

Session

PS 1: Plenary Poster Session I

Time: Saturday, 14/Dec/2019: 12:30pm - 2:00pm

Session Chair: Murod Aliyev, University of Leeds, United Kingdom

Location: Refectory Mezzanine

Refectory, Mezzanine, Leeds Student Union

Session Topics:

Track 1: Learning from History -- Economic, Social and Political Lessons, Track 2: International Finance, Accounting and Governance, Track 3: Emerging Markets & Regional Perspectives, Track 4: Global Marketing, Track 5: Global Strategy, Track 6: People & Culture, Track 7: Global & Local Economics & Institutions, Track 8: The Global Service Firm, Track 9: Entrepreneurship & Family Firms, Track 10: Geographic & Socio Political Dimensions of Globalization, Track 11: The Global Value Chain, Track 12: Knowledge, Technology & Innovation, Track 13: Innovations in Teaching IB, Track 14: MNE Structure, Process & Operations

Presentations

A Cross-country Study of Behavioral Intentions of McDonalds Consumers

M. C. Henriquez Parodi^{1,2}, I. Alon¹, M. Mason²

¹University of Agder, Norway; ²University of Udine, Italy

This paper studies the behavioral intentions of McDonalds consumers and the moderating role of their perception of value in 15 countries: Austria, Italy, Germany, Great Britain, Ireland, Israel, Portugal, France, Spain, Argentina, China, Egypt, India, Thailand and Russia. McDonalds as a global brand, has standardized to a great extent its operations, marketing strategy, the atmospheric elements of all its restaurants, as well as its services. With some exceptions in more culturally distant countries, most of its key products can be found worldwide. This paper analyses to what extent the servicescape elements such as music and lightning, together with the quality of products and services offered by the company, have a positive influence in the value perception, and ultimately, in the behavioral intentions of its international consumers. Based on the Stimulus-Organism-Response model and using structural equation modelling, it was found that servicescape elements such as music and lightning, together with the quality of products and services offered by the company, have a positive influence in the perceived value of a global firm. Additionally, the perceived value of international consumers positively affects their behavioral intentions towards the brand.

Analyzing Core Competencies and Developing a Competitive Framework for Sustainable Small and Medium Sized Enterprises: The Case of Qatar

A. Safari, A.-E. Noora

Qatar University, Qatar

Small and Medium-sized Enterprises (SMEs) have crucial roles in economic growth and job creation. The Qatar Government has set a strategic plan to enhance the role of private sectors, especially entrepreneurial ventures and SMEs, to the national GDP. Therefore, the country has experienced a significant growth of SMEs during recent years, especially after the blockade that was imposed against Qatar by Saudi Arabia, UAE, Bahrain and Egypt in June 2017. Even though the Qatar Economic Diversification and Private Sector Development Strategy highlighted the main priority sectors for development, there is a lack of comprehensive competitive advantage framework to show and support the most attractive industries for each sector in the country. This study evaluates the existing industries in the manufacturing sectors, analyzes the core competencies and competitive advantages of the nation and each manufacturing sector, and develops a competitive advantage framework which is applied for business development.

Chinese MNCs in Poland: Strategies for Establishing Legitimacy and Extending Legitimacy to Other (EU) Locations

M. Ciszewska-Mlinarić, I. Hunek

Kozminski University, Poland

Although Chinese MNCs have been present in Europe for a while, they mostly targeted the Western European countries. Only in recent years, CEE countries, including Poland, attracted some major Chinese investments. Some of them are efficiency seeking or market seeking investments, but some are strategic asset seeking. From the perspective of Chinese MNCs, CEE economies provide lower barriers to entry and have shorter institutional distance – in many industries there is lower protection, less non-tariff barriers than in Western European countries, and additionally, CEE countries (while officially considered developed economies) still have the 'heritage' from the previous system, the "communist past", which make them more institutionally similar from the perspective of Chinese managers. In this project we aim at providing an in-depth understanding of the process of establishing legitimacy by Chinese MNCs operating in Poland. We contextualize our research by exploring whether the Chinese MNCs' legitimizing endeavours depend upon initial choices concerning entry mode decisions (acquisitions vs. greenfield) or the corporate international growth logic depicting the role of the particular host market (in our case Poland) in overall Chinese MNEs' internationalization strategy. We conducted a qualitative study of five Chinese MNEs with FDIs in Poland.

Cross-cultural Managerial Risk-taking: Financial versus Social Risk-taking

U. Yuksel, H. Hemat

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Using experiments, we investigate cross-cultural differences in managerial risk-taking to reveal cultural paradoxes. Rather than conceptualizing culture as a variable that is static, we adopt the approach that culture is contingent on situational factors. In general, existing cross-cultural literature suggests that individualists prefer taking risks more than collectivists. However, we found that this is not generalizable and that situational factors matter. We found that collectivists prefer financial risk over social risk when the decision affects their personal self, but they prefer social risk over financial risk when the decision affects their in-group/collective self. Further, we show that the cushion hypothesis (which implies that collectivists are more likely than individualists to receive financial help if in need as a collectivist's social network acts as a financial "cushion") does not hold when collectivists' collective self is affected. However, individualists prefer social risk over financial risk, regardless of whether the decision affects their personal or collective self. Further, regardless of risk type, individualists prefer risk affecting their collective self over personal self. Thus, we demonstrate that risk type and affected self moderate the effect of culture on risk-taking. We discuss theoretical and practical implications in the context of cross-cultural business settings.

Effects of Institutional Mismatch in Transition Economies on SME Internationalisation

T. Lehmann

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Countries in Southeast Europe are integrating laws and regulations of the *acqui communautaire* into their own national legal framework as part of their EU accession process. These formal institutions, present an exogenous shock to the historically developed and rather rigid informal institutions. Even though there is some leeway to adopt the *acqui communautaire*, the match between these formal institutions and the existing informal institutions is at least questionable. Furthermore, it remains unclear which effects this local context has for the internationalisation of local SMEs, the capstone of Southeast Europe's economy. Are companies rather pushed to internationalise to escape this local context (Stoian & Mohr, 2016), or do local companies even gain international competitive advantage through their experience in these mismatching local institutional contexts (Narouz & Child, 2017)? The theoretical basis of this research lies in North's understanding of the institutional environment (North, 1990), institutional voids (Khanna, 2002; Mair et al., 2012) and institutional asymmetries (Williams & Verley, 2015; Williams & Horodnic, 2016).

The intended method is a multistage qualitative approach. In a first stage focus group discussions will be conducted in a sequential logic to elaborate on the institutional mismatches. Afterwards interviews with SMEs shall shed light on the influence on internationalisation.

