

**Proceedings of the  
50<sup>th</sup> Anniversary Conference of  
the European International Business  
Academy (EIBA) 2024**

Aalto University, Finland

December 12-15 2024

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# Background of the Conference Theme

## That's interesting! Rethinking IB Research for the Next 50 years

We were delighted to host the 50th Anniversary Conference of the European International Business Academy (EIBA) on December 12-14 2024, which gathered more than 660 International Business (IB) scholars to Aalto University.

This year's conference was jointly organized with LUT University, University of Oulu and University of Turku. The conference theme –“That's Interesting! Rethinking IB Research for the Next 50 Years” – invited participants to reflect on IB's past achievements and envision its future role in addressing global challenges through bold, interdisciplinary, and impactful research. The theme emphasized interdisciplinary collaboration, bringing together scholars, practitioners, and policymakers to develop integrated solutions for pressing global issues. We hope that the conference will inspire future IB research to push the boundaries of conventional thinking and spark meaningful discussions about IB's evolving role in society.

The opening plenary of the conference featured distinguished EIBA Fellows and speakers from both academia and business. This EIBA Fellows panel, chaired by Niina Nummela (University of Turku), discussed different pathways towards impactful IB research. The panelists included Sari Baldauf (Chair of the Board of Directors at Nokia), Gabriel R.G. Benito (BI Norwegian Business School), Valentina De Marchi (ESADE Business School), and Jonathan Doh (Villanova University), together with commentary from Gary Gereffi (Duke University). Emeritus Professor of Sociology Gary Gereffi was awarded the Distinguished Honorary Fellow award during the EIBA 50th Anniversary Gala Dinner in recognition of his impact and outstanding contributions to IB scholarship on global value chains and industrial policy.

The conference delegates were welcomed by Provost Kristiina Mäkelä who graduated from the IB doctoral programme in 2006. She was followed by Dean Timo Korkeamäki, School of Business. The welcome reception was sponsored by the City of Espoo. Henna Partanen, Vice Chair of the City Council, formally greeted the EIBA members on behalf of the City of Espoo. Thereafter, we enjoyed a musical performance by EMO – an acapella group from the Espoo Institute of Music.

Almost 200 delegates attended EIBA for the first time in their academic career. Many of them participated in pre-conference activities, including the *IBR* Professional Development Workshop, *JIBS* Paper Development Workshop, *JIBP* Professional Development Workshop, and the EIBA-Early Career Network Professional Development Workshop. As a new addition to the pre-conference programme, we offered the *AMR* Workshop on Developing and publishing theory papers.

We also had two popular doctoral events: the John H. Dunning Doctoral Tutorial co-chaired by Bent Petersen (Copenhagen Business School) and Arjen Slangen (KU Leuven), and the Danny Van Den Bulcke Doctoral Symposium co-chaired by Marina Papanastassiou (University of Leeds) and Emmanuella Plakoyiannaki (University of Vienna). Together, they gathered 75 early career researchers and senior scholars.

The conference programme was packed with intellectually stimulating sessions and presentations with more than 400 papers, almost 130 posters and over 30 panels. They were presented in 25 interactive and 53 competitive sessions as well as two poster sessions. As a new feature of the programme, the majority of the posters had pre-assigned discussants. The panels also included a memorial session dedicated to the life work of Emeritus Professor Jan Johanson from Uppsala University, Sweden on the Uppsala Internationalization Process Model.

We were pleased to have three book launches during the EIBA conference. The book titled "*The Helsinki Internationalization Process Model*", edited by Rebecca Piekkari and Catherine Welch, introduced the Helsinki Internationalization Process Model developed by Reijo Luostarinen to the EIBA community. Reijo was Professor at the Helsinki School of Economics and a founding member of EIBA. The session was joined by Reijo's former FIBO and doctoral students as well as his family members.

The second book launch, celebrating the 50th anniversary of EIBA, was titled "*The History of EIBA: A Tale of the Co-evolution between International Business Issues and a Scholarly Community*" by Vitor Corado Simoes, John Cantwell and Philippe Gugler. This book highlights the co-evolution of the IB scholarly community in Europe, the state of the scholarship over time and its relationship with the global "real-world".

The third book featured the latest volume of Progress in International Business Research (PIBR) – the official book series of EIBA. This edited volume brought together the best papers from the EIBA annual conference held in Lisbon in 2023. The theme of the book is "*The changing global power balance: Challenges for European firms*" co-edited Rob van Tulder, Nuno Crespo and Cátia Crespo. The PIBR edited volume for EIBA2024 will be edited by Sarianna Lundan, Rebecca Piekkari, Tiina Ritvala and Riikka Harikkala-Laihinen.

In addition to the academic programme, the conference also provided an exciting and extensive social programme. To celebrate the conference theme, we offered an interactive session with Playback Theatre, organized by the Silta collective, inviting EIBA members to explore and stretch the boundaries of the IB discipline. We also included a possibility to join a sauna evening at the famous Löyly in Helsinki – chosen as TIME Magazine's World's 100 Greatest Places. The NORD-IB doctoral programme also celebrated its 25th anniversary during the conference with a panel and a social gathering. The 50th Anniversary Gala Dinner was organized at Hotel Crowne Plaza in the city center of Helsinki with a festive programme.

Three post-conference workshops on research methods were provided in collaboration with the Aalto University Center for Qualitative Management Studies – or Qual+ for short.

The workshop entitled "*Qualitative Data Analysis in the AI Era: Key Considerations for IB Researchers*" was hosted by Duc Nguyen (Alliance Manchester Business School), Eriikka Paavilainen-Mäntymäki (University of Turku), Emmanuella Plakoyiannaki (University of Vienna) and Catherine Welch (Trinity College). The next workshop on this topic will be organized in February 2025.

The second post-conference workshop titled *“Making the Invisible Visible: Evolving Methodologies in a Changing Research Landscape”* discussed evolving methodologies that go beyond traditional research approaches and their limitations. It was hosted by Jo Angouri (University of Warwick), Linh Duong (Åbo Akademi University), Anastasia Koptsyukh (Aalto University), Linyu Liu (Aalto University), Maria Pineda Escobar (Erasmus University Rotterdam), Claire Shaw (Aalto University), Aracely Soto-Simeone (Aalto University), and Valentina Voimavuo (Aalto University).

Quantitative research methods in IB were the focal point of the third workshop titled *“Complexity in IB Research and How to Address it Methodologically via Advanced Quantitative Methods”*. It was hosted by Bo Nielsen (University of Sydney), Marianna Marra (University of Sussex), Desislava Dikova (WU Vienna University of Economics and Business), Stewart Miller (Durham University) and Jelena Cerar (WU Vienna University of Economics and Business). The workshop covered topics such as event study methodology; structural equation modelling; bibliometric and network analysis; collecting and analyzing data in emerging markets and multilevel theorizing.

Organizing EIBA2024 was an immense collective effort which involved many IB colleagues from all over the world and around 60 volunteers. Thank you to all of you for making it a great success!

