofi	BI Norwegian Business School, Norway	C 2.7.1
Ado , Abdoukadre	University of Ottawa, Canada	I 1.5.12 Presenter, C 1.1.12 Session Chair
Afzali , Haroon	Hanken School of Economics, Finland	C 1.2.10
Aguilera , Ruth	Northeastern University, USA	P 1.6, P 1.3.10
Aguzzoli , Roberta	Durham University, United Kingdom	I 1.5.12, C 1.3.14
Ahmad , Salman	University of Derby	Online 3, C 2.7.7 Session Chair
Ahmas , Ella	Aalto University, Finland	Posters 1
Ahmed , Sardar Wasi Uddin Al	Norwegian University of Science and Technology (NTNU), Norway	Posters 1
Ahokangas , Petri	University of Oulu, Finland	Posters 1
Akkan , Eren	Léonard de Vinci Pole Universitaire, France	C 1.3.12
Al-Ghazali , Basheer	King Fahd University of Petroleum and Minerals, Saudi Arabia	C 2.7.12 Presenter
Alcantara , Lailani Laynesa	College of International Management, Ritsumeikan Asia Pacific University, Japan; Center for Inclusive Leadership, Ritsumeikan Asia Pacific University, Japan	P 2.8.12, Online 2, C 2.6.12
Alipour , Ali	Ozyegin University, Turkey	I 1.3.12
Alkanova , Olga	Saint-Petersburg State University, Russian Federation	I 1.3.12
Almor , Tamar	College of Management, Israel	P 1.2.4, P 2.6.15, C 1.1.15 Session Chair
Alothmany , Reem	Flinders University	Posters 1
Alsarhan , Fadi	ISC Paris Business School, France	C 1.3.12, C 2.6.12 Session Chair
Álvaro-Moya , Adoración	CUNEF Universidad, Spain	C 1.1.8
Alvestad , Finn	Department of International Business, Norwegian University of Science and Technology, Norway	I 2.7.3
Alvstam , Claes-Göran	University of Gothenburg	C 2.7.7
Alzate , Isabel Cristina	Universidad Nacional de Colombia, Colombia	Posters 1
Amal , Mohamed	FURB - Fundação Universidade Regional de Blumenau, Brazil, UNIVALI - Universidade do Vale do Itajaí	C 2.6.6
Aman , Raushan	University of Oulu, Finland	Posters 1

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Ambos, Tina	University of Geneva, Switzerland	C 2.6.3
Amdam, Rolv Petter	BI Norwegian Business School, Norway	C 1.1.8
Amendolagine, Vito	Università di Foggia	I 1.5.5
Anand, Amitabh	Excelia Business School, France	C 1.1.7, C 1.1.7 Session Chair
Anderson, Njål	Norwegian University of Science and Technology (NTNU), Norway	Posters 1
Andersson, Ulf	Malardalen University	C 2.6.9, C 2.6.9, I 1.4.9
Andres Alpizar, Guillermo Lazaro	Scuola Superiore Sant'Anna, Italy	Posters 2
Andrews, Daniel S.	Ivey Business School, Western University, Canada	C 2.7.9, I 1.5.1
Anwar, Fahim	Department of International Business, Norwegian University of Science and Technology, Norway	I 2.7.3
Apitsa, Suzanne	Université de Poitiers, France	I 1.2.Y
Aray, Yulia	Saint Petersburg State University, Russian Federation	I 2.6.7
Arbizu, Asier	Auditor (BSK). Bilbao, Spain	Posters 2
Ariatmaja, I Gusti	NTNU, Norway	Posters 1
Aroles, Jeremy	Durham University, United Kingdom	C 1.3.14
Arte, Pratik	University of Vaasa, Finland	C 1.3.9
Arvate, Paulo	Fundação Getúlio Vargas	I 1.5.4
Arzhanykh, Ksenia	SPBU, Russian Federation	I 2.6.7
Aslam, Muhammad Mahmood	University of Bayreuth, Germany	I 1.4.X
Asmussen, Christian G.	Kings College, UK	C 1.2.5
Atkova, Irina	Oulu University, Finland	C 1.1.6
Avvari, V. Mohan	Nottingham University Business School, Malaysia	Online 2
Awate, Snehal	Indian Institute of Technology, India	P 1.4.5
Baker, David	University of Louisiana at Lafayette	P 1.2.14
Barmeyer, Christoph	University of Passau, Germany	Posters 1, Posters 1, Posters 1
Bartosik-Purgat, Małgorzata	Poznań University of Economics and Business, Poland	Posters 1
Barwinski, Roman Wolfgang	University of Bayreuth, Germany	C 2.6.3, I 1.4.X
Barłózewski, Krystian	SGH Warsaw School of Economics, Poland	Posters 2
Basterretxea, Imanol	University of the Basque Country, UPV/EHU, Bilbao, Spain	Posters 2
Bataineh, Mohammad Jamal	Universidad de Zaragoza, Spain	I 1.5.1
Baum, Matthias	University of Bayreuth, Germany	C 1.2.6
Bausch, Madeleine	University of Passau, Germany	Posters 1
Belicevac Al-Ismaïl, Vanesa	Qatar University, Qatar	Posters 2

Author(s)	Organization(s)	Session
Belousova , Veronika	National Research University Higher School of Economics	C 2.8.7 Session Chair
Belussi , Fiorenza	Università di Padova, Italy	C 1.4.2 , C 1.4.2 Session Chair
Bender , Frauke	Anderson College of Business and Computing, Regis University, United States of America	C 2.6.12 , I 1.3.12 Session Chair
Bendig , David	University of Münster (WWU), Germany; University of Muenster, Germany	C 2.6.3 , I 2.7.3
Benischke , Mirko	Villanova University, United States of America	C 2.7.1
Benito , Gabriel R. G.	BI Norwegian Business School, Norway	C 1.1.8 , I 1.5.5 Session Chair
Benito-Sarria , German	University of Valencia, Spain	C 1.4.6
Bernhard , Theresa	Friedrich-Alexander-University of Erlangen-Nürnberg, Germany, Germany	Posters 2
Bhankaraully , Shabneez	University of Essex, United Kingdom	C 1.3.14
Bhatti , Waheed Akbar	Aalborg University, Denmark	I 1.5.5
Bianchi , Constanza	Universidad Adolfo Ibañez, Chile	C 1.4.11
Bitektine , Alex	JMSB - Concordia University, Canada	I 1.1.9
Bjorkman , Ingmar	Aalto University, Finland	P 1.4.12
Björkman , Ingmar	Aalto University School of Business, Finland	C 2.7.12 , C 1.3.12 , C 2.8.12 Session Chair
Blay , Tobias	University of Goettingen, Germany	Posters 1
Bodolica , Virginia	School of Business Administration, American University of Sharjah, UAE	C 1.2.3
Boojhawon , Dev K	University of Birmingham	Online 3
Botella Andreu , Ana	Universitat de Valencia, Spain	C 1.3.9
Bouncken , Ricarda Barbara	University of Bayreuth, Germany	I 1.4.X , C 2.6.3
Bowen , Harry	Queens University, Charlotte, USA	I 1.5.9
Braga , Vítor	CIICESI Center for Research and Innovation in Business Sciences and Information Systems, School of Technology and Management (ESTG), Polytechnic of Porto, Porto, Portugal	C 1.2.6
Branch , John D.	The University of Michigan, USA; Ross School of Business, University of Michiga	P 1.4.14 , P 1.4.14 Session Chair
Brand , Marius	WU Vienna, Austria	Posters 2
Brandl , Kristin	University of Victoria, Canada	P 1.2
Brennan , Louis	Trinity College Dublin, Ireland	Online 3
Brenner , Constantin Cyprian	Otto-von-Guericke Universität, Germany	C 2.6.6
Bretas , Vanessa P. G.	University of Agder; University of Johannesburg	Posters 2
Brewster , Christopher	Henley Business School, University Reading, UK	C 1.3.12 , P 1.4.12 Session Chair, C 2.7.12 Session Chair, P 1.4.12
Brouthers , Keith	King's College London	C 2.6.6