Fabricated Opportunities and Collective International Entrepreneurship

J. And

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This study explores some of the barriers to and opportunities of collective entrepreneurial action in the context of internationalization. Research of entrepreneurial actions has traditionally focused on personality traits that explain entrepreneurial success or failure, or how entrepreneurs can develop alertness to recognize, discover and exploit business opportunities. Inspired by Sarasvathy (2001), this study uses a different and complementary lens through which entrepreneurship is seen as a science of artefacts, i.e. human made fabrications. Entrepreneurship can then become a research field of e.g. opportunity design, where opportunities are often the fabricated, constructed, created outcomes of action (Sarasvathy, 2008:177). The theoretical pillars of this study is design-oriented logics of entrepreneurship and the philosophy of pragmatism, about 'worlds of our making' (e.g. Goodman). This study follows entrepreneurs going abroad together to sell products collaboratively. It looks at patterns of actions of how entrepreneurship can be done and aims to push the boundaries of what is known about framing of logics used by entrepreneurs. The study uses an abductive research method and action research, which is particularly suitable for a pragmatist study of the world as human made.

Foreign Subsidiaries as Vehicles of Industry 4.0: The Case of Foreign Subsidiaries Located in a Post-transition Country

M. Götz¹, B. Jankowska²

¹Vistula University, Poland; ²Poznań University of Economics and Business, Poland

It is visible that many firms have managed to implement only a fraction of the whole set of Industry 4.0 solutions. The gap between the most successful leaders in implementing I4.0 and laggards left behind may increase. The threat seems to be extremely dangerous for countries, and in particular firms in these countries that would unfortunately find themselves in the hollowing-out middle - neither cheap enough to remain attractive as production places, nor the leaders to benefit from the first-mover surpluses. And it may be the position of post-transition countries, in particular the Central and Eastern Europe.

In our study, we outline the importance of FDI and subsidiaries as vehicles of know-how and technology transfer from HQ and their home economies to the host economies and their entities in times of I4.0. We seek to answer the question of a possible FS role in advancing the I4.0 in a host economy. Our study draws on the theory of MNE, FDI and knowledge-based theory of a firm. We contribute to the well-studied phenomena of the impact of inward FDI on the host economy and its actors focusing on the novelty of business reality arising from the Industry 4.0 technologies.

Green Buying: Influence of Eco-label Information Availability on Trust and Purchase Intentions for Recycled Fishing Net Products in Developed and Developing Countries

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Norwegian University of Science and Technology, Norway

Recently, Taufique, Vocino, and Polonsky (2017) attempted to consolidate the literature on eco-labels in green purchasing behavior to develop a model showing the influence of environmental and eco-label knowledge, trust in eco-labels and attitudes toward the environment on pro-environmental consumer behavior (PECB). However, PECB is not a direct measure of intention to purchase a specific product. To our knowledge, no studies have examined this model for purchase intentions. Here, we seek to address this gap by extending the model of Taufique et al. (2017) to include purchase intentions for an eco-label for recycled fishing nets and also manipulate the level of available eco-label information. In addition, a number of authors have suggested that there may be differences between how eco-labels are used in decision making in developed vs developing countries (Carrete, Castaño, Felix, Centeno, & González, 2012; Göçer & Sevil Oflaç, 2017). Therefore, we intend to test the above model in both types of countries. We expect differences in the amount of knowledge of eco-labels between developed and developing countries, with respondents in developed countries having more knowledge of eco-labels (Carrete et al., 2012; Göçer & Sevil Oflaç, 2017). Hence, the conceptual model should explain more in developed countries.

How Stock Market Reactions and Foreign Directors Influence Acquisition Completion

J.-H. Lee

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Grounded on decision making theories and group dynamics literature, this study investigates how stock market reactions and foreign directors in the board influence acquisition completion after a public announcement. Logistic regression analyses on a sample of 5,099 domestic acquisitions made by U.S. public firms in 1999-2013 show that there is an inverted U-shaped relationship between the market response to a takeover attempt and the ultimate completion of the deal, because market evaluations increase the acquisition attractiveness perceived and decrease the risk preference pursued. Furthermore, board members with foreign nationalities positively moderates (i.e., flattens) the curvilinear relationship between market reactions and acquisition completion, because the presence of foreign directors reduces the groupthink errors and in turn decreases the inclination of market evaluations to acquisition attractiveness and risk preference.

Implications of Technology for Service Design and Provision – a Case of a German Creative Agency in China

S. Struwe, D. Slepniow
Aalborg University, Denmark

Successful service design and provision requires firms to understand client needs at a deeper level. However, exactly that represents a major challenge to many firms. Client involvement in the service design may offer a solution as knowledge may be best acquired from the clients themselves. This approach can be facilitated by technological measures such as digital interfaces that allow the clients to serve themselves. Previously research has focused on understanding customer behavior in technology-enabled environments. However, little is known about how to manage the service provision in this increasingly complex context. The aim of this study is to address this gap by conducting a case study research to understand client involvement in service design and provision in a B2B setting of marketing/communication services. Among other things, the study aims at identifying implications for organizational structures, required capabilities, and business models of the actors involved. More specifically, we seek to answer the following research question: How do technologically enabled measures affect the service design process and service provision? We are planning to apply Customer Journey Mapping, Service Blueprinting, and to utilize the Service-Dominant Logic as a framework for analysis and a basis for discussion.

Institutional Changes for Sustainable Business Models: Insights from Developing Market Entrepreneurs.

J. Musona, A. Asemokha, H. Sjögren
LUT University, Finland

Sustainable business models and sustainable innovations in developing markets are crucial in the combined progress in social, ecological and economic concerns. However, sustainable entrepreneurs in developing economies face complex and difficult institutional environments, which make the outcome of their innovation activities and associated business models highly uncertain. In the face of these institutional challenges, local sustainable entrepreneurs can foster sustainability through their business models due to their familiarity with local context and proficiency at navigating through concomitant institutional complexities. This study focuses on how sustainable entrepreneurs evolving in dynamic and institutionally uncertain developing market environments, are able to develop and operationalize their business models. Consequently, proposing a framework of institutional change mechanisms determining sustainable business model operationalization in such context. By using qualitative data, we empirically draw from six cases of new but established sustainable entrepreneurs in Kenya. Data was collected through semi-structured interviews and from secondary sources such as news articles and documents. Data analysis is still underway using Nvivo software but preliminarily we identify various mechanisms of institutional changes that sustainable entrepreneurs use to develop and implement their business models.

Internationalisation Decision-making of Small and Medium Enterprises in Uncertainty: The Impact of the Decision-maker

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The decision of the UK to leave the EU catapulted the region into a climate of intense uncertainty; arguably felt most acutely by SMEs, as institutional repercussions remain unknown, especially regarding the future of UK-EU trade. Such heightened uncertainty ascends that of risk to resemble true uncertainty (Knightian), as in this scenario, the future composition of the institutional framework itself is uncertain and it is not necessarily possible to use quantifiable measures to make calculated judgements. Consequently, SME decision-makers struggle to respond when they cannot predict what a good outcome will resemble.

This paper investigates the impact such an uncertain external environment has on SME internationalisation decision-making concerning trade (Import/Export), aiming to gain a more comprehensive understanding of who the decision-maker is and examine their response to true uncertainty surrounding the future of the institutional framework.

The research adopts a Qualitative approach consisting of 20-30 interviews, inductively analysed through NVivo.

The academic contribution supports the continued study of SME decision-making; providing evidence of the impact individual managers have on strategy, integrating International Business and International Entrepreneurship literature. Furthermore, findings propose recommendations for policy with a view to enabling superior support for SMEs contemplating internationalisation.