Rebecca Piekkari

On behalf of the EIBA Organizing Committee

# Organizing Committee



**Professor Rebecca Piekkari**

Aalto University



**Associate Professor Tiina Ritvala**

Aalto University



**Professor of Practice Perttu Kähäri**

Aalto University



**Professor Hannu Seristö**

Aalto University



**Assistant Professor Iris Saittakari**

Aalto University



**Assistant Professor Aleks Niittymies**

Aalto University



**Professor Niina Nummela**

University of Turku



**Professor Sami Saarenketo**

LUT University



**Professor Tuija Mainela**

University of Oulu



**Dina Myllymäki, Dr**

Postdoctoral researcher and Academic  
coordinator for EIBA2024



**Lila Cormier Simola, MSc**

EIBA Project employee, Logistics and  
Operations



**Kirsi Snellman, Dr**

Postdoctoral researcher














**Hanne Savolainen**

EIBA Visual Identity  
Doctoral researcher

# Conference Tracks and track chairs

Conference Track	Track Chairs
<p><b>1. Conference Theme: That's Interesting! Rethinking IB Research for the Next 50 Years</b></p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Rebecca Piekkari Aalto University</p> </div> <div style="text-align: center;">  <p>Tiina Ritvala Aalto University</p> </div> </div>
<p><b>2. International Entrepreneurship and Internationalization Processes</b></p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Eriikka Paavilainen- Mäntymäki University of Turku</p> </div> <div style="text-align: center;">  <p>Antonella Zucchella University of Pavia</p> </div> </div>
<p><b>3. Managing the MNC</b></p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Perttu Kähäri Aalto University</p> </div> <div style="text-align: center;">  <p>Pamela Sharkey Scott DCU Business School</p> </div> </div>
<p><b>4. Global Strategy and Global Value Chains</b></p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Rian Drogendijk University of Groningen</p> </div> <div style="text-align: center;">  <p>Rudolf Sinkovics University of Glasgow</p> </div> </div>
<p><b>5. International Marketing</b></p>	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Olli Kuivalainen LUT University</p> </div> <div style="text-align: center;">  <p>Matthew Robson Cardiff University</p> </div> </div>

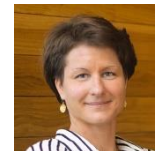


<p><b>6. International Finance, Accounting and Corporate Governance</b></p>	 <p>Bruce Hearn University of Southampton</p>	 <p>Chris Jones Aston University</p>
<p><b>7. International HRM, Cross-cultural Issues and Diversity, Equity and Inclusion</b></p>	 <p>Alexei Koveshnikov Aalto University</p>	 <p>Sebastian Reiche University of Navarra</p>
<p><b>8. Digitalization, Innovation and Technology</b></p>	 <p>Philip Kappen KTH Royal Institute of Technology</p>	 <p>Arto Ojala University of Vaasa</p>
<p><b>9. Institutions, Policy and Global Politics</b></p>	 <p>Axele Giroud University of Manchester</p>	 <p>Sarianna Lundan University of Bremen</p>
<p><b>10. Sustainability and Corporate Social Responsibility</b></p>	 <p>Valentina Di Marchi ESADE Business School</p>	 <p>Jennifer Oetzel American University (WA)</p>
<p><b>11. Emerging Markets</b></p>	 <p>Bersant Hobdari Copenhagen Business School</p>	 <p>Leigh Anne Liu Georgia State University</p>

**12. Teaching and Education in IB**



Margaret Fletcher  
University of  
Glasgow



Ausrine Silenskyte  
University of Vaasa

**13. Research Methods and Theorizing in IB**



Jelena Cerar  
WU Vienna



Fiona Moore  
Royal  
Holloway  
University of  
London

# Awards

## BEST PAPER AWARDS FOR EACH CONFERENCE TRACK

### Track 1 Conference Theme: "That's Interesting! Rethinking IB Research for the Next 50 Years"

- **Paper:** *Why Do We Resist EDI? Rethinking EDI from an Evolutionary Psychology Perspective*
- **Authors:** Hanna Gajewska-De Mattos (University of Leeds), Riikka Harikkala-Laihinen (University of Turku), Jeremy Clegg (University of Leeds)

### Track 2 International Entrepreneurship and Internationalization Processes

- **Paper:** *Dynamic Capabilities and Digital Transformation in Chinese International SMEs: Agility and Crisis Management Throughout the COVID-19 Pandemic*
- **Authors:** Jiao Li (Universitat Autònoma de Barcelona), Alex Rialp-Criado (Universitat Autònoma de Barcelona), Maria Teresa Bolivar Ramos (Universitat Autònoma de Barcelona)

### Track 3 Managing the MNC

- **Paper:** *Growing Beyond the Home-Region: Regional Heads in the Top Management Team as a Driver of Inter-Regional Growth in MNEs*
- **Authors:** Sheryl Tang (University of St. Gallen), Dimitrios Georgakakis (University of Leeds), Winfried Ruigrok (University of St. Gallen)

### Track 4 Global Strategy and Global Value Chains

- **Paper:** *The Impacts of Circular Economy Policies on Global Value Chains: A Study of the French Textile Industry*
- **Authors:** Louise Curran (TBS), Thibaut Joltreau (TBS), Christian Gnekpe (TBS)

### Track 5 International Marketing

- **Paper:** *Institutional Distances and E-Commerce Firms' Standardization of Online Offers and Services*
- **Authors:** Adrian Schütz (Trier University), Bernhard Swoboda (Trier University)

### Track 6 International Finance, Accounting, and Corporate Governance

- **Paper:** *Rethinking International Financial Management Practices: Towards a Sufficiency Doctrine*
- **Author:** Matthias Holmstedt (Mälardalens universitet)

### **Track 7 International HRM, Cross-Cultural Issues, and Diversity, Equity, and Inclusion**

- **Paper:** *Global Multi-Teaming – A Multi-Method Study of an Emerging Team Context in Multinational Corporations*
- **Authors:** Niina Nurmi (Aalto University), Tuuli Hakkarainen (University of Liverpool Management School), Kristiina Mäkelä (Aalto University), Emma Nordbäck (Hanken School of Economics)

### **Track 8 Digitalization, Innovation, and Technology**

- **Paper:** *Avoid Putting Knowledge at Stake: Selective Sino-Foreign R&D Linkages of MNEs*
- **Authors:** Yuxuan Zhao (Tsinghua University), Zhenzhen Xie (Sun Yat-sen University), Peter Ping Li (Copenhagen Business School)

### **Track 9 Institutions, Policy, and Global Politics**

- **Paper:** *Exporting, Bribing, and Labor Productivity: Evidence from Less Developed Economies*
- **Authors:** Eliane Choquette (Aarhus University), Marcus M. Larsen (Copenhagen Business School)

### **Track 10 Sustainability and Corporate Social Responsibility**

- **Paper:** *When Does Foreign Technology Help Firms from Periphery Countries Reduce Their Environmental Impact? An Ability-Motivation-Opportunity Framework*
- **Author:** Guus Hendriks (University of Amsterdam)

### **Track 11 Emerging Markets**

- **Paper:** *Digital Technologies and Internationalization of Emerging Markets Firms: The Role of Mobile Money as a Mediator of Institutional Voids in Sub-Saharan African Countries*
- **Authors:** Filip De Beule (University of Leuven), Stefano Elia (Politecnico di Milano)

### **Track 12 Teaching and Education in IB**

- **Paper:** *The Paradoxes of Artificial Intelligence in Management Education: What We Learn from Providing Human and AI Feedback to Student Global Virtual Teams*
- **Authors:** Ernesto Tavoletti (University of Macerata), Robert Stephens (Shippensburg University of Pennsylvania), Longzhu Dong (University of Wisconsin Eau Claire), Vasyl Taras (University of North Carolina Greensboro)