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Brown, Ofelia	ESAN University, Peru	C 1.2.12
Bu, Maoliang	Nanjing University	P 1.5.7
Buciuni, Giulio	Trinity College Dublin, Ireland	C 2.6.9
Buck, Trevor	University of Glasgow	C 1.5.6
Budde-Sung, Amanda E.K.	United States Air Force Academy, United States of America	C 1.1.8
Burger, Anže	Faculty of Social Sciences (University of Ljubljana), Slovenia	C 1.1.15
Butkouskaya, Vera	The HSE Graduate School of Business, Moscow, Russia	Posters 2, I 2.6.6
Calabrò, Andrea	IPAG Business School, France	I 2.7.7
Caligiuri, Paula	Northeastern University, USA	P 1.4.12, I 1.5.12 Session Chair
Camillo, Gabrieli Marques	FURB - Fundação Universidade Regional de Blumenau, Brazil	C 2.6.6
Cantwell, John	Rutgers University, USA	P 1.2, C 1.3.14
Capelleras, Joan-Lluís	Universitat Autònoma de Barcelona	C 1.4.6, C 1.3.6
Capone, Gianluca	University of Parma, Parma, Italy	C 1.3.3
Caprar, Dan	University of Sydney, Australia	C 1.3.12
Carneiro, Jorge Manoel Teixeira	FGV Sao Paulo School of Business Administration, Brazil	I 2.8.9, Posters 2, Posters 2
Caroli, Matteo	Luiss Business School, Italy	I 1.5.1
Carpenter, Marie	Institut Mines-Télécom Business School, France	P 2.6.8
Carvalho, Fernando Manuel Pereira de Oliveira	CeBER, University of Coimbra, Faculty of Economics, Portugal	I 1.5.11, Posters 2, I 1.1.9
Casson, Mark	University of Reading, UK	P 1.6
Castellani, Davide	Henley Business School, UK	C 1.4.2, P 1.5.3
Castello Esquerdo, Alvar	The Graduate School of Management of St. Petersburg State University (GSOM SPbSU)	I 2.7.7
Castillo Molina, Yury Yohana	Universidad Complutense de Madrid, Spain	Posters 1
Castro, Rafael	Universidad Autónoma de Madrid	C 1.1.8
Celis, Jessica Marlen	Tecnologico de Monterrey, Mexico	I 2.7.7
Cerar, Jelena	WU Vienna, Austria	Posters 1
Cerdin, Jean-Luc	ESSEC Business School, France	C 1.3.12
Cervantes Figueroa, Michelle Alexandra	Universidad Autonoma de Barcelona, Spain	I 2.8.6
Cerviño, Julio	University Carlos III of Madrid, Spain	Posters 1
Cesar Pestana Pavan, Pedro	FGV EAESP Sao Paulo School of Business Administration (Getulio Vargas Foundation)	I 2.7.7
Chae, Chungil	Wenzhou-Kean University	C 2.8.12
Chen, Zibang	University of Manchester, United Kingdom	C 1.2.7

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Chiarvesio , Maria	University of Udine, Italy	I 2.6.6, I 2.6.6 Session Chair
Chidlow , Agnieszka (Aggie)	University of Birmingham	C 1.3.14 Session Chair, C 1.3.14
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Cho , Daniel Sunghwan	Trinity College Dublin, Ireland	C 2.6.13
Chow , Dawn Yi Lin	The Open University of Hong Kong, Hong Kong	I 1.5.9
Chudner , Irit	College of Management, Israel	P 2.6.15
Chwialkowska , Agnieszka	University of West Georgia, USA	I 1.5.5
Ciszewska-Mlinarič , Mariola	Kozminski University, Poland	Posters 1
Clegg , Callen	Brunel University, UK	C 1.3.12
Clegg , Jeremy	University of Leeds, UK; Leeds University Business School, UK	C 1.2.4, P 1.6
Conrad , Marcus	Friedrich-Alexander-University Erlangen-Nürnberg, Germany	C 1.2.10
Conroy , Kieran	Queen's University Belfast, UK	P 1.4.12
Contín-Pilart , Ignacio	Universidad Pública de Navarra, Spain	C 1.3.6
Coskun , Mesut	Salzburg Management and Business School (SMBS), Germany	Posters 1
Cotta de Mello , Renato	COPPEAD / UFRJ, Brazil	C 2.7.7
Coveri , Andrea	University of Urbino, Italy	C 1.3.5
Crespo , Cátia Fernandes	School of Technology and Management, Polytechnic of Leiria, Portugal; CARME; CSG/ADVANCE	C 1.4.11
Crespo , Nuno Fernandes	ISEG - University of Lisbon, Portugal; CSG/ADVANCE	C 1.4.11, C 1.1.6
Cuervo-Cazurra , Alvaro	Northeastern University	P 1.4.10, P 1.3.1
Czakó , Erzsébet	Corvinus University of Budapest, Hungary	Posters 2
Czychon , Christoph	KPMG, Germany	C 1.1.15
da Silva Lopes , Teresa	York University	C 1.1.8 Session Chair
Dachs , Bernhard	AIT Austrian Institute of Technology, Austria	C 1.3.3 , C 1.3.3 Session Chair
Dakhli , Mourad	Georgia State University	P 2.8.14, P 2.8.14 Session Chair
Damioli , Giacomo	European Commission, Italy	C 1.4.2
Danik , Lidia	SGH Warsaw School of Economics, Poland	I 1.2.Y, I 1.4.9
Dasi , Angels	University of Valencia, Spain	C 1.1.12
Dauth , Tobias	HHL Leipzig Graduate School of Management, Germany	Online 3
Davaei , Mahboobeh	Free University of Bozen-Bolzano, Italy	C 1.1.12, I 1.3.12
Davoine , Eric	Université de Fribourg, Switzerland	C 1.3.12

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de Batz, Laure	Prague University of Economics and Business, Czech Republic	C 1.2.10
De Beule, Filip	KU Leuven, Belgium	C 1.1.2 , C 1.1.2 Session Chair
de Castro, Julio	IE Business School, Spain	P 1.3.10
De Marchi, Valentina	University of Padova, Italy	I 1.5.5, P 1.4.5, C 1.2.5 Session Chair, CP Session Chair
De Massis, Alfredo	Free University of Bozen-Bolzano, Faculty of Economics and Management	I 2.8.9
de St. Maurice, Greg	Keio University, Japan	P 2.6.8
de Vasconcellos, Sílvia Luís	ESPM – Escola Superior de Propaganda e Marketing, Brazil	C 2.6.6
Debellis, Francesco	University of Vienna Faculty of Business, Economics and Statistics; University of Vienna, Chair of international business	I 2.8.9, I 2.6.6
Degbey, William	University of Turku, Finland	I 2.6.7
Denicolai, Stefano	University of Pavia	C 1.3.5
Di Maria, Eleonora	University of Padova, Italy	I 1.5.5
Diamantopoulos, Adamantios	University of Vienna, Austria	I 1.5.11
Dikova, Desislava	WU Vienna	C 2.6.6, C 2.6.6 Session Chair
Dimitratos, Pavlos	University of Glasgow	Online 3
Diniz-Maganini, Natalia	FGV EAESP Sao Paulo School of Business Administration (Getulio Vargas Foundation)	I 2.7.7
Doh, Jonathan	Villanova University, United States of America	C 2.7.1
Doluca, Hüseyin	Augsburg University, Germany	C 2.7.1, C 2.7.1 Session Chair
Driffield, Nigel	University of Warwick, United Kingdom	I 1.5.9, C 1.2.7
Duarte, Marcelo Pereira	CeBER, University of Coimbra, Faculty of Economics, Portugal	I 1.5.11
Duncan, Allen Scott	Burgundy School of Business, France	Posters 1
Duncan, Anne-Laure	Institute Bocuse, France	Posters 1
Durand, Muriel	EM Normandie Business School, France	Posters 1
Durán, Juan José	Autonomous University of Madrid, Spain	P 1.2
Eerola, Aleks	KU Leuven, Belgium	C 1.2.10
Ehret, Michael	Uni Graz, Austria	Posters 2
Elia, Stefano	Politecnico di Milano, Department of Management Engineering; Politecnico di Milano, Italy	I 2.8.9, C 2.6.9, C 1.2.7
Elo, Maria	University of Southern Denmark, Denmark	C 2.6.13, C 1.2.4, I 2.8.6, Posters 1
Emontspool, Julie	University of Southern Denmark	Posters 1
Engwall, Lars	Uppsala University, Sweden	P 2.6.8
Ermolaeva, Liubov	Saint Petersburg State University, Russian Federation	I 2.6.7, I 2.8.6, Posters 2