Internationalization of Business Schools and their Strategic Response to Institutional Complexity

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The globalization's impacts are still debating. However, the implications of the exchange of people, technologies, and, institutional practices have been disregarded. Business Schools (BSs) are examples of organization that had to adjust their strategies due to internationalization phenomenon, the education that used to be local-oriented became to be driven by global standards. Those organizations face the challenge of combining competing institutional logics, such as market pressures and social mission or industrial and science rationalities. Studies have been discussing how organizations respond to the challenge of gaining acceptance and endorsement of proponents allocated across various institutional orders facing incompatible prescriptions. Nevertheless, there is a lack of comprehension of how organizations respond to environmental pressures and simultaneously to institutional complexity when there are fundamental differences between country values that make isomorphic behavior impossible. By investigating how the strategic response to institutional complexity promotes (or hinders) the internationalization of BSs we intend to examine the extent of convergence and divergence in purposes and identities in different parts of the world, thus challenging the simplified assumption that organizations are homogeneous in their strategies and activities under exogenous pressures. We propose to perform a longitudinal multiple case study with BS in the US and Brazil.

Mega Art Installations as Example for Social Innovation Projects in MNEs

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Many MNEs have acknowledged the importance of social and environmental issues, by for instance their commitment to the UN SDGs or even by engaging in novel projects in the societies they operate. However, few MNEs have a significant and sustained track record of social innovation projects with external partners, often creating internal action teams composed of reallocated resources. Conversely, over the past decades several internationally recognised artists have created small companies that have expanded and contracted in size (ie human resources) when engaging in short-term, site specific projects across borders that also leverage partnerships in various counties during the project lifecycle. As an extension of my ongoing research of MNEs and Social Innovation projects, this poster/project investigates the collective management processes that led to the successful execution of several large scale art installations. The relevance to MNEs' business relates to learning capacities, liabilities of outsidership and innovation studies, while the contribution aims to open discussion of interdisciplinarity between the creation of art works and the creation of business innovation as both relating to the capacities of managers and organisational structures in fast changing international markets.

Mode Switching and Stretching in Professional Service Firms: Evidence from Internationalisation to Latin America

C. O'Higgins

University of Deusto, Spain

This paper addresses operation mode changes after market entry, an issue that has largely been overlooked, in comparison with research on entry modes. Drawing on an in-depth longitudinal case study of the internationalisation of a professional service firm to three Latin American countries, we identify patterns of mode switching and stretching. Our findings reveal four phases, in which the firm switches from servicing the market through exports to a commercial subsidiary, then stretches that commercial subsidiary first into a small production subsidiary and then into a large production subsidiary. Our study confirms that operation mode changes occur as knowledge is accumulated and transferred within the firm; and further suggests that changes in the role of key resources and the nature of projects are key in this process. This paper advances our understanding of mode switching and stretching by providing explanations for these mode changes, and extends the Uppsala model by developing the concept of experiential knowledge in the context of professional service firms.

Organizational Culture and Local Values: Link and Relationship

C. Cazorzi Martinez

Dauphine University, France

Cross cultural management is normally organized by national values comparing adjustments and explaining strategies.

Culture, on the contrary is a complex matter, multifaceted structure and difficult to catch.

Dupuis (2000) invited to open new perspectives as like field and city culture, or tradition and modernity, living in the same geographical area or overlapping between countries.

Local culture is one of these aspects and we observed how can affect the organizational culture and how it runs .

Penrose's Theory of the Growth of the Firm: Implications for IB Research

Y. Huang

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Edith Penrose's book, The Theory of the Growth of the Firm (1959), has been quoted in various academic fields, and is considered as a founding contributor of the Resource-based view (RBV) of the firm particularly.

Additionally, there are articles state about Penrose's contribution to multinational firm research and also focus largely on The Theory of the Growth of the Firm. Thus, Penrose's contribution and impact on management, strategy, and IB continues to grow as these disciplines separate themselves from the economics mainstream.

This paper is a qualitative research which explores the development of Penrose's The Theory of the Growth of the Firm which was published in 1959. I focus here on three questions, around which this paper is organized. First, what is the model of firm growth that underlies The Theory of the Growth of the Firm and what does its source come from? Next, why was Penrose so often cited? Finally, what does Penrose's The Theory of the Growth of the Firm mean for IB research in terms of learning and capabilities from RBV?

Simple Rules and Cross-border Acquisitions Capabilities: Evidence of an MNC from a Post-transitional Economy

P. Wójcik, M. Ciszewska-Mlinarič

Kozminski University, Poland

Mergers and acquisitions (M&As) have remained a popular mean of cross-border expansion. This popularity of cross-border acquisitions (CBAs) can be easily understood when advantages over other foreign entry modes are considered. However, while these benefits are obvious, „they often do not create or even destroy value“ for the acquiring companies. Although research on cross-border acquisitions (CBAs) has reached a relative maturity in case of MNCs from developed economies, there is scarcity of studies explaining the reasons and performance implications of CBAs as conducted by EMNEs. Against this backdrop, it becomes especially important to explore what drives effective CBAs of EMNEs. This is especially important, considering that these companies face latecomer disadvantages and competitive weakness as compared to their peers from developed economies. To this end, we employ a longitudinal case study of an MNE from a post-transitional economy of Poland. To this end, we ask: What and how EMNEs learn in the process of CBAs? We find that the company has developed several simple rules over time when acquiring companies from developed and other emerging markets which are used as a guidance for managers in subsequent CBAs. These simple rules become part of capabilities which are constantly developed.

Strategy-related Trends in Firms' Competitiveness in Hungary

M. Stocker, E. Czako

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The National Competitiveness Research was conducted in 1995 for the first time by the Department of Business Economics of the Budapest University of Economic Sciences and it started the research program In Global Competition – Microeconomic Factors of Competitiveness of the Hungarian Economy. This research program is active since then and six rounds of National Competitiveness Research happened so far with the last one currently underway.

National Competitiveness Research has a significant empirical focus with surveying hundreds of companies in every round using four different questionnaires, the top management, the sales and marketing, the production and the finance questionnaires. Strategy related questions are inherently included in the top management questionnaire consuming significant part of it.

In this poster we would like to demonstrate the changes of pursued strategies, the classification of companies and the specialties of the given periods in the last 25 years in Hungary.

The research has a unique perspective demonstrating strategy related evolution of large company samples (200+ in every round) from a transitioning economy in the research period lasting 25 years.

Teaching Cultural Competence Using a Virtual Exchange

J. D. Branch

University of Michigan, United States of America

The purpose of this poster is to describe and discuss a new undergraduate course which is entitled 'Cross-Cultural Business', which aims to prepare students for management positions in today's organisations, by:

1. sensitising them to the scope and nature of cross-cultural business,
2. elevating their knowledge of cross-cultural business, and
3. cultivating their proficiency in cross-cultural business.