### **Track 13 Research Methods and Theorizing in IB**

- **Paper:** *Conducting Experiments with Serious Games in International Business and Management Research*
- **Authors:** Anne Bartel-Radic (Université Grenoble Alpes), Danielle A. Taylor (Université Paris 1 Panthéon-Sorbonne)

**BEST REVIEWER AWARD:**

Asmund Rygh (University of Manchester)

**GSJ GLOBAL STRATEGY JOURNAL – BEST PAPER OF THE YEAR**

- **Paper:** *Strategic Forbearance and Corporate Political Activity: The Case of Guinness and Regulatory Change*
- **Authors:** Aleksi Niittymies (Aalto University), Kalle Pajunen, (Tampere University), Edwald Kibler (Aalto University)

**THE CBS PRIZE**

**Paper:** *Follow Me Home: Disentangling Differential Investor Reactions to Cross-Border Headquarters' Relocations*

- **Paper:** *Follow Me Home: Disentangling Differential Investor Reactions to Cross-Border Headquarters' Relocations*
- **Authors:** Jan Schmitt (University of Amsterdam) & Martijn Boermans (De Nederlandsche Bank)

**9<sup>th</sup> DANNY VAN DEN BULCKE BEST EIBA CONFERENCE PAPER**

- **Paper:** *Corporate Philanthropy in Times of War: Why Do Corporations Donate?*
- **Authors:** Verena Girschik (Copenhagen Business School), Jasper Hotho (Copenhagen Business School), Jakob Lutz (Copenhagen Business School)

**BEST DOCTORAL THESIS PROPOSAL IN IB FROM THE JOHN DUNNING DOCTORAL TUTORIAL**

- **Paper:** *Organizational Field Translation: Insights from the Emergence of the Entrepreneurship Industry in China, 1987-2021*
- **Author:** Siyu Fei (Concordia University)

**INTERNATIONAL BUSINESS REVIEW BEST PAPER AWARD**

- **Paper:** *From grassroots to international markets: a qualitative study of marginalized entrepreneurs in India. International Business Review, 32(5): 102163*
- **Authors:** Abrar Ali Saiyed (Özyeğin University), Marleen Wierenga (Norwegian University of Science and Technology), Stephanie A. Fernhaber (Butler University) & Niina Nummela (University of Turku)

### AALTO UNIVERSITY 'THAT'S INTERESTING!' AWARD

- **Paper:** *The IB researcher as Translator: Methodological Challenges and Opportunities for Advancing Rigor*
- **Authors:** Autho Muhammad Taimur Khan (Institute of Strategic Studies Islamabad), Natalie Victoria Wilcot (University of Lincoln), Fariba Darabi (Bangor Business School), Diana Rosemary Sharpe (Sheffield Hallam University)

### DISTINGUISHED HONORARY EIBA FELLOW AWARD 2024

Gary Gereffi (Duke University)

Professor Gereffi's unparalleled contributions to international business, particularly his groundbreaking work on global value chains have profoundly influenced academic research and policy-making.

As Founding Director of the Global Value Chains Center at Duke University, he has authored over a dozen books and numerous influential articles that explore the dynamics of globalisation, supply chain governance, and economic development.



This distinguished recognition is awarded to notable figures who have made transformative contributions to international business scholarship, practice, or policy. Professor Gereffi joins a celebrated group of past recipients, including Jorma Ollila (former CEO of Nokia), Martin Wolf (Financial Times), and Michael Storper (UCLA and London School of Economics).

# Conference Program Overview

<b>WEDNESDAY December 11, 2024</b>		
<b>Time</b>	<b>Event</b>	<b>Place</b>
10:00-13:00	LUT Idea Development Workshop	LUT University, Lappeenranta, Finland

<b>THURSDAY December 12, 2024</b>		
<b>Time</b>	<b>Event</b>	<b>Place</b>
8:00 – 15:30	Conference registration 1	Ekonominaukio 1, lobby
8:30 - 9:30	Morning coffee	Ekonominaukio 1, lobby
9:30 – 12.30	JIBS Paper Development Workshop (JIBS- PDW)	Ekonominaukio 1, lobby T003-T004
9:00– 12:15	AMR Developing and publishing theory papers	Väre F102
9:30 - 12:30	JIBP Professional Development Workshop (JIBP-PDW)	Väre F101
9:30 - 17:00	John H. Dunning Doctoral Tutorial (JHD-DT)	Ekonominaukio 1 V101
9:30 – 12:30	IBR Professional Development Workshop (IBR-PDW)	Ekonominaukio 1 V002
12:30 – 16:30	EIBA Board meeting with Lunch	Otakaari 1, H304 Lunch starting 12.30 in Restaurant Silinteri
12:15 – 13:30	Lunch	Ekonominaukio 1 lobby
13:00 – 17:00	EIBA-Early Career Network Paper Development Workshop (EIBA-ECN-PDW)	Väre F101
13:30 – 17:00	Danny Van Den Bulcke Doctoral Symposium (DVDB-DS)	Ekonominaukio 1 T003-T004
14: 45 - 15:30	Coffee-break	Ekonominaukio 1, lobby

16:00 onwards	Food truck with burgers (self-paid)	Square in front of the metro exit and Väre building
16:30 - 19:30	Conference registration 2	Otakaari 1, lobby, Y-wing
16:45 - 17:45	New Member Meet and Greet	Otakaari 1, Y124, E-sali
18:00 – 19:30	Opening Plenary: Panel discussion	Otakari 1, Aalto-hall
19:30 – 22:00	Welcome Reception in collaboration with the City of Espoo, with Finnish finger food	Ekonominaukio 1, lobby

FRIDAY December 13, 2024		
Time	Event	Place
8:00 - 17:30	Conference Registration	Otakaari 1, Y-wing lobby
9:00 – 10:15	Parallel sessions 1.0: paper sessions and panels	Otakaari 1
10:15 – 10:45	Coffee break	Otakaari 1
10:45 – 12:00	Parallel sessions 2.0: paper sessions and panels	Otakaari 1
10:45 – 12:00	The Helsinki Internationalization Process Model	Otakaari 1
12:15 - 13:15	EIBA Fellows Plenary and EIBA History Book Launch	Otakaari 1
13:30 – 14:30	EIBA Fellows Meeting with lunch (invitation only)	Otakaari 1
13:30– 15:00	Lunch with Poster Session (14.00 - 15.00)	Otakaari 1
15:00 – 16:15	Parallel Sessions 3.0: paper sessions and panels	Otakaari 1
16:15 – 16:45	Coffee break	Otakaari 1
16:45 – 18:00	Parallel Sessions 4.0: paper sessions and panels	Otakaari 1
17:00 – 19:00	Playback Theatre: Let's explore and stretch the boundaries of the IB Community!	Otakaari 5



16:00 onwards	Food truck with burgers (self-paid)	Square in front of the metro exit and Väre building
20:00 - 22:00	Social Events	

SATURDAY December 14, 2024		
Time	Event	Place
08:30 – 14:00	Conference registration	Otakaari 1
9:00 – 10:15	Parallel sessions 5.0: paper sessions and panels	Otakaari 1
10:15 – 10:45	Coffee break	Otakaari 1
10:45 - 12:00	Parallel sessions 6.0: paper sessions and panels	Otakaari 1
10:45 - 12:00	PIBR Book Launch	Otakaari 1
12:15 – 13:30	EIBA General Assembly, Awards	Otakaari 1
13:30 - 15:00	Lunch with Poster session (14.00 - 15.00)	Otakaari 1
15:00 – 16:30	Parallel Sessions 7.0: paper sessions and panel	Otakaari 1
18:30 – 02.00	Gala dinner, Awards	Crowne Plaza, Mannerheimintie 50, Helsinki