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Erthal Hermano , Paula	COPPEAD / UFRJ, Brazil	C 2.7.7
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Escobar-Borrueal , Ines	University of Vaasa, Finland	Posters 2
Evers , Natasha	Trinity College Dublin	P 2.7.6
Fabrizi , Chiara	Vienna University of Economics and Business (WU) - Institute for International Business, Austria	Posters 1
Fainshmidt , Stav	College of Business, Florida International University, United States	C 2.7.9, I 1.5.1
Fan , Di	Swinburne University of Technology, Australia	Online 2
Farias , Salomao	Georgia State University	P 2.8.14
Fariñas , José Carlos	Universidad Complutense Madrid	Online 1 Session Chair
Fernandez-Moya , Maria	CUNEF University, Spain	Posters 2
Fernández , Sara	Departamento de Economía Aplicada, Estructura e Historia. Universidad Complutense de Madrid, Spain	I 2.7.3
Ferraz , João Carlos	Universidade Federal de Rio de Janeiro, Brasil	Posters 2
Ferreira Caixe , Daniel	Federal University of Rio Grande do Sul	I 2.7.7
Fey , Carl	Aalto University, Finland	C 1.2.3
Fey , Natalia G.	Hanken School of Economics, Finland	C 1.2.12
Figueira de Lemos , Francisco	Uppsala University, Sweden	C 1.2.4, I 1.5.4 Session Chair
Filatotchev , Igor	WU Vienna; King's College London	C 2.7.10, P 1.3.10
Filenko , Roman	University of Vaasa, Finland	C 1.3.9
Filippaios , Fragkiskos	University of East Anglia, United Kingdom	I 2.8.2
Fisch , Jan Hendrik	WU Vienna, Austria	I 2.8.9, C 1.3.9
Fitza , Markus	Frankfurt School of Finance and Management, Germany	C 2.7.9
Fleta , Jorge	Zaragoza University, Spain	I 1.2.Y, C 2.8.7
Fletcher , Margaret	University of Glasgow	C 1.5.6
Floreani , Josanco	University of Udine, Italy	I 1.5.4
Floriani , Dinorá Eliete	Universidade do Vale do Itajaí, Brazil	C 1.1.6
Fontana , Roberto	University of Pavia, Pavia, Italy	C 1.3.3
Fontes , Margarida	UMOSE—Laboratório Nacional de Engenharia e Geologia; DINÂMIA'CET	C 1.1.6
Fontinha , Rita	University of Reading, United Kingdom	C 2.8.12
Forcadell , Francisco javier	Universidad Rey Juan Carlos, Spain	I 2.8.9
Fosfuri , Andrea	Bocconi University, Italy	C 1.2.5
Fraissler , Martin	Vienna University of Economics and Business, Austria	C 2.8.12

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Franco, Stefano	Luiss Business School, Italy	I 1.5.1
Froese, Fabian Jintae	University of Goettingen, Germany	Posters 1
Fürst, Sascha	University of Turku School of Economics, Finland; Tecnologico de Monterrey, Mexico	C 1.5.6
Gabaldon, Patricia	IE University, Spain	C 1.2.12
Gaibrois, Claudine	University of St. Gallen	C 2.6.12
Galetti, Sara	University of Milan-Bicocca, Italy	I 1.5.5
Galkina, Tamara	University of Vaasa, Finland	C 1.1.6, C 1.1.6 Session Chair
Gammelgaard, Jens	Copenhagen Business School	C 2.6.9 Session Chair
Ganapati, Nazife Emel	Florida International University, United States of America	C 2.8.12
Gao, Qiuling	Beijing International Studies University, China	Online 2
Gao, Qiuling	BISU, China, People's Republic of	Online 1, C 1.3.7 Session Chair
Gao, Renfei	University of Manchester, United Kingdom	C 1.3.7
Gao, Ruosu	International Engineering and Technology Institute, Armenia	I 2.6.7
Garanina, Olga	St. Petersburg State University, Russian Federation	Posters 2
Gattai, Valeria	University of Milan-Bicocca, Italy	I 1.5.5
Gereffi, Gary	Duke University, USA	P 1.4.5
Gerschewski, Stephan	University of Kent, UK	C 1.1.12, P 2.7.6, I 1.4.X
Ghauri, Pervez	Birmingham University	P 1.5.7
Gillmore, Edward	Jonkoping International Business School, Sweden	C 2.6.9
Gimeno Feliú, Jose María	Zaragoza University, Spain	I 1.2.Y
Giroud, Axele	The University of Manchester, United Kingdom	C 1.3.7, C 1.2.7
Girschik, Verena	Copenhagen Business School, Denmark	C 2.8.1
Gisca, Oxana	University of Oulu, Finland	Posters 1
Glaister, Keith W.	Leeds University Business School, University of Leeds, Leeds, UK	C 1.2.7
Glavee-Geo, Richard	Norwegian University of Science and Technology, Norway; NTNU, Norway	Posters 1, Posters 1
Glimstedt, Henrik	Stockholm School of Economics, Sweden	P 2.6.8
Glock, Michael	Vienna University of Business and Economics, Austria	C 2.7.9
Glowik, Mario	Berlin School of Economics and Law, Germany	I 1.5.5
Goerzen, Anthony	Queens University, Canada	C 1.1.12, C 2.6.9
Gokh, Irina	De Montford University, United Kingdom	I 2.8.Z

Author(s)	Organization(s)	Session
Gomez-Trujillo , Ana Maria	CEIPA Business School, Colombia; Universidad EAFIT	I 2.8.Z
Gonzalez-Perez , Maria Alejandra	Universidad EAFIT	I 2.8.Z
González- Loureiro , Miguel	Universidad de Vigo (Spain) & CIICESI- Instituto Politécnico de Porto (Portugal) mloureiro@uvigo.es	C 1.1.2
González-Loureiro , Miguel	CIICESI Center for Research and Innovation in Business Sciences and Information Systems, School of Technology and Management (ESTG), Polytechnic of Porto, Porto, Portugal; University of Vigo, Vigo, Spain	C 1.2.6
Gopal , Gurram	Illinois Institute of Technology, USA	Posters 2
Gorynia , Marian	Poznan University of Economics and Business, Poland	I 1.4.X
Gołębiowski , Tomasz	SGH Warsaw School of Economics, Poland	I 1.4.9
Greve , Peder	Henley Business School, International business & Strategy department	I 2.8.9
Grimstad , Siv Marina Floe	Norwegian University of Science and Technology, Norway	Posters 1
Grogaard , Birgitte	BI-Norwegian Business School, Norway	P 1.2
Grosman , Anna	Loughborough University	P 1.4.10
Grosskopf , Sina	University of Passau, Germany	Posters 1
Grudecka , Anna	SGH Warsaw School of Economics, Poland	C 2.7.11
Gruenwald , Philipp	Vienna University of Economics and Business, Austria	C 2.6.3
Grøgaard , Birgitte	BI Norwegian Business School, Norway	C 1.1.8
Guerrero , Alex J.	Universidad Complutense de Madrid, Spain	C 1.1.3, Posters 2
Gugler , Philippe	University of Fribourg, Switzerland	P 1.2.4, C 1.3.14
Guido , Davide	University of Pavia	I 1.1.6
Gundelach , Henrik	Copenhagen Business School, Denmark	Posters 1
Gunkel , Marjaana	Free University of Bozen-Bolzano, Italy	C 1.1.12, I 1.3.12
Guo , Jia-Bo	Dragon Steel Corporation, Taiwan	Online 2
Guttormsen , David S. A.	USN School of Business, University of South-Eastern Norway, Norway; Department of Communication and Culture, BI Norwegian Business School, Norway; Thammasat Business School, Thammasat University, Thailand	P 2.8.12, C 1.3.14, C 1.2.12 Session Chair, P 2.8.12 Session Chair, C 2.6.12
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Götz , Marta	Poznań University of Economics and Business	I 1.5.9
Haensel , Kira	College of Business, Florida International University, United States of America	I 1.5.1, I 1.4.X, I 1.5.1 Session Chair