More concretely, the course also aims to provide students with a collection of cross-cultural business 'tools'—models, theories, frameworks, perspectives, concepts, ideas, etc.—which are required for success in the global economy. The course also enables students to practise these tools through a hands-on experiential activity in which they will work in a multi-cultural team of students from three partner institutions: Benghazi Youth for Technology and Entrepreneurship in Libya, the American University in Cairo, and the American University of Beirut.

The Future of Airbnb are Smart and Sharing Destinations: Case Studies of Madrid and Barcelona

E. Cerdá Mansilla

Autonomous University, Spain

Smart economy and therefore sharing economy, generate a disruption in the environment and require destinations and stakeholders the ability to reinvent. Through the case studies of Madrid and Barcelona, the impact of Airbnb in the territory is quantified. It's analyzed the data of the hotels and touristic apartments join to the Airbnb data. Moreover, the distribution of touristic housing welling offered in Airbnb is mapped. The main finding is the need of new indicators, which should be capable of reflect the real situation experienced by accommodation of both cities and thanks to the new indicators. For this reason, the need for a new model of smart tourist destination that integrates 3's (Smart, Share and Sustainability) is detected. The intervention of the government in this model can allow direct exchanges between collaborative economy and smart economy to be directed towards the purpose of the new model: the sustainability of destinations.

The Invisible Hand amongst Indian Firms

S. Arora

IMT Ghaziabad, India

The study examines how informal institution may affect the export marketing strategy orientation of Indian firms. The export marketing strategy construct addressed key dimensions of marketing, learning, innovation and entrepreneurial orientation. Informal institutions namely, cognitive, normative factors affecting ability to do business and resource allocation were considered as the treatment variable. This would be influencing the strategic orientation, and not cultural or social norms, generally understood as informal institutions, in their process of internationalisation. Data were collected from 150 business units across top manufacturing exporting categories of Indian firms. It was done in two stages to incorporate the informal institutional dimension in two time frames pre and post 1991. The year 1991, was significant in India's step towards open economy and embarking on a policy of liberalisation, globalisation. In the first stage, the owners of the firms were surveyed for mapping their strategic orientation developed in a closed economy environment, and in the second stage, their successors were interviewed for indicating possible strategic shifts in method of doing international business, possibly leading to higher degree of strategic orientation.

The Role of Organizational Culture in Multinational Companies and its Contribution to Job Burnout

M. M. Velasco

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Purpose –Based on conservation resources (COR) theory, the purpose of this paper is first, to identify new determinants that may play a significant role in multicultural environments and the mechanisms that lead to job burnout, second, analyze how does organizational culture contribute to job burnout.

Design/methodology/approach – Data will be collected through researcher administered online-survey from professional employees and contractors from the oil and gas companies in Norway.

Originality/value – This is study offers two main possible contributions. First, fill the identified gaps in the literature and expands the understanding of determinants of job burnout and mental health problems in multicultural environments, second, understand how negative consequences (e.g. stress, burnout, mental illness) can be mitigated and positive outcome (e.g., well-being from provided supervisor support) enhanced.

Who Will Connect the Dots?

E. S. Rasmussen

University of Southern Denmark, Denmark

In the classical picture of small firm internationalization, a well-organized firm with a hierarchical structure approaches a customer in a new market. The internationalization can be initiated directly from the firm to the customer or with the help of an agent. This way of seeing small firm internationalization has changed substantially over the last 40 years. Many small firms have instead chosen to work with partners outside the organization. These partners have specific capabilities regarding market knowledge, project management, finance, IT, and often have particular expertise that the firm needs. Internationalization is project-based with an organization that has both internal and external members. The core of the firm can be small with a few employees. The shift is part of the development from the classical bureaucratic structure to a virtual and organic structure on the inner side and a network structure in the market. The number of actors is high, with many different and shifting roles, and the complexity is high. The problem is thus who – or what – should connect all the nodes – or dots – in the internal and external networks.

Emotion and Knowledge Transfer in International Acquisitions

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University of Northampton, United Kingdom

ABSTRACT

Successful international mergers and acquisitions are resulting in gaining core capabilities, increasing market share, gaining a competitive edge and accessing more capital at a lower cost. Even though International mergers and acquisitions have become well-known business strategies, but Several authors have pointed out that human factors are supposed to be mostly accountable for between one third and one-half of all mergers and acquisitions failures. It has been evidenced that human factors have received less attention, mainly, psychological, cultural and people issues are under-researched. The purpose of this study is to have a deeper understanding of individuals' emotional states during different stages of acquisitions. Besides, to discover the impact of individuals'

emotional states on the knowledge transfer. It is very critical to develop a clear understanding and gain insight into the reasoning behind the emotional states of an individual concerning the knowledge transfer. It will assist managers in developing strategies and practices to manage these emotions. Based on the research questions, this study proposes an interpretive research philosophy, with an abductive research approach, a qualitative method with multiple case studies. Semi-structured interviews and documents analysis will be used with purposive and snowball samplings for the data collection.

Subnational Depth and Firm Internationalization

A. Raswant, C. Pattnaik

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In this paper we adopt a multidimensional perspective in understanding the role of firm's home country in its internationalization. We consider the depth of subnationality in home country and analyse firm's home-based operations in distinct subnational regions and its decision to expand in international markets. We contend that generally a firm experiences two overarching types of institutions, namely formal and informal institutions, and argue that depth in each of these institutional settings may have a varying impact on firm strategy. We find the overall positive influence of firm's depth of subnationality in respect to both formal and informal institutions with the latter providing the more pronounced effect on firm internationalization strategy. Our further testing also revealed the detrimental nature of operational depth in the formal institutional setting on the facilitating role of informal institutions in the context of emerging markets.

When the Chinese Guy Becomes IT Specialist Liu: Reputational Shifts in International Assignments

T. Bernhard

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In the beginning of an international assignment, host-country nationals (HCNs) lack the necessary information and criteria to properly evaluate the newly incoming assignee. The only available informational cue is the assignee's nationality, which will be utilized by the HCNs to evaluate the assignee. However, it is argued in this paper that the evaluative criterion is not the nationality in itself but the HCNs perception of the assignee's nationality, namely the national reputation. Over time, other information and characteristics of the international assignee, such as the reputation of the sending organization or personality traits, become observable and become relevant for the evaluative processes of the HCNs. This study conceptually analyzes this reputational shift as well as the conditions causing the shift.

The study aims at exploring reputation in the context of international assignments as a key mechanism in the interaction between HCNs and international assignees. Thereby, this study moves beyond static, positivist approaches and looks at reputation from a dynamic, constructivist point of view and by employing the concept of sensemaking. Moreover, the study contributes to research exploring the long-neglected perspective of HCNs and their role and relevance for the success or failure of international assignments.

An electric vehicle conversion start-up: Development of a business model approach based on the analysis of the environment, the industry structure and the customer needs with particular focus on the German market

F. Hoefft

University of York, United Kingdom and University of Applied Sciences Niederrhein, Germany

Today's world of mobility is characterised by a high degree of dynamism and change is becoming apparent. Currently, around 45 million passenger cars with conventional combustion engines, powered by diesel or petrol, are registered in Germany. The share of electric vehicles is still well below one per cent. Nevertheless, the voices for sustainable and environmentally friendly transport are becoming louder.