SUNDAY December 15, 2024		
Time	Event	Place
10:00 – 13:00	Qualitative Data Analysis in the AI Era: Key Considerations for IB Researchers	Ekonominaukio 1, lobby
10:00 – 13:00	Complexity in IB Research and How to Address it Methodologically via Advanced Quantitative Method	Ekonominaukio 1, lobby
10:00 – 15:00	Qualitative workshop Making the Invisible Visible: Evolving Methodologies in a Changing Research Landscape	Ekonominaukio 1, lobby

# Detailed Session Overview

<b>Date: Thursday, 12/Dec/2024</b>	
<b>8:00am - 3:30pm</b> Ekonominaukio 1 Lobby	<b>Conference registration 1: Conference Registration Ekonominaukio 1</b> Location: <b>Ekonominaukio 1 Lobby</b>
<b>8:30am - 5:00pm</b> Ekonominaukio 1, V101	<b>JHD-DT: John H. Dunning Doctoral Tutorial</b> Location: <b>Ekonominaukio 1, V101</b> Session Chair: <b>Bent Petersen</b> , Copenhagen Business School; <a href="mailto:bp.egb@cbs.dk">bp.egb@cbs.dk</a> Chair: <b>Arjen Slangen</b> , KU Leuven; <a href="mailto:arjen.slangen@kuleuven.be">arjen.slangen@kuleuven.be</a>
<b>9:00am - 12:15pm</b>  Väre, F102	<b>AMR Workshop: Developing and Publishing Theory Papers</b> Location: <b>Väre, F102</b> Session Chair: <b>DANA MINBAEVA</b> , King's Business School, King's College London; <a href="mailto:dana.minbaeva@kcl.ac.uk">dana.minbaeva@kcl.ac.uk</a> Chair: <b>Taco Reus</b> , Erasmus University; <a href="mailto:treus@rsm.nl">treus@rsm.nl</a> Chair: <b>Joep Cornelissen</b> , Rotterdam School of Management; <a href="mailto:cornelissen@rsm.nl">cornelissen@rsm.nl</a> Chair: <b>Grazia D. Santangelo</b> , Copenhagen Business School; <a href="mailto:gs.si@cbs.dk">gs.si@cbs.dk</a> Chair: <b>Harun Emre Yildiz</b> , Mälardalen University; <a href="mailto:emre.yildiz@mdu.se">emre.yildiz@mdu.se</a>
<b>9:30am - 12:30pm</b> Ekonominaukio 1, V002	<b>IBR PDW: IBR Professional Development Workshop</b> Location: <b>Ekonominaukio 1, V002</b> Session Chair: <b>Roger Strange</b> , University of Sussex; <a href="mailto:R.N.Strange@sussex.ac.uk">R.N.Strange@sussex.ac.uk</a> Chair: <b>Axele Giroud</b> , University of Manchester; <a href="mailto:axele.giroud@manchester.ac.uk">axele.giroud@manchester.ac.uk</a>
<b>9:30am - 12:30pm</b>  Väre, F101	<b>JIBP PDW: JIBP Professional Development Workshop</b> Location: <b>Väre, F101</b> Session Chair: <b>Valentina De Marchi</b> , ESADE Business School; <a href="mailto:valentina.demarchi@esade.edu">valentina.demarchi@esade.edu</a> Chair: <b>Ari Van Assche</b> , HEC Montréal, Montreal, Canada; <a href="mailto:ari.van-assche@hec.ca">ari.van-assche@hec.ca</a> Chair: <b>Rob van Tulder</b> , RSM Erasmus University Rotterdam; <a href="mailto:rtulder@rsm.nl">rtulder@rsm.nl</a> Chair: <b>Rajneesh Narula</b> , Henley Business School; <a href="mailto:r.narula@henley.ac.uk">r.narula@henley.ac.uk</a> Chair: <b>Louise Curran</b> , Tbs; <a href="mailto:l.curran@tbs-education.fr">l.curran@tbs-education.fr</a>
<b>9:30am - 12:30pm</b> Ekonominaukio 1, T003-T004	<b>JIBS PDW: JIBS Paper Development Workshop</b> Location: <b>Ekonominaukio 1, T003-T004</b> Session Chair: <b>Becky Reuber</b> , University of Toronto; <a href="mailto:becky.reuber@rotman.utoronto.ca">becky.reuber@rotman.utoronto.ca</a> Chair: <b>Vittoria G. Scalera</b> , University of Amsterdam; <a href="mailto:v.g.scalera@uva.nl">v.g.scalera@uva.nl</a>
<b>12:15pm - 1:30pm</b> Ekonominaukio 1 Lobby	<b>Pre-conference Lunch: Thursday Lunch</b> Location: <b>Ekonominaukio 1 Lobby</b>
<b>12:30pm - 1:30pm</b> Otakaari, 1 Restaurant Silinteri	<b>Board Lunch: EIBA Board lunch</b> Location: <b>Otakaari, 1 Restaurant Silinteri</b>
<b>1:00pm - 5:00pm</b>  Väre, F101	<b>EIBA ECN PDW: EIBA-Early Career Network Paper Development Workshop</b> Location: <b>Väre, F101</b> Session Chair: <b>Johannes Kleinhempel</b> , Copenhagen Business School; <a href="mailto:jk1.si@cbs.dk">jk1.si@cbs.dk</a> Chair: <b>Bozidar Vlacic</b> , Universidade Católica Portuguesa; <a href="mailto:bvlacic@ucp.pt">bvlacic@ucp.pt</a> Chair: <b>Tilo Halaszovich</b> , ICN Business School; <a href="mailto:tilo.halaszovich@icn-artem.com">tilo.halaszovich@icn-artem.com</a>
<b>1:30pm - 5:00pm</b> Otakaari 1, H304	<b>Board Meeting: EIBA Board Meeting</b> Location: <b>Otakaari 1, H304</b>
<b>1:30pm - 5:00pm</b> Ekonominaukio 1, T003-T004	<b>DVDB Symposium: 13TH EIBA / EIASM Danny Van Den Bulcke Doctoral Symposium</b> Location: <b>Ekonominaukio 1, T003-T004</b> Session Chair: <b>Marina Papanastasiou</b> , University of Leeds; <a href="mailto:m.papanastasiou@leeds.ac.uk">m.papanastasiou@leeds.ac.uk</a> Chair: <b>Emmanuella Plakoyiannaki</b> , University of Vienna; <a href="mailto:emmanuella.plakoyiannaki@univie.ac.at">emmanuella.plakoyiannaki@univie.ac.at</a>
<b>4:00pm - 9:00pm</b> Otaniementie 14, in front of the Väre building	<b>Food Truck self-paid</b> Location: <b>Otaniementie 14, in front of the Väre building</b>
<b>4:30pm - 7:30pm</b> Otakaari, 1, Y-wing lobby	<b>Conference registration: Conference Registration Otakaari 1</b> Location: <b>Otakaari, 1, Y-wing lobby</b>
<b>4:45pm - 5:45pm</b> Otakaari 1, Y124 E- Sali	<b>Reception: Meet and Greet New Members</b> Location: <b>Otakaari 1, Y124 E-Sali</b>
<b>6:00pm - 7:30pm</b> Otakaari 1, Aalto hall	<b>Opening Plenary: Welcome Addresses and EIBA Fellows Panel</b> Location: <b>Otakaari 1, Aalto hall</b> Session Chair: <b>Niina Nummela</b> , University of Turku; <a href="mailto:niina.nummela@utu.fi">niina.nummela@utu.fi</a>