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Hajidimitriou, Yannis	University of Macedonia	C 2.7.7, C 1.4.6, I 2.8.Z
Hajro, Aida	Vienna University of Economics and Business, Austria	C 1.3.12
Hakkarainen, Tuuli	Bocconi University, Italy	I 1.3.12
Halaszovich, Tilo	Jacobs University Bremen, Germany	C 1.3.6
Hansen, Michael Wendelboe	Copenhagen Business School, Denmark	I 1.5.1, Posters 1
Hansen, Ulrich	Danish Technical University	I 1.5.5
Haq, Hammad ul	University of Groningen, The Netherlands	C 1.2.4
Hassan, Zinab	Deakin University, Australia	Online 2
Hatani, Faith	Copenhagen Business School	P 1.5.7
He, Xinming	Durham University	C 2.7.11
Hegerty, Scott W.	Northeastern Illinois University	C 1.2.3
Heidemann, Christina	Friedrich-Alexander University Erlangen-Nürnberg, Germany	C 2.7.12
Heijs, Joost	Universidad Complutense de Madrid, Spain	C 1.1.3, Posters 2
Hendriks, Guus	University of Amsterdam	C 1.1.1
Hendriks, Noortje	Tilburg School of Economics and Management	C 1.1.1
Henkelmann, Lukas	University of Bayreuth, Germany	C 2.6.3
Hennart, Jean-François	Tilburg University, Netherlands	P 1.6, P 1.2.4
Hidalgo, Alberto	IMT School for Advanced Studies, Italy	Posters 2
Hilger, Andreas	University of Regensburg	C 2.7.7
Hisano, Ai	University of Tokyo, Japan	P 2.6.8
Hoffmann, Anna-Lena	Augsburg University, Germany	C 2.7.1
Holtbrügge, Dirk	Friedrich-Alexander University Erlangen-Nürnberg, Germany	C 1.2.5
Horak, Sven	St. John's University The Peter J. Tobin College of Business, USA	C 1.3.12
Hotho, Jasper	Copenhagen Business School, Denmark	C 2.8.1
Hoxha, Gezim	Politecnico di Milano, Italy	C 1.2.7
Hua Sheng, Hsia	FGV EAESP Sao Paulo School of Business Administration (Getulio Vargas Foundation)	I 2.7.7
Huang, Xinli	WU Vienna, Austria	Online 2
Huergo, Elena	Universidad Complutense de Madrid, Spain	C 1.1.3
Ighani, Jason	Humanitarian Coaching Network	C 1.2.12
Igoe, Josephine	NUIG, Ireland; National University of Ireland Galway	I 1.4.9, I 1.4.9 Session Chair
Ipsmiller, Edith	WU Vienna	C 2.6.6

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Ishigai, Patricia Akemi	FGV EAESP, Brazil	Posters 2
Ivanova-Gongne, Maria	Abo Akademi University	I 2.8.6
Jaklič, Andreja	Faculty of Social Sciences (University of Ljubljana), Slovenia	C 1.1.15
James, Barclay	St. Mary's University, United States of America	I 1.5.4
Jankowska, Barbara	Vistula University; Poznań University of Economics and Business, Poland	I 1.5.9, Posters 1
Jarosiński, Mirosław	SGH Warsaw School of Economics, Poland	Posters 2
Jasovska, Pavlina	University of Technology, Sydney	I 1.1.9
Jell-Ojobor, Maria	LUISS University Rome, Italy	C 1.1.1
Johanson, Martin	Dalarna University / Uppsala University	C 1.1.6
Johansson, Marjana	University of Glasgow	C 2.6.12
Jorma Larimo, Jorma	University of Vaasa, Finland	C 2.7.11
Jovanovic, Jelena	University of Fribourg, Switzerland	C 1.4.11
Ju, Shim Yong	Fundação Getúlio Vargas	I 1.5.4
Juan, Timana	Universidad ESAN, Perú	Posters 1
Juergensen, Jill	Henley Business School, University of Reading	C 1.1.3
Kachurovska, Olena	NTNU, Norway	Posters 1
Kaltenecker, Evodio	Tecnologico de Monterrey, Mexico	I 1.2.Y
Kampouri, Katerina	University of Macedonia, Greece	C 1.4.6 , I 2.8.Z
Kania, Aleksandra	Poznań University of Economics and Business, Poland	Posters 1
Kano, Hirokazu	Oita University, Japan	Online 3
Kano, Liena	University of Calgary, Canada	P 1.4.5, C 1.3.5
KANTARUK, Oksana	CEREFIGE, France	C 2.7.11
Khan, Zaheer	University of Aberdeen	P 2.7.6
Kiefner, Valentin	Vienna University of Business & Economics, Austria	C 1.1.1
Kilar, Wioletta	Pedagogical University of Krakow, Poland	Posters 2
Kim, Gyunhwan	Korea Advanced Institute of Science & Technology, Korea, Republic of (South Korea)	C 1.1.2
Kim, Namil	Villanova University, United States of America	C 2.7.1
Kim, Rebecca ChungHee	College of International Management, Ritsumeikan Asia Pacific University, Japan	P 2.8.12, Online 2
King, Tim	University of Kent	P 2.7.6
Kipping, Matthias	York University, Canada	P 2.6.8

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Kirste, Laura	Friedrich-Alexander University Erlangen-Nürnberg, Germany	C 1.2.5
Klaro Ramires, Polina Mishel	HSE University, Russian Federation	I 2.6.7
Kleinhempel, Johannes	University of Manchester, Alliance Manchester Business School, United Kingdom	C 1.3.6
Klishevich, Daria	St. Petersburg State University, Russian Federation	I 2.8.6, Posters 2
Kluge, Jessica	Augsburg University, Germany	I 2.8.9
Kocenda, Evzen	Institute of Economic Studies, Charles University, Czech Republic	C 1.2.10
Koleša, Iris	Faculty of Social Sciences (University of Ljubljana), Slovenia	C 1.1.15
Koljonen, Venla Kanerva	Aalto University School of Business, Finland	Posters 1
Kollingbaum, Lukas	Wirtschaftsuniversität Wien, Austria	Posters 1
Kopiński, Dominik	University of Wrocław, Poland	C 1.1.8
Korendijk, Marloes	University of Groningen, Netherlands, The	C 2.7.9
Kounnou, Vasiliki	University of Macedonia	C 2.7.7
Kovacs, Erica	Indiana University, Brazil	P 2.8.14
Koveshnikov, Alexei	Aalto University School of Business, Finland	C 2.7.12, C 1.3.12
Kowalski, Arkadiusz Michał	SGH Warsaw School of Economics, Poland	C 1.2.3
Kraus, Sascha	Free University of Bozen-Bolzano	I 1.4.X
Kriklivetz, Anna	St. Petersburg state university, Russian Federation	Online 1
Kuchеров, Dmitry	Saint-Petersburg State University, Russian Federation	I 1.3.12
Kuiken, Andrea	University of Groningen, The Netherlands	C 1.2.4
Kuivalainen, Olli	LUT University	P 2.7.6
Kuleshov, Nikita	St. Petersburg state university, Russian Federation	Online 1
Kumaraswamy, Arun	Florida International University	I 2.6.6
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Kundu, Sumit Kumar	Florida International University, United States of America; College of Business, Florida International University, United States	I 1.5.11, I 1.5.11 Session Chair, C 2.7.9
Kurosawa, Takafumi	Kyoto University, Japan	P 2.6.8
KUSI APPIAH, EMMANUEL	University of Vaasa, Finland	C 1.5.6
Kyrkilis, Dimitris	University of Macedonia	C 2.7.7
Kähäri, Perttu	Aalto University, Finland; Aalto University School of Business, Finland	I 2.8.6, C 2.7.12, I 1.4.9