Car electrification is a solution for converting cars with conventional combustion engines to electric drives. In the context of this paper, car electrification is regarded as a transition solution towards a nationwide electrified transport network of new electric cars. A comprehensive concept of a business model approach from a start-up perspective has been developed based on the analysis of the environment, industry, and customer needs. The customer analysis is carried out through a qualitative preliminary study and quantitative research.

The business model approach developed based on the findings obtained differs fundamentally from the strategies of today's providers. By incorporating the existing infrastructure of workshops and service points, proximity to the end customer and scalability of the business operation can be achieved. Partnering with universities and industry are two critical elements in the development of a sustainable, secure, and user-friendly solution.

MNEs, Institutions and Economic Growth: The Case of Turkey

X. Adamoglou, Y. Hajidimitriou

University of Macedonia, Greece

The goal of this research is to unlink conceptually the three-dimensional relationship (namely, MNEs, institutions and economic growth) in order to examine how MNEs contribute to a country's institutional development, and, subsequently, to its economic growth. In this perspective, the purpose of our paper is not to provide penetrating new insights, like Cantwell et al. (2010), but to adopt and nurture them within conceptual reasoning. This main objective is split into two complementary intentions. First, to synthesize the relevant literature with the holistic and integrative theoretical framework by Cantwell et al. (2010). And second, to apply this synthesis to the emerging economy of Turkey as a useful and "sui generis" institutional setting, in order to shed novel light on the functioning of institutional avoidance, institutional adaptation and institutional co-evolution.

A New Perspective on the Spinoff Story: A Tale about Talent

A. Kriz, M. Moeller, P. Liesch, E. Russo

University of Queensland, Australia

Publicly funded research organisations typically spinoff new-to-world technologies to further commercial development of technology, domestically and internationally. However, survival odds aren't high, especially for spinoffs spawned by non-corporate parents. A key challenge that spinoffs from research environments confront can be lack of commercial knowledge. We consider the critical role played by parents in selecting the future founding team's talent base, and developing their knowledge conversion capabilities. While significant research has been conducted on managing talent in large, established multinational companies, talent management literature has lacked an understanding of how parent firms manage talent during the spinoff process. We apply Garnsey's (1998) Theory of the Early Growth of the Firm (TEGF) to explore the earliest growth phases to examine the role played by the parent in developing knowledge, experience and resources (i.e. talent). In doing so, we focus on how talent is attracted and selected, and knowledge conversion capabilities developed in early growth firms during incubation within a parent. We extend Garnsey's TEGF by emphasising talent, and broaden the applicability of talent management to spinoffs. Our research could increase spinoff success by building understandings of

talent formation in founding teams, therefore furthering the commercialisation prospects of new-to-world technologies in international markets.

Distance Factors and Bilateral Trade Flows: A CAGE Framework Analysis

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In cross-border integration literature, Country Portfolio Analysis (CPA) has been a popular tool in evaluating a country's decision to enter a foreign market. However, CPA focusses only on market size and potential sales through variables like Gross Domestic Product (GDP) and propensity to consume while being quite oblivious to the costs inflicted by the 'distance' between the nations partnering in business. CAGE (Cultural – Administrative – Geographic – Economic) distance framework introduced by Ghemawat (2001) is an improvement over the traditional CPA. This empirical paper attempts to answer the question that whether these distances are influential for cross border integration between a host country and its trading partners. This study carries out an analysis on a panel dataset with 682 observations for both the manufacturing and services industries to investigate the distances which matter for global integration for the case of India. We use OECD TiVA (Trade in Value Added) Database, December 2018 edition for measuring India's total manufacturing and service industry trade with partner countries for the years 2005-2015. The empirical findings show that several dimensions of the CAGE distances do have an impact on the bilateral trade flows of India in manufacturing and services sector guided by the nature of these industries.

How Do Emerging Market Multinationals Catch-up and Internationalise?

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This study explores how emerging market MNEs with little competitive capabilities catch up through internationalization and grow into global leading players in automobile industry. To do so, we attempted to unveil the internationalization process, motivations of internationalization and market entry of these firms. We investigate this through an in-depth qualitative case study of a small Chinese automobile parts and component manufacture which has grown into one of global leading automaker. This study finds interactive relationship between inward FDI and emerging markets' outward FDI, with the former not only acting as sources of strategic assets but also as the bridge to independent outward FDI.

The Effect of Financial Leverage on R&D Investment

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This study investigates the effect of financial leverage on R&D investment. The financial resources of firms determine the capacity of R&D investments. Particularly, R&D investments can have substantial advantages that make differentiate from others. In these results, first, the less financial leveraged cross-listing firms would increase R&D expenditures. The financial leverage is significantly negative to R&D investments. There is a significant difference between less financial leveraged cross-listing firms and their rivals. Second, the high financial leveraged cross-listing firms would not to increase R&D expenditures. However, it is an insignificant evidence to support negative relationship between financial leverage and R&D investment in this situation. There is an insignificant difference between high financial leveraged cross-listing firms and their rivals.

The Power of Social Media Marketing In New Media Age: A Perspective on Consumers' Travel Behavior

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With the prevalence of the Internet, social media are transforming the pattern of the tourism industry. There is an intensifying tendency to utilize this opportunity in online travel activity. This study examines the role of social media technology as a utilization trait in shaping young consumers' travel behavior based on the theory of Planned Behavior (TPB). This research has largely focused on social media acceptance and usage performance of consumers' during the travel planning phase. The quantitative survey method used to collect data from prime tourist places of Shanghai (China) and the instrument developed support on previous research to test hypotheses. The results of structural analyses revealed that respondents' attitude towards the use of social media affected by technology self-efficiency. In addition, perceived behavioral control has a partial influence on the attitude of respondents'. Thus the respondents' mostly prefer social media in pre-travel phase and during travel. Finally, the managerial implications for tourism marketers are presented with a focus on how to improve the effectiveness of social media marketing in targeting groups.

When an MNE's Host Country Partner Decides to Diversify: Insights from a Case in Saudi Arabia

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We explore how a host country partner in a non-diversified economy can learn from a foreign multinational enterprise (MNE) through a strategic alliance in order to undertake its own diversification decisions. Literature suggests diversification decisions can be influenced by the knowledge 'system' surrounding an international strategic alliance, including the absorptive capacity and disseminative capacity on the one hand, and organizational learning on the other. Explorative results from a case in Saudi Arabia show how the absorptive capacity of the knowledge seeker (i.e. the host country partner) and disseminative capacity of the knowledge holder (i.e. the foreign MNE) affect the organizational learning needed to make diversification decisions. This paper contributes to the understanding of diversification decisions in emerging non-diversified economies. It breaks ground by uncovering the chronological structure and knowledge dynamics within an international strategic alliance and how these impact a decision by the host country partner to diversify. The theoretical and managerial implications are discussed.