	Panel Discussion
<b>7:30pm - 10:00pm</b> Ekonominaukio 1 Lobby	<b>Welcome Reception: Welcome Reception with Finnish tidbits sponsored by the City of Espoo</b> Location: <b>Ekonominaukio 1 Lobby</b>
<b>Date: Friday, 13/Dec/2024</b>	
<b>8:30am - 5:30pm</b> Otakaari, 1, Y-wing lobby	<b>Conference Registration</b> Location: <b>Otakaari, 1, Y-wing lobby</b>
<b>8:30am - 5:30pm</b> Otakaari 1, U-wing, lobby	<b>Exhibition area, Day1: Publishers</b> Location: <b>Otakaari 1, U-wing, lobby</b>
<b>8:30am - 5:30pm</b> Otakaari 1, U414C, 4th floor	<b>Meditation/Prayer Room</b> Location: <b>Otakaari 1, U414C, 4th floor</b>
<b>8:30am - 5:30pm</b> Otakaari 1,U1373a Historiahuone	<b>QW: Quiet Workspace</b> Location: <b>Otakaari 1,U1373a Historiahuone</b>
<b>9:00am - 10:15am</b> Otakaari 1, U250a Finavia	<b>F01.01C: Historical and Longitudinal Insights into Firm Internationalization Strategy</b> Location: <b>Otakaari 1, U250a Finavia</b> Session Chair: <b>Rolv Petter Amdam</b> , BI Norwegian Business School; <a href="mailto:rolv.p.amdam@bi.no">rolv.p.amdam@bi.no</a> Competitive paper sessions
<b>9:00am - 10:15am</b> Otakaari 1, U259	<b>F01.02C: Networks in Internationalization and Entrepreneurship</b> Location: <b>Otakaari 1, U259</b> Session Chair: <b>Giulia Galizzi</b> , University of Vienna; <a href="mailto:giulia.galizzi@univie.ac.at">giulia.galizzi@univie.ac.at</a> Competitive paper sessions
<b>9:00am - 10:15am</b> Otakaari 1, U262 KPMG	<b>F01.02I: Context, Embeddedness and Family Firms in the Internationalization Process</b> Location: <b>Otakaari 1, U262 KPMG</b> Session Chair: <b>Zeerim Cheung</b> , The University of Sydney; <a href="mailto:zeerim.cheung@sydney.edu.au">zeerim.cheung@sydney.edu.au</a> Interactive paper sessions
<b>9:00am - 10:15am</b> Otakaari 1, U358	<b>F01.04C: GVCs, Disruptions and Resilience</b> Location: <b>Otakaari 1, U358</b> Session Chair: <b>Louise Curran</b> , Tbs; <a href="mailto:l.curran@tbs-education.fr">l.curran@tbs-education.fr</a> Competitive paper sessions
<b>9:00am - 10:15am</b> Otakaari 1, U3	<b>F01.04P: Panel: Global Value Chains: Navigating Paradoxes and Seizing Resilience</b> Location: <b>Otakaari 1, U3</b> Session Chair: <b>Hans Solli-Sæther</b> , Norwegian University of Science and Technology; <a href="mailto:haso@ntnu.no">haso@ntnu.no</a> Panel
<b>9:00am - 10:15am</b> Otakaari 1, U406a	<b>F01.05C: Global Services Marketing</b> Location: <b>Otakaari 1, U406a</b> Session Chair: <b>Marin Marinov</b> , Aalborg University; <a href="mailto:marinov@id.aau.dk">marinov@id.aau.dk</a> Competitive paper session
<b>9:00am - 10:15am</b> Otakaari 1, U121a	<b>F01.06C: The Interface between ESG and International Business</b> Location: <b>Otakaari 1, U121a</b> Session Chair: <b>Chris Jones</b> , Aston University; <a href="mailto:c.jones2@aston.ac.uk">c.jones2@aston.ac.uk</a> Competitive paper session
<b>9:00am - 10:15am</b> Otakaari 1, U119 DELOITTE	<b>F01.06P: Panel: The Relevance of Collaborative Online International Learning in Enhancing International Business Education</b> Location: <b>Otakaari 1, U119 DELOITTE</b> Session Chair: <b>Miguel M. Torres</b> , University of Kent; <a href="mailto:m.torres@kent.ac.uk">m.torres@kent.ac.uk</a> Panel
<b>9:00am - 10:15am</b> Otakaari 1, U261 OP	<b>F01.07C: Downstream Consequences of Foreign Language Fluency</b> Location: <b>Otakaari 1, U261 OP</b> Session Chair: <b>Guro Refsum Sanden</b> , BI Norwegian Business School; <a href="mailto:guro.r.sanden@bi.no">guro.r.sanden@bi.no</a> Competitive paper sessions
<b>9:00am - 10:15am</b> Otakaari 1, U1	<b>F01.08P: Panel: Global Innovation in an Era of Disruptive Changes</b> Location: <b>Otakaari 1, U1</b> Session Chair: <b>Peter Buckley</b> , University of manchester; <a href="mailto:peter.buckley-2@manchester.ac.uk">peter.buckley-2@manchester.ac.uk</a> Panel
<b>9:00am - 10:15am</b> Otakaari 1, U121b Hilti	<b>F01.09C: Home Institutions and Internationalization</b> Location: <b>Otakaari 1, U121b Hilti</b> Session Chair: <b>Vera Kunczer</b> , Luiss Guido Carli; <a href="mailto:vkunczer@luiss.it">vkunczer@luiss.it</a> Competitive paper sessions
<b>9:00am - 10:15am</b> Otakaari 1, U264 K- GROUP	<b>F01.09I: Government Policies and Firm Strategies</b> Location: <b>Otakaari 1, U264 K-GROUP</b> Session Chair: <b>Andreja Jaklic</b> , University of Ljubljana, Faculty of Social Sciences; <a href="mailto:andreja.jaklic@fdv.uni-lj.si">andreja.jaklic@fdv.uni-lj.si</a> Interactive paper sessions