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Lageström, Katarina	Uppsala University, Sweden	C 1.4.13
Landi, Andrea	University of Copenhagen, Denmark (Dept. of Food and Resource Economics); University of Chinese Academy of Science, China (Sino-Danish Centre)	Posters 1
Lapeira, Maria	Suffolk University, United States of America	I 2.6.6
Larimo, Jorma	University of Vaasa, Finland	C 1.3.9, I 1.5.9, C 1.3.9 Session Chair
Larraza-Kintana, Martin	Universidad Pública de Navarra, Spain	C 1.3.6
Larsen, Marcus M.	Copenhagen Business School, Denmark	C 1.2.5
Latukha, Marina	St. Petersburg state university, Russian Federation	Online 1, Online 1, I 2.6.7
Lavoratori, Katuscia	University of Warwick; Henley Business School, University of Reading, UK	C 1.3.9, C 1.2.7
Lazarova, Mila	Simon Fraser University, Canada	C 1.3.12
Lee, Jongmin	University of Reading, United Kingdom	C 2.8.12, C 1.1.3, C 1.1.3 Session Chair
Lee, Joonghak	University of Reading, United Kingdom	C 2.8.12
Lee, Sun Hye	University of Surrey	C 2.8.1
Lehman, Ana Teresa	University of Porto, Portugal	P 1.2.4
Leite, Emilene	Örebro University School of Business, Sweden	C 1.4.13, I 1.2.Y Session Chair
Lema, Rasmus	Aalborg University	I 1.5.5
Lengler, Jorge	Durham University, United Kingdom	I 1.5.12, C 1.3.14
Leppäaho, Tanja	LUT University, Finland	C 1.4.6
Lewandowska, Małgorzata Stefania	SGH Warsaw School of Economics, Poland	I 1.4.9, C 1.2.3
Li, Fang Fang	University of Vaasa, Finland	C 2.7.11
Li, Min	University of St Andrews	C 2.7.11
Li, Sanyi	KU Leuven, Belgium	I 2.8.Z
Li, Yameng	International Engineering and Technology Institute, Armenia	I 2.6.7
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Li, Zijie	UIBE, China, People's Republic of	Online 1
Liang, Yanze	The University of Manchester, United Kingdom	C 1.3.7
Liesch, Peter	The University of Queensland	I 1.1.6
Lin, Hao-Chieh	Department of Business Management, National Sun Yat-sen University, Taiwan	Online 2
Lindh, Cecilia	Mälardalen University, Sweden	Posters 1
Lindner, Thomas	WU Vienna, Austria; Vienna University of Economics and Business, Austria; University of Innsbruck	C 1.3.14, I 1.1.9, Posters 2, C 2.7.10, I 1.1.9, C 2.6.3, C 2.8.12, C 2.7.10 Session Chair

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Lisovskaia , Antonina	Saint-Petersburg State University, Russian Federation	I 2.7.7
Lisovskaya , Antonina	Saint-Petersburg State University, Russian Federation	I 1.3.12
Liu , Leigh Anne	Georgia State University, USA	C 2.6.12
Liu , Linyu	Aalto university, Finland	C 1.4.13
Longva , Kjersti Kjos	Norwegian University of Science and Technology (NTNU), Norway	Posters 1
Lorena , Antonio	Universidad Magna Graecia, Italy	I 2.8.9
Lorenzen , Helene	Aarhus University, Denmark	I 1.5.12
Losonci , Dávid	Corvinus University of Budapest, Hungary	Posters 2
Lundan , Sarianna	University of Bremen, Germany; Aalto University, Finland	Posters 1
Luong , Anh B.H	Sheffield Hallam University, United Kingdom	Posters 2
Lynden , Karen	University of North Carolina-Greensboro	P 1.2.14
López-Rodríguez , Jesús	Universidade da Coruña, Spain	I 1.5.1
Maack , Mariel	University of Vienna, Austria	I 1.5.11
Macharzina , Klaus	University of Hohenheim, Stuttgart, Germany	P 1.2
Macoris , Lucas Serrao	INSPER - Institute of Education and Research, Brazil	C 2.7.10
Magnani , Giovanna	University of Pavia, Italy	C 1.3.5
Mainela , Tuija	University of Oulu Business School, Finland	C 1.5.6, C 1.5.6 Session Chair
Mairoce , Carlos	PLASOC, Department of Capacity Development, Monitoring and Evaluation, Chimoio, Mozambique	C 1.2.7
Majella , Giblin	National University of Ireland, Galway	C 2.6.9
Majocchi , Antonio	Luiss University Rome, Italy	P 1.2.4
Malerba , Franco	Bocconi University, Milan, Italy	C 1.3.3
Malhotra , Shavin	University of Waterloo, Canada	C 1.2.6
Manotas , Eva Critina	Universidad Nacional de Colombia, Colombia	Posters 1
Marie Zwerg , Anne	Escuela Internacional de Ciencias Económicas y Administrativas Universidad de la Sabana	C 1.1.7
Marin , Giovanni	Università di Urbino Carlo Bo, Urbino, Italy; SEEDS, Italy	C 1.4.2
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Marinova , Svetla	Dept. of Business and Management, Aalborg University	P 2.6.15

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Marta, Bernasconi	University of Milan-Bicocca, Italy	I 1.5.5
Martikainen, Minna	University of Vaasa, Finland	C 1.2.10
Martin-Sanchez, Victor	University of Southern Denmark, Denmark	C 1.3.6, C 1.3.6 Session Chair
Martín-Sánchez, Victor	University of Southern Denmark	C 1.4.6
Martínez-Cháfer, Luis	Universitat Jaume I, Spain	C 1.4.2
Marzano, Riccardo	Sapienza - University of Rome	C 1.3.9
Maseland, Robbert	Radboud University Nijmegen, Netherlands, The	C 1.2.7, C 1.2.7 Session Chair
Masood, Lina	IAE Aix-Marseille University, France	C 1.1.3
Masso, Jaan	University of Tartu, Estonia	C 1.3.5
Matarazzo, Michela	Guglielmo Marconi University	I 1.5.11
Mattila, Linda Helena	Aalto University, Finland	I 2.8.6
Matysek-Jędrych, Anna	Poznań University of Economics and Business, Poland	Posters 1
Mayrhofer, Ulrike	Université Côte d'Azur, IAE Nice, GRM, France	C 1.1.15, I 2.7.7, I 2.6.7 Session Chair
Mayrhofer, Wolfgang	Vienna University of Economics and Business, Austria	C 1.3.12
Medvedev, Andrey	Hochschule Ludwigshafen am Rhein	Online 2
Melero, Eduardo	Universidad Carlos III de Madrid, Spain	P 1.3.10
Mellahi, Kamel	Dubai Chamber of Commerce	C 2.8.1
Mello, Rodrigo	University of Vaasa, Finland	Posters 2
Memar, Noushan	Mälardalen University, Sweden	I 1.4.9
Mendes, Telma	CIICESI Center for Research and Innovation in Business Sciences and Information Systems, School of Technology and Management (ESTG), Polytechnic of Porto, Porto, Portugal; University of Vigo, Vigo, Spain	C 1.2.6
Meng, Shuang	School of International Trade and Economics, Central University of Finance and Economics, China	C 1.2.3
Messeni Petruzzelli, Antonio	Polytechnic University of Bari, Department of Mechanics, Mathematics, and Management	I 2.8.9
Metsola, Jaakko	LUT University, Finland	C 1.4.6
Miani, Stefano	University of Udine, Italy	I 1.5.4
Mihailova, Irina	University of Eastern Finland, Finland	I 2.8.6
Miles, Edward W.	Georgia State University, USA	C 2.6.12
Miller, Stewart Robert	University of Texas at San Antonio, United States	C 1.3.14
Minbaeva, Dana	CBS, Denmark	P 1.4.12, C 1.3.12 Session Chair
Miravittles, Paloma	Universitat de Barcelona, Spain	C 1.4.13, C 2.6.13 Session Chair