An Exploratory Study of Entry-level Fashion Brands in China

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The objective of this exploratory study is twofold: (1) to examine the underlying motives of buying entry-level luxury fashion brands by young Chinese consumers, and (2) to critically evaluate the attitudes towards entry-level luxury fashion brands among young Chinese consumers. To the best of our knowledge, there have been no research to date that has investigated the processes under which consumer motivations and attitudes will or will not guide the purchasing decisions of entry-level luxury brands among young Chinese consumers. Although some of these studies have investigated luxury fashion brand in China, they did not investigate young Chinese

consumers' motives, attitudes and behaviours towards entry-level luxury fashion brands. A questionnaire survey was employed for data collection. The results of the quantitative data will be used to develop a conceptual framework to illustrate the complex relationships between consumer motivations, attitudes and behaviours of entry-level luxury brands, as well as to guide future research. The results can unveil and contribute meaningful insight to luxury fashion practitioners and marketers, particularly to the millennial cohort. We believe that some of the data will be available for dissemination at the conference in September.

Donated Equity, Subsidized Loans, and the Governance of Social Enterprises

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We use data from leading microfinance rating agencies to scrutinize the effect of governance characteristics on the subsidization of social enterprises. First, exploratory analysis based on a sample of 213 microfinance organisations (MFOs) identifies five major governance factors. Next, we assess whether these factors affect the level of subsidization of MFOs, by considering separately donated equity and subsidized loans. Our results confirm the theoretical expectation that the amount of subsidized loans is positively associated with good governance. Surprisingly though, donated equity is insensitive to governance factors. This paper suggests interpretations for the facts and opens avenues for further research on the still little-known philanthropic funding of social enterprises.

Organisational Performance and the Different Impact of National, Organisational Culture and Human Resource Management Practices: A Comparative Study Among Nordic Countries And Greece

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Globalization and intense competition force organisations to be flexible and adaptable to the constant changes of the market. Corporate culture is an important topic, it plays a meaningful role in corporations and affects employees and organizational operations.

The aim of this paper is to present whether and in what way national culture influences

organisational culture and human resource practices and the impact on organisational

performance in different countries, in Scandinavia and Greece. There has not been much research comparing these specific countries, which makes it worthwhile to explore the differences or similarities that may exist. Most importantly, these differences are examined under the light of different environmental forces, such as national culture and organisational culture, which are analyzed in depth and potentially give us comprehensive insights on their impact on organisational performance in different countries. Based on the appropriate theoretical model we develop and test hypotheses that indeed show national and organizational culture influences on human resource management practices and organisational performance.

Pass the "Baton": The Succession in a Family Business

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This educational event aims to discuss and understand the concepts and inherent KM aspects in family businesses, the process of succession, adoption of good CG practices by thenalising a crucial moment, the passage of "stick" the parents of administration for children, the TERRAPLANGEM SILVA LTDA, privately held and family-owned structure. The case was based on a real situation, but the names used are fictitious. This case could be applied in Business Administration and Accounting graduate students in the disciplines of management, reorganization and business strategy, finance and corporate governance, tax planning and the like.

The Importance of Strategic Orientation and National Culture in the Performance of Listed Companies

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For publicly traded firms, this analysis investigates whether stable factors like national culture of the firms' country of origin and firm strategy options can explain the performance of these companies – despite the fact that they live in a short-term, very financial environment determined by the evolution of share prices and stock market returns, and suffer from high pressure coming from all types of stakeholders.

For companies listed on STOXX Europe, 924 non-financial firms across 34 European countries, from 2013-2017, we find that the national culture variables maintain a relevant influence on economic performance (returns on assets), even when firms' decisions are influenced by financial context, vision and methods used in traded public companies. Namely power distance, masculinity, uncertainty avoidance and long-term orientation, (Hofstede's variables) reveals a lasting influence. On the strategy type side, the panel-data analysis denotes the role of "reactors" in explaining adaptation to financial performance (earnings per share).

Business Incubation and Entrepreneurial Success of Selected Manufacturing Firms in South East Nigeria

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This study focused on business incubation and entrepreneurial success of selected manufacturing firms in south east Nigeria. The specific objectives of the study were to determine the correlation between business idea support system and venture startup success, and to examine the relationship between business idea nurturing and venture survival. The study exploited a survey research design which describe the items/people under the investigation as they exist in their normal setting as a representative of the entire group. Data were collected with an instrument of structured questionnaire from top management of twenty (20) manufacturing firms across the south east of Nigeria that were used as a study. The twenty manufacturing firms have a total of 269 top management staff which was adopted as the study's sample size since it is conducive for a sample size, out of which a total of 219 was analyzed. The findings revealed that there is significant positive relationship between business idea support system and venture successful startup, between business idea nurturing and venture survival, and between business idea evaluation and venture growth of selected manufacturing firms in South East Nigeria.

Entrepreneurship Development and the Third World Countries: The Case of a Race against Itself

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The main objective of this study is to ascertain how entrepreneurship development in Africa was nipped on bud and how she became a race against herself, using Nigeria as a case study. The researcher applied primary and secondary method of data collection. Findings

reviews that African nations are economically and technologically crippling as a result of mismanagement of resources, political instability, insurgency, none documentation of their previous philosophical, scientific and technological prowess. Most Africans instead of enhancing their coping capacity, have surrendered their fate to religion, and superstition. They blame their ancestors for their woes. And the resultant effect is constant booting and rebooting with dangerous viruses exterminating all traces of previous achievements, without replacement or modification. The basic ingredients which accelerate entrepreneurship development are; pride of craftsmanship, urge for self-reliance, documentation, application, competition, imitation, search, researching, test and retesting. Nigeria has to liberate herself from mental slavery, imitate the advanced nations by churning out ideas that can help to arouse the people's morale and plunge them into action; document their efforts toward development so that posterity will have something to hold on for the purpose of continuity. Africa! Where lies the cause of a problem; lies the solution.

Global Talent Mobility and Knowledge Diffusion: The Role of Staffing Agencies in the Growth of East Asian High-tech MNCs

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As global talent mobility has become more common, more frequently, recruitment and staffing agencies provide transitional mobility for job seekers, they have played an increasingly critical role in global knowledge diffusion and regional development. Based on depth interview in global staffing agencies and engineers in high tech multinational corporations (MNCs), I argue that the role and functions of staffing agencies in East Asian countries, with the focus to the cross-national mobility of high-skilled labors in Japan, Taiwan, and China. The staffing agencies build global talent networks and mitigate the risk of managing human resource and personnel training, and provide a job offering and job seeking matching system in order to reduce transaction cost between recruiting firms and job seekers. The development of global staffing agencies in East Asian countries is closely interconnected with the long-term recession, the restructuring of the Japanese labor market and wage stagnation of Taiwanese labor market, and the booming economy of China has become the trigger of talent mobility across borders. The staffing agencies have started playing the role of labor market intermediaries in the competition of the recruitment for the best engineers in the rapidly growing East Asian high-tech business after China's economic boom.