9:00am - 10:15am	<b>F01.10C: Overcoming the Sustainability Paradox</b> Location: <b>Otakaari 1, U405a</b> Session Chair: <b>Lisa Canova</b> , University of Geneva; <a href="mailto:lisa.canova@unige.ch">lisa.canova@unige.ch</a> Competitive Paper Session
9:00am - 10:15am	<b>F01.10P: Panel: Geopolitical Risk and Environmental Impact of MNEs</b> Location: <b>Otakaari 1, U5</b> Session Chair: <b>Soni Jha</b> , Purdue University - Fort Wayne; <a href="mailto:jha57@pfw.edu">jha57@pfw.edu</a> Panel
9:00am - 10:15am	<b>F01.12P: Panel: Nordic researchers' influence on the trajectories of IB research: Reflections on the NORD IB experience and how to develop tomorrow's IB scholars</b> Location: <b>Otakaari 1, U8, 2nd floor</b> Session Chair: <b>Olivia Kang</b> , Mälardalen University; <a href="mailto:olivia.kang@mdu.se">olivia.kang@mdu.se</a> Panel
9:00am - 10:15am	<b>F01.13P1: Panel: A Modular Approach to Microfoundations in IB - That's Interesting!</b> Location: <b>Otakaari 1, U7 PWC</b> Session Chair: <b>Pamela Sharkey Scott</b> , DCU; <a href="mailto:pamela.sharkeyscott@dcu.ie">pamela.sharkeyscott@dcu.ie</a> Panel
9:00am - 10:15am	<b>F01.13P2: Panel: Going Beyond Variables and Relationships: Alternative Approaches to Theorizing</b> Location: <b>Otakaari 1, U356 ALMA MEDIA</b> Session Chair: <b>Rebecca Piekkari</b> , Aalto Univ; <a href="mailto:rebecca.piekkari@aalto.fi">rebecca.piekkari@aalto.fi</a> Panel
9:00am - 10:15am	<b>F01.13P: Panel: Overcoming Challenges in Using Qualitative Research methods to Study Phenomena in Emerging Markets</b> Location: <b>Otakaari 1, U6</b> Session Chair: <b>Becky Reuber</b> , University of Toronto; <a href="mailto:becky.reuber@rotman.utoronto.ca">becky.reuber@rotman.utoronto.ca</a> Panel
10:15am - 10:45am	<b>Coffee break 1: Coffee break</b> Location: <b>Otakaari 1, U-wing, lobby</b>
10:45am - 12:00pm	<b>F02.01C: New Frontiers and Spaces for IB Research</b> Location: <b>Otakaari 1, U249</b> Session Chair: <b>ELEANOR WESTNEY</b> , MIT Sloan School of Management; <a href="mailto:ewestnev@schulich.yorku.ca">ewestnev@schulich.yorku.ca</a> Competitive Paper Sessions
10:45am - 12:00pm	<b>F02.02I: Individuals and Families in International Business</b> Location: <b>Otakaari 1, U262 KPMG</b> Session Chair: <b>Tanja Leppäaho</b> , LUT University; <a href="mailto:tanja.leppaaho@lut.fi">tanja.leppaaho@lut.fi</a> Interactive Paper Sessions
10:45am - 12:00pm	<b>F02.03C: Investment and Divestment in MNCs</b> Location: <b>Otakaari 1, U121a</b> Session Chair: <b>Marianna Marra</b> , Politecnico di Milano, School of Management; <a href="mailto:marianna.marra@polimi.it">marianna.marra@polimi.it</a> Competitive Paper Sessions
10:45am - 12:00pm	<b>F02.03I: Managing Multinationals and Their Units</b> Location: <b>Otakaari 1, U264 K-GROUP</b> Session Chair: <b>Rian Drogendijk</b> , University of Groningen; <a href="mailto:rian.drogendijk@rug.nl">rian.drogendijk@rug.nl</a> Interactive Paper Sessions
10:45am - 12:00pm	<b>F02.04C: Knowledge, Power and Scaling</b> Location: <b>Otakaari 1, U8, 2nd floor</b> Session Chair: <b>Denanjalee Gunaratne</b> , LUT University; <a href="mailto:Denanjalee.Gunaratne@lut.fi">Denanjalee.Gunaratne@lut.fi</a> Competitive Paper Sessions
10:45am - 12:00pm	<b>F02.05C1: Themes in Global Marketing</b> Location: <b>Otakaari 1, U405a</b> Session Chair: <b>Matthew Robson</b> , Cardiff University; <a href="mailto:robsonm@cardiff.ac.uk">robsonm@cardiff.ac.uk</a> Interactive Paper Session
10:45am - 12:00pm	<b>F02.05C: Digital Capabilities and International Growth</b> Location: <b>Otakaari 1, U406a</b> Session Chair: <b>Olli Kuivalainen</b> , Lappeenranta-Lahti University of Technology LUT; <a href="mailto:olli.kuivalainen@lut.fi">olli.kuivalainen@lut.fi</a> Competitive paper sessions
10:45am - 12:00pm	<b>F02.06C: Multinational Enterprises and Financial Management</b> Location: <b>Otakaari 1, U250a Finavia</b> Session Chair: <b>Bruce Allen Hearn</b> , University of Southampton; <a href="mailto:b.a.hearn@soton.ac.uk">b.a.hearn@soton.ac.uk</a> Competitive Paper Session
10:45am - 12:00pm	<b>F02.07C1: Identity and Social Categorization in Multinationals</b> Location: <b>Otakaari 1, U121b Hilti</b> Session Chair: <b>Alexei Koveshnikov</b> , Aalto University School of Business; <a href="mailto:alexei.koveshnikov@aalto.fi">alexei.koveshnikov@aalto.fi</a> Competitive Paper Session
10:45am - 12:00pm	<b>F02.09I: Non-market Strategies and Green Growth</b> Location: <b>Otakaari 1, U358</b> Session Chair: <b>Khadija van der Straaten</b> , Rotterdam School of Management, Erasmus University; <a href="mailto:vanderstraaten@rsm.nl">vanderstraaten@rsm.nl</a>