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Mirońska , Dominika	SGH Warsaw School of Economics, Poland	I 1.2.Y
Miska , Christof	WU Vienna	C 1.2.12
Mińska-Struzik , Ewa	Poznań University of Economics and Business, Poland	Posters 1
Mockaitis , Audra I.	Maynooth University, Ireland	C 1.1.12
Mogos Descotes , Raluca	LEM, France	C 2.7.11, C 2.7.11 Session Chair
Mohr , Alexander	Vienna University of Business & Economics, Austria	C 1.1.1
Mol , Michael	Copenhagen Business School	C 1.1.7, P 1.4.10, C 2.8.1, P 1.4.10 Session Chair, C 2.8.1 Session Chair
Molina Morales , F. Xavier	Universitat Jaume I, Spain	C 1.4.2
Moller Larsen , Marcus	Copenhagen Business School; BI Norwegian Business School	P 1.3.1
Montoro-Sanchez , Maria Angeles	Complutense University of Madrid	I 1.4.X Session Chair, Online 3 Session Chair
Montoya , Miguel A	Tecnologico de Monterrey, Mexico	I 1.2.Y
Moore , Fiona	School of Business and Management, Royal Holloway, University of London	C 1.3.14
Mork , Kristian Dragsund	BI Business School, Norway	I 1.5.5
Mouratidou , Eva	University of Macedonia, Greece	I 2.8.Z
Mroczek-Dąbrowska , Katarzyna	Poznań University of Economics and Business, Poland	Posters 1
Muehr , Christina Maria	WU Vienna	C 2.7.10
Muller , Alan	University of Groningen, Netherlands, The	C 2.7.9, C 2.7.9 Session Chair
Mumford , Jonathan Van	University of Turku School of Economics, Finland	C 1.5.6
Muñoz , Fernando	Zaragoza University, Spain	I 1.2.Y, C 2.8.7
Mwesiumo , Deodat E.	Molde University College, Specilaized University in Logistics, Norway	C 1.2.5
Márquez-Ramos , Laura	The University of Adelaide, Australia; Universitat Jaume I, Spain	Online 1
Müller , Lucas Alexander	Philipps-University Marburg, Germany	Posters 2
Müllner , Jakob	WU Vienna, Austria	P 1.3.10, C 1.2.10 Session Chair, P 1.3.10 Session Chair
Nagre , Karishma	University of Leeds	C 2.6.13
Namatovu , Rebecca	Copenhagen Business School	P 1.3.1
Narula , Rajneesh	Reading University; Henley Business School, University of Reading	C 1.3.5, C 1.1.3, P 1.4.12, P 1.3.1
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Natalicchio , Angelo	Polytechnic University of Bari, Department of Mechanics, Mathematics, and Management	I 2.8.9

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Nefedov, Konstantin	Higher School of Economics, Russian Federation	Online 2
Nell, Phillip	Vienna University of Business and Economics, Austria	C 2.7.9
Neto, Euler	Universidade Federal de Rio de Janeiro, Brasil	Posters 2
Newbury, William	Florida International University, USA	I 2.8.9
Nguyen, Ha Thi Thu	University of Vaasa, Finland	I 1.5.9
Nguyen, Quyen	University of Reading, United Kingdom	C 2.6.13, I 1.4.9
Nielsen, Bo Bernhard	The University of Sydney Business School; Copenhagen Business School, Denmark	Posters 1
Nieto Sanchez, Maria Jesus	Universidad Carlos III de Madrid, Spain	P 1.5.3
Nogueira de Paiva Britto, Jorge	Universidade Federal Fluminense, Brasil	Posters 2
Nowak, Jan	European University of Business in Warsaw, Poland	I 1.4.X
Nujen, Bella Belerivana	Norwegian University of Science and Technology (NTNU), Norway; Department of International Business, Norwegian University of Science and Technology, Norway	C 1.2.5, I 2.7.3
Oberhauser, Marc	ESCP Business School Madrid, Spain; Friedrich-Alexander University Erlangen-Nürnberg, Germany	C 1.2.5
Oblój, Krzysztof	Kozminski University, Poland	C 1.1.8
Oh, Suhyon	Copenhagen Business School, Denmark	I 1.5.1
Oksnes, Isabel Våge	Norwegian University of Science and Technology (NTNU), Norway	C 1.2.5
Oliveira, Alexandre Martins	CARME – Centre of Applied Research in Management and Economics - School of Technology and Management - Polytechnic Institute of Leiria	Posters 2, I 1.1.9
Oliveira, Louis	Dalarna University / University of São Paulo	C 1.1.6
Omoju, Joshua	Northumbria University, United Kingdom	C 1.1.1
Onikki-Rantajääskö, Tiina	University of Helsinki, Finland	I 2.7.3
Owusu, Richard Afriyie	Linnéuniversitetet, Department of Marketing, Sweden	Posters 2
Oxelheim, Lars	University of Agder, Norway; IFN, Stockholm	C 1.2.10
Pahlberg, Cecilia	Uppsala University, Sweden	C 1.4.13
Pallas, Andrea	Universidad de Valencia	C 2.6.13
Pananond, Pavida	Thammasat Business School, Thailand	P 1.2.4
Panibratov, Andrei	St. Petersburg State University, Russian Federation	Posters 2, I 2.6.7
Papaioannou, Stylianos	Uppsala University	C 1.1.6

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Para, Anna	SGH Warsaw School of Economics, Poland	Posters 2
Parameswar, Nakul	Indian Institute of Technology Hyderabad, India	C 1.1.7
Parente, Ronaldo Couto	Florida International University, USA	C 2.6.6, P 1.4.14
Paz-Aparicio, Carmen	Universidad Carlos III de Madrid, Spain	C 1.2.12
Pedersen, Torben	Bocconi University, Italy	C 1.1.12, C 2.7.9, I 1.5.5 Session Chair
Pelto, Elina	Turku School of Economics, University of Turku, Finland	I 2.6.6
Peng, Jianrong	Center for Latin American and Caribbean Studies, Southwest University of Science and Technology, Mianyang, China; Tourism Research Institute, University of Alicante, Spain	C 2.8.7
Pereira, Luís Henrique	FGV EAESP, Brazil	Posters 2
Perez, Perla Maria	Tecnologico de Monterrey, Mexico	I 2.7.7
Petersen, Bent	Copenhagen Business School	C 2.7.7, C 1.2.4, C 1.3.5
Petersen, Nicolaj Hannesbo	UCL Professional College and Business Academy	I 1.1.6
Petrou, Andreas	Cyprus University of Technology, Cyprus	I 1.5.9
Piaskowska, Dorota	University College Dublin	C 1.1.15
Piekkari, Rebecca	Aalto University School of Business; Aalto University, Finland	C 2.6.12, Posters 1, P 1.6, P 1.6 Session Chair
Piepenbrink, Anke	Rennes School of Business, France	C 1.3.14
Pinelli, Michele	Free University of Bozen-Bolzano, Faculty of Economics and Management	I 2.6.6
Piscitello, Lucia	Politecnico di Milano; Henley Business School - University of Reading	C 1.3.9, C 2.8.7, C 2.6.9, C 1.2.7, PIBR Semi-plenary session Session Chair
Pla-Barber, Jose	University of Valencia, Spain	C 1.4.6, C 2.6.13
Plakoyiannaki, Emmanuella	University of Vienna, Austria	P 1.2.4, C 1.4.6
Podgainyi, Felix	St. Petersburg state university, Russian Federation	Online 1
Poliakova, Elena	IESEG School of Management, France; IESEG, France	C 2.6.12, I 1.5.12
Ponte, Stefano	Copenhagen Business School, Denmark	I 1.5.5
Prochazka, Petr	Prague University of Economics and Business, Czechia; International Sustainable Finance Centre, Prague, Czechia	Posters 2
Procopiou, Andreas	University of Liverpool, United Kingdom	I 1.5.9
Puck, Jonas	WU Vienna, Austria; Vienna University of Economics and Business, Austria	C 1.3.14, C 2.7.10, I 1.1.9, C 2.6.3, C 2.8.12
Puhakka, Vesa	University of Oulu Business School, Finland	C 1.5.6