Knowledge Acquisition in Cross-border M&A by the State-owned Enterprises (SOEs) from Emerging Markets

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Cross-border mergers and acquisitions (M&A) is a popular international growth strategy of the companies with the state ownership (state-owned enterprises, SOE). Among various rationales of M&As by emerging market firms, scholars particularly highlight the importance of the knowledge acquisition as a tool to obtain rare technological resources, not available in the home markets of firms. However, it hasn't yet been explored by the scholarship how the presence of state ownership influences knowledge acquisition strategies of companies. In this paper we aim to investigate, how state ownership of acquiring companies influences knowledge acquisition, and do companies with state participation follow the same strategic asset seeking rationale behind M&A as private companies or their knowledge-seeking rationale is different. Our research uses the knowledge based view together with the institutional theory to answer the research question on the sample of 168 deals realized by emerging market companies into advanced economies. We reveal that companies with the state ownership tend to acquire firms to get new knowledge and expertise, and consequently, state ownership of companies is positively associated with the knowledge acquisition through M&A. Resource companies are more engaged in knowledge-aimed M&As than companies from other industries.

Challenges Facing Internationalization of SMEs in Emerging Economies – A Study on SMEs in Sultanate of Oman

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One of the key challenges facing SMEs as they seek growth and expansion is internationalization. Internationalization is the geographical expansion of economic activities over a national country's borders. After a firm is well established in its national market, a new stage might occur - internationalization, for which companies look as a way to remain competitive in the globalized market. This paper analyses the challenges facing SMEs in the process of internationalization in an emerging economy like Oman, which is a GCC member country that is trying to diversify its economy in the wake of falling oil prices. The study uses the OECD model of internationalization which focuses on four key factors namely Finance Availability, Market Access, Business Environment and Firm Capabilities. Data was collected from 102 respondents and analysed using SEM. The results show that obstacles in availability of finance is the key challenge facing SMEs in Oman as they seek to go global, followed by problems in accessing international markets and a volatile business environment. The firm's internal capabilities do not affect the internationalization process. The results are in line with several studies conducted in different parts of the world.

Systematic International Market Selection – a Fuzzy Expert System

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International market selection is considered a central element in the internationalisation process of firms. We tested and examined the use of systematic IMS in the specific case of a library software/automation provider anonymously identified as International Library Systems located in one of the Nordic countries. The purpose of the study is thus to investigate how the case company defines the most suitable market to enter, with the application of a multi-criteria Fuzzy expert decision support system. The data were collected both through qualitative and quantitative methods. The qualitative data were collected by conducting semi-structured interviews of key informants in the case company. Quantitative data were secondary data collected from various statistical sources. The findings showed that the top two countries with the best potential, are Australia and UK. These findings support the expressed choice of the company and gives them a well-founded base for making a decision on IMS. The system is a tool, that if used properly may be of good help in terms of decisionmaking as our findings showed that it maintains a consistent logic for the managers and allows management to follow a more formal procedure when selecting new markets to enter, than one based solely on intuition.

Corporate Governance and Financial Performance of Deposit Money Bank: The Nigerian Perspective

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The financial institution in Nigeria, like in any other countries of the world are of immense importance to the realization of a sound economic growth and development. This study examines the relationship between corporate governance and financial performance of Deposit Money Banks in Nigeria. The specific objective of this study is to ascertain the relationship between the Board size and Financial Performance of Banks in Nigeria; the effect of the proportion of non-executive Directors on the financial performance of banks and the effect of the number of Board meetings on the performance of banks in Nigeria. The study employed ex-post facto research design. Data were collected via annual published reports of individual deposit money banks in Nigeria through their websites for the period 2004 to 2015. In carrying out the study, the research employed the regression analysis method to analyse the data collected. The result of the study showed that a positive relationship exists between corporate governance variables and the financial performance variables. The study recommend among others that there should be a strict compliance to the CBN 2014 code of corporate governance among all the Deposit Money Banks in Nigeria in order to improve their financial performance.

Aerospace Manufacturing Chess Game: How the Trans-Pacific Partnership Changed the Rules

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The causes of mergers and acquisitions (M&A) are well established in the international business literature. Although current research has the potential to significantly improve our understanding of M&A activity, absent is the necessary step of drawing parallels between underexplored social, political, and economic episodes in the past. Our research setting is the aircraft manufacturing industry after the United States withdrawal from the Trans-Pacific Partnership (TPP). We argue that Trump's decision on PPP has brought considerable tension to the aircraft manufacturing sector. Such agreement was expected to promote further sales of Boeing's aircraft and speed up of its procurement process. The recent Boeing's acquisition for \$4.2 billion control of the Brazilian jetmaker's commercial aircraft and services operations Embraer might be motivated by the 2018 Airbus's acquisition of Bombardier. As many of Boeing's suppliers for its Dreamliner aircraft are based in the Pacific region, we argue that the US withdrawal from the TPP has triggered off the formation of Boeing Brasil. Ultimately, this episode enabled China to play a more significant role in trade governance in the Asia-Pacific, giving room to Commercial Aircraft Corporation from China to expand.

Apprenticeship Practices and Micro Business Growth in an Emerging Economy: Evidence from Nigeria

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Over some decades, apprenticeship practice has been the major method of training and engaging children and youths who want to acquire knowledge and skills of micro businesses but since this 21st century, the use of apprenticeship by micro business owners has been in decrease and thereby increasing the ever growing unemployment rate in the expense of micro business growth. In view of this menace facing micro business growth in Nigeria, this study investigated the effect of apprenticeship practice on micro business growth. Descriptive survey design through the use of questionnaires was adopted. Yamane formula was used to determine the study's sample from a population of registered micro business owners in Nigeria. Data collected were analyzed using simple regression inferential statistics. The study revealed that the use apprentices enhance micro business growth in terms of sales and business expansion and overall profitability. The study thus, recommends that micro enterprise owners should employ service of apprentice in their business hence it contributes to sales growth, business expansion and overall profitability of micro enterprise. Also recommended is the creation of apprenticeship scheme by the government to build enabling environment that will encourage the owners of micro enterprise to employ the service of apprenticeship.

Cross-cultural Worldviews and De-globalization

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Since the end of World War II, globalization has produced a considerable increase in the development of the world economy and social indicators. However, we are currently living in a world of ambiguity and uncertainty that was dramatically accelerated by the Great Recession about a decade ago. It seems that the world of differences is becoming larger than the world of similarities, concepts which have been successfully explored by populist politicians in many parts of the world. Based on the literature about sensemaking theory, this research proposes that individuals with highly developed cross-cultural attitudes and worldviews will have a better perception of the benefits of globalization, and therefore, policy makers would be wise to develop cross-cultural attitudes and worldview initiatives. This paper is structured as follows: it will begin with a review of current developments of the globalization process, it will explore concepts of cross-cultural attitudes and worldviews and will finish with an analysis of the theory of sensemaking and how this can influence the perception and attitudes of individuals toward globalization.

Divestiture and Re-investments in Foreign Markets by Family Firms

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The paper investigates how and to what extent the dynamics of foreign market entry may be influenced by the familiness. In particular, we study the patterns of divestitures from and re-investments into foreign markets and compare the behavior of family firms (FFs) and non-family firms (non-FFs). We find that FFs exhibit a higher propensity to reinvest in a foreign market after having divested from it. Our empirical results are based on a sample of 2,419 entries undertaken by 604 Italian firms (520 FFs and 84 non-FFs) in the manufacturing sector across 92 different countries between 2000 and 2012.