	Interactive Paper Session
10:45am - 12:00pm	<b>F02.09P: Panel: Central and Eastern Europe Relevance for International Management Scholarship</b> Location: <b>Otakaari 1, U7 PWC</b> Panel
10:45am - 12:00pm	<b>F02.10C1: Sustainability and the MNC: The Role Technology</b> Location: <b>Otakaari 1, U261 OP</b> Session Chair: <b>Guus Hendriks</b> , University of Amsterdam; <a href="mailto:g.hendriks@uva.nl">g.hendriks@uva.nl</a> Competitive Paper Session
10:45am - 12:00pm	<b>F02.11C: Internationalization Strategies of Emerging Market Firms</b> Location: <b>Otakaari 1, U119 DELOITTE</b> Session Chair: <b>Michael Mueller</b> , Copenhagen Business School; <a href="mailto:mm.eab@cbs.dk">mm.eab@cbs.dk</a> Competitive Paper Session
10:45am - 12:00pm	<b>F02.11P: Panel: Corporate Political Activity of Multinational Enterprises: Toward a Multilevel Understanding</b> Location: <b>Otakaari 1, U3</b> Session Chair: <b>Dimitrios Georgakakis</b> , University of Leeds; <a href="mailto:d.georgakakis@leeds.ac.uk">d.georgakakis@leeds.ac.uk</a> Panel
10:45am - 12:00pm	<b>F02.12P1: Panel: Fostering Young and Mid-career IB Scholars to Develop “That’s Interesting!” Research and Career</b> Location: <b>Otakaari 1, U356 ALMA MEDIA</b> Session Chair: <b>Tony Fang</b> , Stockholm University; <a href="mailto:tony.fang@sbs.su.se">tony.fang@sbs.su.se</a> Panel
10:45am - 12:00pm	<b>F02.12P: Panel: Teaching Innovations, Best Practices, and Trends in the Use of Technology in the Classroom</b> Location: <b>Otakaari 1, U6</b> Session Chair: <b>Ronaldo Couto Parente</b> , Florida International UNiversity; <a href="mailto:rcparent@fiu.edu">rcparent@fiu.edu</a> Panel
10:45am - 12:00pm	<b>F02.14P: Book Launch: The Helsinki Internationalization Process Model</b> Location: <b>Otakaari 1, U1</b> Session Chair: <b>Rebecca Piekkari</b> , Aalto Univ; <a href="mailto:rebecca.piekkari@aalto.fi">rebecca.piekkari@aalto.fi</a> Chair: <b>Catherine Welch</b> , Trinity College Dublin; <a href="mailto:welchc@tcd.it">welchc@tcd.it</a> Book Launch
12:00pm - 12:15pm	<b>EB1: Break</b>
12:15pm - 1:15pm	<b>EIBA Fellows Plenary and EIBA History Book Launch, All Academy</b> Location: <b>Otakaari 1, U2</b> Session Chair: <b>John Cantwell</b> , Rutgers University; <a href="mailto:cantwell@business.rutgers.edu">cantwell@business.rutgers.edu</a>
1:30pm - 2:30pm	<b>EIBA Fellows Meeting with lunch (Invitation only)</b> Location: <b>Otakaari 1, Y115</b> Session Chair: <b>Sarianna Lundan</b> , Aalto University; <a href="mailto:sarianna.lundan@aalto.fi">sarianna.lundan@aalto.fi</a>
1:30pm - 3:00pm	<b>Lunch 1: Friday Lunch</b> Location: <b>Otakaari 1, Y-wing 2nd floor lobby</b>
1:30pm - 3:00pm	<b>Lunch 2: Friday Lunch</b> Location: <b>Otakaari 1, Restaurant Alvari, Y-wing, 1st floor</b>
2:00pm - 3:00pm	<b>Posters 1</b> Location: <b>Otakaari 1, Y-wing lobby</b> Session Chair: <b>Riikka Harikkala-Laihin</b> , University of Turku; <a href="mailto:riikka.harikkala-laihin@utu.fi">riikka.harikkala-laihin@utu.fi</a>
3:00pm - 4:15pm	<b>F03.01C: Fresh Perspectives on Internationalization and Globalization</b> Location: <b>Otakaari 1, U406a</b> Session Chair: <b>Aleksi Niittymies</b> , Aalto University; <a href="mailto:aleksi.niittymies@aalto.fi">aleksi.niittymies@aalto.fi</a> Competitive Paper Session
3:00pm - 4:15pm	<b>F03.01P: Panel: Rethinking IB Research for the Next 50 Years: What About Engaged IB Scholarship?</b> Location: <b>Otakaari 1, U3</b> Session Chair: <b>Ari Van Assche</b> , HEC Montréal, Montreal, Canada; <a href="mailto:ari.van-assche@hec.ca">ari.van-assche@hec.ca</a> Panel
3:00pm - 4:15pm	<b>F03.02I: Exporting and Decision-making in Dynamic International Contexts</b> Location: <b>Otakaari 1, U264 K-GROUP</b> Session Chair: <b>Tiia Vissak</b> , University Of Tartu; <a href="mailto:tiia.vissak@ut.ee">tiia.vissak@ut.ee</a> Interactive Paper Session
3:00pm - 4:15pm	<b>F03.02P: Panel: Has International Business Succeeded as an Academic Field?</b> Location: <b>Otakaari 1, U6</b> Session Chair: <b>Jean-Francois Hennart</b> , Tilburg University; <a href="mailto:j.f.hennart@tilburguniversity.edu">j.f.hennart@tilburguniversity.edu</a> Panel

<b>3:00pm - 4:15pm</b>	<b>F03.03C: International Growth Beyond the Ordinary</b>
Otakaari 1, U121a	Location: <b>Otakaari 1, U121a</b> Session Chair: <b>Dimitrios Georgakakis</b> , University of Leeds; <a href="mailto:d.georgakakis@leeds.ac.uk">d.georgakakis@leeds.ac.uk</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.04C: GVCs, and Institutions</b>
Otakaari 1, U358	Location: <b>Otakaari 1, U358</b> Session Chair: <b>Alex Settles</b> , University of Florida; <a href="mailto:alex.settles@gmail.com">alex.settles@gmail.com</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.05C: Advertising and Image Across Markets</b>
Otakaari 1, U262 KPMG	Location: <b>Otakaari 1, U262 KPMG</b> Session Chair: <b>Ana Lisboa</b> , Polytechnic University of Leiria; <a href="mailto:ana.lisboa@ipleiria.pt">ana.lisboa@ipleiria.pt</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.07C1: Opportunities and Challenges Facing Migrant Employees</b>
Otakaari 1, U121b Hilti	Location: <b>Otakaari 1, U121b Hilti</b> Session Chair: <b>Lena Zander</b> , Uppsala University; <a href="mailto:lena.zander@fek.uu.se">lena.zander@fek.uu.se</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.07P2: Panel: Language in IB and Management: Perspectives for the Next 50 Years</b>
Otakaari 1, U5	Location: <b>Otakaari 1, U5</b> Session Chair: <b>Guro Refsum Sanden</b> , BI Norwegian Business School; <a href="mailto:guro.r.sanden@bi.no">guro.r.sanden@bi.no</a> Panel
<b>3:00pm - 4:15pm</b>	<b>F03.07P: Panel: The Changing Position of Women in IB Research: Developing Future Potential</b>
Otakaari 1, U356 ALMA MEDIA	Location: <b>Otakaari 1, U356 ALMA MEDIA</b> Session Chair: <b>Maria Elo</b> , University of Southern Denmark; <a href="mailto:Melo@sam.sdu.dk">Melo@sam.sdu.dk</a> Panel
<b>3:00pm - 4:15pm</b>	<b>F03.08C: Innovation and IB</b>
Otakaari 1, U405a	Location: <b>Otakaari 1, U405a</b> Session Chair: <b>Per Servais</b> , Linnaeus University; <a href="mailto:per.servais@lnu.se">per.servais@lnu.se</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.09C: Interactions Between Firms and Institutions</b>
Otakaari 1, U8, 2nd floor	Location: <b>Otakaari 1, U8, 2nd floor</b> Session Chair: <b>Asmund Rygh</b> , University of Manchester; <a href="mailto:asmund.rygh@manchester.ac.uk">asmund.rygh@manchester.ac.uk</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.09P1: Panel: The Rise of the Global South and Its Implications for IB Research and Teaching</b>
Otakaari 1, U7 PWC	Location: <b>Otakaari 1, U7 PWC</b> Session Chair: <b>Marin Marinov</b> , Aalborg University; <a href="mailto:marinov@id.aau.dk">marinov@id.aau.dk</a> Panel
<b>3:00pm - 4:15pm</b>	<b>F03.11C2: Institutions and Non-Market Strategies of Emerging Market Firms</b>
Otakaari 1, U261 OP	Location: <b>Otakaari 1, U261 OP</b> Session Chair: <b>Daniel S. Andrews</b> , Georgia State University; <a href="mailto:dsandrews@gsu.edu">dsandrews@gsu.edu</a> Competitive paper sessions
<b>3:00pm - 4:15pm</b>	<b>F03.11C: Building Resilience in International Operations</b>
Otakaari 1, U249	Location: <b>Otakaari 1, U249</b> Session Chair: <b>Vera Kunczer</b> , Luiss Guido Carli; <a href="mailto:vkunczer@luiss.it">vkunczer@luiss.it</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.12C: Fostering Innovation and Interculturality, and Reflection in IB Education</b>
Otakaari 1, U259	Location: <b>Otakaari 1, U259</b> Session Chair: <b>Eva Alfoldi</b> , University of Delaware; <a href="mailto:ealfoldi@udel.edu">ealfoldi@udel.edu</a> Competitive Paper Session
<b>3:00pm - 4:15pm</b>	<b>F03.14P: Panel: Debating Some of the Main Puzzles of the Internationalization Process Model in Memory of Jan Johanson</b>
Otakaari 1, U119 DELOITTE	Location: <b>Otakaari 1, U119 DELOITTE</b> Session Chair: <b>Ulf Holm</b> , Uppsala University; <a href="mailto:ulf.holm@fek.uu.se">ulf.holm@fek.uu.se</a> Session in memory of Jan Johanson
<b>4:00pm - 9:00pm</b>	<b>Food Truck self-paid</b>
Otaniementie 14, in front of the Väre building	Location: <b>Otaniementie 14, in front of the Väre building</b>
<b>4:15pm - 4:45pm</b>	<b>CB2: Coffee break</b>
Otakaari 1, U-wing, lobby	Location: <b>Otakaari 1, U-wing, lobby</b>
<b>4:45pm - 6:00pm</b>	<b>F04.01C: Enriching Insights from Other Disciplines to Drive IB Research</b>
Otakaari 1, U249	Location: <b>Otakaari 1, U249</b> Session Chair: <b>Renan Henrique-Oliveira</b> , FGV EAESP; <a href="mailto:renan.oliveira@fgv.edu.br">renan.oliveira@fgv.edu.br</a> Competitive Paper Session
<b>4:45pm - 6:00pm</b>	