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Puhr, Harald	WU Vienna, Austria	I 2.8.9
Puig, Francisco	Universitat de València, Spain	C 1.1.2, Posters 2
Puig, Nuria	UCM, Spain	C 1.1.8, Online 2 Session Chair
Puthusserry, Pushyarag	University of Kent	P 2.7.6
Qiu, Yixin	University of Bayreuth, Germany	I 1.4.X
Quer, Diego	Department of Management, University of Alicante, Spain	C 2.8.7
R. Quattrin, Denise	Durham University, United Kingdom	I 1.5.12
Rabellotti, Roberta	Università di Pavia, Italy	I 1.5.5
Raghavan, Nikhila	FAU University Erlangen-Nuremberg, Germany	Posters 2
Raitis, Johanna	Turku School of Economics, University of Turku, Finland	I 2.6.6
Ram, Mudambi	Temple University, USA	P 1.4.5
Randoy, Trond	University of Agder, Norway; Centre for Corporate Governance, CBS, Denmark	C 1.2.10
Rasmussen, Erik Stavnsager	University of Southern Denmark, Denmark	I 1.1.6
Raswant, Arpit	Deakin University, Australia; Lancaster University, United Kingdom	Posters 2
Reiche, Sebastian	IESE, Spain	C 1.3.12
Reimann, Caroline Kalil	University of Coimbra, Faculty of Economics, Portugal	I 1.5.11
Reis, Nuno Rosa	CARME – Centre of Applied Research in Management and Economics - School of Technology and Management - Polytechnic Institute of Leiria	Posters 2, I 1.1.9
Remington, Christa	University of South Florida, United States of America	C 2.8.12
Reus, Taco	Rotterdam School of Management, Erasmus University, Netherlands, The	C 2.8.1
Rialp-Criado, Alex	Universidad Autonoma de Barcelona, Spain	I 2.8.6
Ribaudó, Dalila	University of Pavia, Italy; Università di Pavia, Italy	C 1.4.2
Riccaboni, Massimo	IMT School for Advanced Studies, Italy	Posters 2
Richter, Nicole	University of Southern Denmark, Denmark	C 1.3.12
Ritvala, Tiina Anna-Maria	Aalto University, Finland	Posters 1, Posters 1
Rocha, João Pedro	ADVANCE/CSG, ISEG - Lisbon School of Economics and Management, University of Lisbon, Portugal, Portugal	C 1.3.14
Rodríguez Márquez, Alicia	Universidad Carlos III de Madrid, Spain	P 1.5.3
Roh, Taewoo	Soonchunhyang University, Korea, Republic of (South Korea)	C 1.1.2
Rohlfer, Sylvia	CUNEF	P 1.5.7, I 2.7.3, I 1.2.Y

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Rose, Elizabeth	University of Leeds	C 2.6.13
Rosell-Martínez, Jorge	Universidad de Zaragoza, Spain	C 1.3.3
Rossatto, Gabrielle	Universidade do Vale do Itajaí, Brazil	C 1.1.6
Rottig, Daniel	Lutgers College of Business, Florida Gulf Coast University, USA	C 1.1.7, P 1.2.14, I 1.5.4
Rovira Nordman, Emilia	Mälardalen University, Sweden	Posters 2
Ruangwan, Pakhamon	Ritsumeikan Asia Pacific University, Japan	Online 2
Ruesga Rath, Constanze	University of Passau, Germany	Posters 1
Ruoss, Fabienne	TU Dortmund University, Germany	Posters 2
Ryan, Paul	Trinity College Dublin, Ireland	C 2.6.9, C 1.4.13 Session Chair
Rygh, Asmund	The University of Manchester, United Kingdom	C 1.3.7, C 1.2.7
Rysakova, Liana	SPBU, Russian Federation	I 2.6.7
Saariluoma, Pertti	University of Jyväskylä, Finland	I 2.7.3
Sabel, Christopher Albert	BI Norwegian Business School, Norway	C 2.7.1
Safari, Arsalan	Qatar University, Qatar	Posters 2
Saittakari, Iiris Mirjami	Aalto University School of Business, Finland; Aalto University, Finland	Posters 1, I 1.4.9, I 1.4.9
Salcedo, Nestor U.	Universitat Autònoma de Barcelona, Spain; ESAN Graduate School of Business, Lima, Peru	Posters 2, I 2.6.6
Sancho Bosch, Diego	Universidad Complutense de Madrid, Spain	Posters 2
Santangelo, Grazia	Copenhagen Business School, Denmark	C 1.2.5, P 1.5.3
Sarkar, Md Ahasan Habib	University of Sydney, Australia	Posters 2
Sawant, Rajeev	Florida Atlantic University, United States of America	I 1.5.4
Schantl, Elena	WU Vienna, Austria	C 1.3.14, I 1.1.9
SCHEMBRI, Joe	University of Malta, Malta	C 1.5.6
Schneider, Avi	College of Management, Israel	P 2.6.15
Schumacher, Christian	Copenhagen Business School, Denmark	C 1.1.1
Schwaiger, Kathrin	WU Vienna, Austria	C 1.3.9
Schweizer, Roger	Göteborg University, Sweden	C 1.4.13
Schwerdfeger, Nils	WU Vienna University of Economics and Business, Austria	Posters 1
Secches Kogut, Clarice	COPPEAD / UFRJ, Brazil	C 2.7.7
Seierstad, Cathrine	USN School of Business, Norway	C 1.2.12
Selivanovskikh, Louisa	Higher School of Economics, St. Petersburg School of Economics and Management, Russian Federation	C 1.2.3

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Serrano Archimi , Carolina	IAE Aix-Marseille University, France	C 1.1.3
Servais , Per	Linneaus University, School of Business and Economics; Linnéuniversitetet, Department of Marketing, Sweden	I 1.1.6 , Posters 2 , I 1.1.6 Session Chair
Servais , Susanne	Linneaus University, School of Business and Economics	I 1.1.6
Shahiduzzaman , Md	University of Queensland, Australia	Posters 2
Sharkey Scott , Pamela	DCU, Ireland	I 1.4.9
Shinohara , Yoshiki	College of International Management, Ritsumeikan Asia Pacific University, Japan; Center for Inclusive Leadership, Ritsumeikan Asia Pacific University, Japan	P 2.8.12
Silberberger , Magdalene	Witten/Herdecke University, Department of Philosophy, Politics, and Economics; Institute for Social and Institutional Change (ISIC), Witten, Germany	C 1.2.7
Silva , Andre	Fundação Getúlio Vargas	I 1.5.4
Silva , Francisco Pavão Bettencourt	Universidade Católica Portuguesa	Posters 2
Silva , Jorge Ferreira da	PUC-Rio (Pontifícia Universidade Católica do Rio de Janeiro), Brazil	I 2.6.7
Silva , Susana C.	Universidade Católica Portuguesa	Posters 2
Silvestri , Daniela	Politecnico di Milano, Italy	P 2.6.8
Simões , Vitor Corado	ADVANCE/CSG, ISEG - Lisbon School of Economics and Management, University of Lisbon, Portugal, Portugal; CSG/ADVANCE	P 1.2 , C 1.3.14 , C 1.1.6 , P 1.2 Session Chair
Sinning , Carolina	Trier University, Germany	C 2.6.6
Skudiene , Vida	ISM University of Management and Economics, Lithuania	Posters 2
Slager , Rienke	University of Groningen, Netherlands, The	C 2.7.9
Slangen , Arjen	KU Leuven, Belgium	C 1.2.10
Sleuwaegen , Leo	KU Leuven, Belgium	I 1.5.9
Soares , Fernando Januario Lopes	PUC-Rio (Pontifícia Universidade Católica do Rio de Janeiro), Brazil	I 2.6.7
Solli-Sæther , Hans	Department of International Business, Norwegian University of Science and Technology, Norway	I 2.7.3
Solli-Sæther , Ingrid	BI Business School, Norway	I 1.5.5
Sousa , Carlos M.P.	Molde University College	C 2.7.11
Souza-Santos , Renato	FGV EAESP Sao Paulo School of Business Administration, Brazil	Posters 2 , Posters 2
Spiliotopoulou , Eirini	Tilburg School of Economics and Management	C 1.1.1
Stahl , Guenter	WU Vienna, Austria; Vienna University of Economics and Business, Austria	Posters 2 , C 1.3.12