Financial Constraints and Global Value Chain Participation in India

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This paper explores the relationship between financial constraints and firm participation in global value chains (GVC). We use a rich firm-level data belonging to the Indian manufacturing sector for the period 2000-2016. Controlling for endogeneity and sample selection bias, our empirical outcome reveals a negative impact of financial constraint on firm GVC participation. Further, sub-sample analysis shows a significant effect of financial constraints in the case of standalone and small firms. Finally, we find that financial constraints promote GVC participation for firms that become a part of GVC during the study period. Our findings have strong policy implication on the lines of promoting GVC participation for Indian manufacturing firms and hence remains of interest for policymakers.

Learning in Global Virtual Teams (GVTs)

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This paper presents early stage research on learning processes in the context of global virtual teams. Of interest are the linkages between individual level learning and team level learning within the context of knowledge intensive, virtually mediated, project-based work such as consulting. The research is conducted based on a series of three laboratory experiments involving over 360 business students based in four countries in 2015 – 2017 working on graded consultancy-type assignments of progressively increasing difficulty under time pressure. The simulation produced over 1700 individual reflective assignments describing personal learning and team development. Although further analysis is still forthcoming, preliminary results suggest that team composition and psychological safety in addition to individual learning skills affect global virtual team learning and team performance.

Uptake of Digital Manufacturing Technologies and Backshoring Dynamics: Insights from the Basque Country

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This paper assesses whether the uptake of digital manufacturing technologies leads to backshoring decisions. It does so by looking into the implementation of digital technologies by industrial firms from the Basque Country (on the basis of a survey with 61 participants) and by looking into 12 historic backshoring cases on behalf of these companies and their expectations looking towards the future. It finds that the uptake of digital technologies is well on track, but that backshoring is a rare phenomenon. It may be that the future holds a more pronounced backshoring movement in store, although it questions whether that is a matter of technological determinism. Instead it argues that other factors weigh more strongly on the decision-taking processes around possible backshoring operations, in which digital technology uptake acts rather as an enable or catalyzer. Among others, it points at deteriorating sales forecasts in foreign places where firms set up production or discovering that initial sales expectancies were misplaced, increases in institutional uncertainty in such places, and rationalization of multinational production apparatuses. Moreover, it postulates that the quality of the industrial ecosystem in multinationals' home bases impacts on the likeliness of backshoring activities taking place.

The Roots of Entrepreneurial Decision and Behaviour Explained: Through Food-physiology and the Human Gut-microbiome

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Can we explain entrepreneurial decisions and behaviour through biology; this is the hypothesis that a growing body of researchers are exploring through the last decade. The decision-making process has implications beyond the scope of entrepreneurship; it applies to international business, and the related risk-taking, behaviour. Recent research findings about the human gut-microbiome have demonstrated how food-physiology could explain behaviours and decision-making processes. We reviewed 197 articles, through 128 journals and identified 10 themes across four interdisciplinary literatures related to either: the brain; life science & medicine; the gut-microbiome or; business & technology. We proposed an organising framework between the three functions of food; food-physiology, the entrepreneur's gut-microbiome; and entrepreneurship decisions and behaviour. And we showed how the social dimension of food pulls us away from our physiological needs. Finally our paper suggested many directions for further studies interested into explaining management behaviour through the lens of biology.

Is the Relationship of Altruistic Orientation on SME Sustainability Image Mediated by Strategic Consistency?

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As a result of societal pressure, the SME sustainability strategies are at the present time becoming increasingly important. In this paper, we investigate the influence of altruistic orientation on SME sustainability image. We theorise the existence of a mediator – strategic consistency – in this relationship. Existing literature demonstrates the impact of personal characteristics of entrepreneurs on the SME performance. However, studies looking at entrepreneur's altruism and its consequences for the SME performance, and, in particular, SME sustainability image are rare. Moreover, the mediating role of strategic consistency between the SME main business strategy and its sustainability strategy remains under researched. In this conceptual research, we propose a model that brings together the above three main constructs. Propositions and potential implications for practitioners and public policy makers are also indicated.

(Don't) Tell Me What I (Don't) Want to Hear. Communicating Sustainability in the Luxury Fashion Sector

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Growing engagement in sustainable business conduct is one of the communication strategy highlights of many luxury fashion brands. The aim of this article is to examine relations between the extent brand owners and luxury fashion retailers communicate and promote sustainable efforts and consumers' attitude and interest in sustainability. Qualitative research findings (in a form of mystery shopping, including interviews with sellers and consumers of 10 luxury fashion brands in four cities: Paris, Berlin, Dubai and Singapore) show generally limited contribution of the sellers in communicating or promoting sustainability activities of the brands to consumers, stemming (at least partly) from the general lack of consumers' interest in this area. The discrepancy between the communication of sustainable efforts by the brands and the general lack of this information from sellers' side harms the cohesion of brand image and makes the whole concept of developing sustainable strategies questionable.

The findings allow for detecting mutual influences between consumers' perception of sustainability (as a potential value factor), sellers' willingness to communicate (let alone promote this information during the purchase process) and the brand owners role in the process of spreading and promoting the sustainability as the business approach among sectors.

The Role of Firms' Global Strategy to Cope with Terrorism

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Terrorist activities affect the business activities of firms. Several fields of studies (foreign direct investment, trade, economy, tourism, growth and stock markets) have researched concerning terrorism, but there is a considerable gap for a firm-level empirical study. It is important to understand the processes through which terrorism can influence business activities of firms. For this reason, there is a need for conducting survey-based research to learn from the experiences of firms competing in the international market in the presence of terrorism. This study shall explain how the size (firms' resources), export orientation and geographic location of firms create a difference to continue business activities in case of terroristic attacks. Similarly, management practices of firms differ among

firms on the basis of firms' size, export intensity, and geographic regions. The key findings of this study explain that terrorism negatively damage foreign customers; cost of global business, and the global supply chain. Firms' internal resources and international business experience make them more resilient. Hence, management practices of firms reduce the negative effect of terrorism. The results of this study guide us to draw policy implications for the business community and policymakers to learn from the experience of Pakistani firms dealing with terrorism.

The Coping Strategies of Indian Expatriates to Viet Nam: Narrative of an Indian Couple

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An "Inclusive International Organisation" will have human capital from multiple nationalities and cultures. It should engage in making itself "inclusive" by developing culturally-intelligent employees. Expatriates working in such organisations should be culturally intelligent. This article focuses on the cultural encounters and coping mechanisms adopted by expatriates when they move from India to Viet Nam. First, it argues that a narrative approach to expatriation and cultural encounters may enlighten us to the ways in which these phenomena are understood and constructed as part of the social reality of those who experience them. Second, it presents analyses of expatriates' narratives about critical incidents that evoked emotions, challenged the storytellers' established understandings, and made them reflect upon and cope with cultural encounters in new ways. Finally, the article outlines how researchers and practitioners could work with narration as a means of stimulating cultural learning processes, thereby enhancing cultural intelligence both at the organizational and at the individual level.