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Stocker , Miklós	Corvinus University of Budapest, Hungary	Posters 2
Strand , Øivind	Norwegian University of Science and Technology (NTNU), Norway	Posters 1
Strange , Roger	Editor in Chief, International Business Review	IBR PDW Session Chair
Sufyan , Muhammad	University of Turku, Finland	I 2.6.7
Sui , Sui	Ryerson University, Canada	C 1.2.6, C 1.2.6 Session Chair
Sullivan Mort , Gillian	La Trobe University	I 1.1.6
Surdu , Irina	University of Warwick	C 1.3.5, C 1.1.3
Suutari , Vesa	University of Vaasa, Finland	Posters 2
Svirina , Anna	Kazan National Research Technical University	P 1.2.14
Swoboda , Bernhard	Trier University, Germany	C 2.6.6, I 1.5.1
Sáenz , Carlos	Zaragoza University, Spain	C 2.8.7
Sánchez-Sellero , Pedro	Universidad de Zaragoza, Spain	C 1.3.3, I 1.5.1
Talaulicar , Till	University of Erfurt, Germany	C 2.7.1
Taleb , Ali	MacEwan University, Canada	Posters 2
Taras , Vasyly	University of North Carolina, USA	Online 3, P 1.2.14, C 1.1.12, I 1.3.12, Posters 2
Tashman , Pete	Villanova University, United States of America	C 2.7.1
Tavoletti , Ernesto	University of Macerata, Italy	Online 3 , P 1.2.14
Teissandier , Magdalena	Toulouse Business School, France	C 1.2.6 , Posters 1
Teixeira , Gislaine Cristina dos Santos	FGV Sao Paulo School of Business Administration, Brazil	I 2.8.9, I 2.8.9 Session Chair
Thakur-Wernz , Pooja	Washington and Lee University, United States of America	C 2.8.7
Thein , Htwe Htwe	Curtin University, Australia	C 2.8.1
Thomas , Mark	Grenoble Ecole de Management, France	Posters 1
Timo Koivumäki , Timo	University of Oulu, Finland	Posters 1
Tinits , Priit	Aalto University, Finland	C 1.2.3, C 1.2.3 Session Chair
Torraca , Julia	Universidade Federal do Rio de Janeiro, Brasil	Posters 2
Torrecillas , Celia	Instituto Complutense de Estudios Internacionales. Universidad Complutense de Madrid, Spain; Universidad Complutense de Madrid	I 2.7.3, I 2.7.3 Session Chair
Torres , Miguel	University of Leeds, UK	C 1.2.4
Trapczynski , Piotr	Poznan University of Economics and Business, Poland	I 1.4.X, C 1.3.6, I 2.8.Z Session Chair
Tschang , Ted	Singapore Management University	C 2.6.3
Tsybova , Victoria	Saint-Petersburg State University, Russian Federation	I 1.3.12

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Uddin, Helal	Ritsumeikan Asia Pacific University, Japan	Online 2
Ueta, Toshimitsu	Copenhagen Business School, Denmark	C 1.2.4
Urraca-Ruiz, Ana	Universidade Federal Fluminense, Brazil	Posters 2
Urzelai, Berrbizne	University of the West of England, United Kingdom	C 1.1.2
Vahter, Priit	University of Tartu, Estonia	C 1.3.5
Valboni, Riccardo	Utrecht University, Netherlands	C 1.2.10
Valderrey, Francisco	Tecnologico de Monterrey, Mexico	I 1.2.Y
Valentino, Alfredo	ESCE International Business School	C 2.6.9, I 1.5.1, C 1.1.15, I 2.7.7
Vallone, Tommaso	Henley Business School, University of Reading International Business and Strategy; Politecnico di Milano, Department of Management Engineering	I 2.8.9, I 2.6.6, I 2.8.9
Van Assche, Ari	HEC Montréal	C 1.2.4 Session Chair
van der Straaten, Khadija	Rotterdam School of Management, Erasmus University, the Netherlands	Posters 1
Veglio, Valerio	Free University of Bozen-Bolzano, Italy	C 1.1.12
Veiga, Pedro Mota	Escola Superior de Educação de Viseu - Instituto Politécnico de Viseu e Universidade Católica Portuguesa	I 1.4.X
Velinov, Emil	Skoda Auto University	C 2.7.7
Velázquez, Francisco Javier	Universidad Complutense de Madrid	Posters 2
Veselova, Anna	Higher School of Economics, Russian Federation; HSE University, Russian Federation	I 2.6.7, I 2.6.7
Viktora-Jones, Magdalena	Florida International University, United States of America	C 2.8.12, I 1.5.11, I 1.4.X
Villar, Cristina	University of Valencia, Spain	C 1.4.6, C 2.6.13, C 1.4.6 Session Chair
Vu, Uyen	Stockholm School of Economics, Sweden	Posters 2
Wagner, Marcus	Augsburg University, Germany	I 2.8.9, C 2.7.1
Walliser, Bjorn	CEREFIGE, France	C 2.7.11
Walter, Palomino-Tamayo	Universidad ESAN, Perú	Posters 1
Wang, Yihuai	Georgia State University	P 2.8.14
Wanjiru, Roseline	Northumbria University, United Kingdom	C 1.1.1
Wardana, Harry	The University of Adelaide, Australia	Online 1
Wasowska, Aleksandra	University of Warsaw, Poland	C 1.1.8
Weerawardena, Jay	The University of Queensland	I 1.1.6
Welch, Catherine	The University of Sydney Business School, Australia	P 1.6
Wernick, David A.	Florida International University, USA	P 1.4.14
Whalley, Jason	Northumbria University, United Kingdom	C 1.1.1

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Wicht, Luisa	Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany	Posters 2
Wiessner, Yannick Tristan	Erasmus University Rotterdam, Netherlands, The	I 1.1.9
Witek-Hajduk, Marzanna Katarzyna	SGH Warsaw School of Economics, Poland	C 2.7.11
Witte, Caroline	Rotterdam School of Management (RSM), Netherlands, The; Erasmus University Rotterdam	C 1.1.7, P 1.3.1, P 1.4.10, P 1.3.1 Session Chair
Wolfesberger, Michael	WU Vienna, Austria	I 1.1.9, I 1.1.9 Session Chair
Wolniak, Radosław	University of Warsaw, Poland	I 1.4.X
Wood, Geoffrey	Western University	P 1.4.10
Wu, Juan	University of Fribourg	C 1.3.7
Wójcik, Piotr	Kozminski University, Poland	Posters 1
Xavier, Wlamiir	Biola University, United States of America	C 1.1.7, I 1.5.4
Xiong, Jie	ESSCA School of Management, France	Posters 2, Posters 2
Xu, Lu	ESC Clermont Business School, France	Posters 2
Yan, Jie	Grenoble Ecole de Management	Posters 2
Yang, Sai	WU Vienna, Austria	Posters 1
Yaprak, Attila	Wane State University, USA	I 1.3.12
Yeon, Su Jin	Tecnologico de Monterrey, Mexico	I 2.7.7 , I 2.7.7 Session Chair
Yi, Jingtao	Renmin Business School, Renmin University of China	C 1.2.3
Yoon, Hyungseok	Villanova University, United States of America	C 2.7.1
Yugui, Zhang	Shanghai International Studies University, China	I 2.6.7
Zaborek, Piotr	SGH Warsaw School of Economics, Poland	I 1.4.9
Zander, Lena	Uppsala University, Sweden	C 1.3.12, C 1.1.12
Zanellato Mayer, Beatrice	Universidade do Vale do Itajaí, Brazil	C 1.1.6
Zanfei, Antonello	University of Urbino Carlo Bo, Italy; University of Urbino, Italy	C 1.4.2, P 1.5.3, C 1.3.5 , C 1.3.5 Session Chair
Zeitoun, Hossam	University of Warwick, United Kingdom	I 1.5.9
Zellmer-Bruhn, Mary	University of Minnesota, USA	C 1.3.12
Zettinig, Peter	University of Turku, Finland	C 1.1.12
Zhang Zhang, YingYing	International University of Japan	I 1.2.Y, P 1.5.7, I 2.7.3
Zhang, Chao	Universitat Autònoma de Barcelona	C 1.4.6
Zhang, Haiyan	Neoma Business School, France	C 1.1.2
Zhang, Julia Helena	University of Oulu, Finland	Posters 1
ZHANG, Michael	Nottingham Trent University, United Kingdom	I 1.4.X

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Zhang, Michael	Nottingham Trent University, United Kingdom	Posters 2
Zhang, Zhu	UIBE, China, People's Republic of	Online 1
Zhuo, Xian	Heinrich Heine University Duesseldorf, Germany	C 1.3.3
Zikic, Jelena	York University, Canada	C 1.3.12
Zilja, Filladina	Copenhagen Business School	C 2.7.1
Zimmer, Lukas Benedikt	Trier University, Germany	I 1.5.1
Zucchella, Antonella	University of Pavia	I 1.1.6
Zwerg-Villegas, Anne Marie	Universidad de La Sabana, Colombia	P 1.2.14, P 1.2.14 Session Chair
Zweynert, Joachim	Witten/Herdecke University, Department of Philosophy, Politics, and Economics; Institute for Social and Institutional Change (ISIC), Witten, Germany	C 1.2.7
Zyglidopoulos, Stelios	Kedge Business School	Online 3