Otakaari 1, U264 K-GROUP	<b>F04.02C: Entrepreneurial Behavior and People in International Business</b> Location: <b>Otakaari 1, U264 K-GROUP</b> Session Chair: <b>Igor Kalinic</b> , European Commission; <a href="mailto:igor.kalinic@ec.europa.eu">igor.kalinic@ec.europa.eu</a> Competitive Paper Session
4:45pm - 6:00pm Otakaari 1, U262 KPMG	<b>F04.02I: Challenging Business Environments and Risks in Internationalization</b> Location: <b>Otakaari 1, U262 KPMG</b> Session Chair: <b>Iiris Saittakari</b> , Aalto University School of Business; <a href="mailto:iiris.saittakari@aalto.fi">iiris.saittakari@aalto.fi</a> Interactive Paper Session
4:45pm - 6:00pm Otakaari 1, U3	<b>F04.03P: Panel: Charting Directions for Future Research on MNEs</b> Location: <b>Otakaari 1, U3</b> Session Chair: <b>Jacqueline Mees-Buss</b> , University of New South Wales; <a href="mailto:j.meesbuss@unsw.edu.au">j.meesbuss@unsw.edu.au</a> Panel
4:45pm - 6:00pm Otakaari 1, U358	<b>F04.04I: Resilience, Circularity, and AI</b> Location: <b>Otakaari 1, U358</b> Session Chair: <b>Stefan Schmid</b> , ESCP Business School, Berlin; <a href="mailto:sschmid@escp.eu">sschmid@escp.eu</a> Interactive Paper Session
4:45pm - 6:00pm Otakaari 1, U250a Finavia	<b>F04.06C: Careers in Context: Diversity, Digitalisation and Disruption</b> Location: <b>Otakaari 1, U250a Finavia</b> Session Chair: <b>Vesa Suutari</b> , University of Vaasa; <a href="mailto:vsu@uwasa.fi">vsu@uwasa.fi</a> Competitive Paper Session
4:45pm - 6:00pm Otakaari 1, U5	<b>F04.07P1: Panel: Leveraging Insights from Academic Career Transitions to Rethink IB Scholarship: CYGNA 10th Anniversary Panel</b> Location: <b>Otakaari 1, U5</b> Session Chair: <b>Ciara O'Higgins</b> , University of Deusto; <a href="mailto:ciara.ohiggins@deusto.es">ciara.ohiggins@deusto.es</a> Panel
4:45pm - 6:00pm Otakaari 1, U261 OP	<b>F04.08C1: Digital Internationalization</b> Location: <b>Otakaari 1, U261 OP</b> Session Chair: <b>Irina Mihailova</b> , University of Eastern Finland; <a href="mailto:irina.mihailova@uef.fi">irina.mihailova@uef.fi</a> Competitive Paper Session
4:45pm - 6:00pm Otakaari 1, U406a	<b>F04.08C: AI in International Business</b> Location: <b>Otakaari 1, U406a</b> Session Chair: <b>Rakibul Hasan</b> , University of Vaasa; <a href="mailto:rakibul.hasan@uwasa.fi">rakibul.hasan@uwasa.fi</a> Competitive Paper Session
4:45pm - 6:00pm Otakaari 1, U7 PWC	<b>F04.09C: IB, Sanctions and Trade Wars</b> Location: <b>Otakaari 1, U7 PWC</b> Session Chair: <b>Filip De Beule</b> , University of Leuven; <a href="mailto:filip.debeule@kuleuven.be">filip.debeule@kuleuven.be</a> Competitive Paper Session
4:45pm - 6:00pm Otakaari 1, U8, 2nd floor	<b>F04.10C: Topics in Environmental Management</b> Location: <b>Otakaari 1, U8, 2nd floor</b> Session Chair: <b>Jonathan Doh</b> , Villanova University; <a href="mailto:jonathan.doh@villanova.edu">jonathan.doh@villanova.edu</a> Competitive paper sessions
4:45pm - 6:00pm Otakaari 1, U6	<b>F04.10P2: Panel: MNEs' Societal Impact: What Do We Know, Where Do We Go?</b> Location: <b>Otakaari 1, U6</b> Session Chair: <b>Axele Giroud</b> , University of Manchester; <a href="mailto:axele.giroud@manchester.ac.uk">axele.giroud@manchester.ac.uk</a> Panel
4:45pm - 6:00pm Otakaari 1, U356 ALMA MEDIA	<b>F04.12P1: Panel: Teaching Blockchain in International Business</b> Location: <b>Otakaari 1, U356 ALMA MEDIA</b> Session Chair: <b>Aušrinė Šilenskytė</b> , University of Vaasa; <a href="mailto:ausrine.silenskyte@uwasa.fi">ausrine.silenskyte@uwasa.fi</a> Panel
4:45pm - 6:00pm Otakaari 1, U119 DELOITTE	<b>F04.12P: The World We Want; the Education We Need</b> Location: <b>Otakaari 1, U119 DELOITTE</b> Session Chair: <b>John Raymond Dilyard</b> , St. Francis College; <a href="mailto:jdilyard@gmail.com">jdilyard@gmail.com</a> Panel
4:45pm - 6:00pm Otakaari 1, U1	<b>F04.13P: Panel: Artificial Intelligence: Advancing IB Research and Theory or a Mythical Mirage?</b> Location: <b>Otakaari 1, U1</b> Session Chair: <b>Diletta Pegoraro</b> , Politecnico di Milano; <a href="mailto:Diletta.pegoraro@polimi.it">Diletta.pegoraro@polimi.it</a> Panel
4:45pm - 6:00pm Otakaari 1, U405a	<b>F04.15: Meet the Editors A</b> Location: <b>Otakaari 1, U405a</b> Session Chair: <b>Sarianna Lundan</b> , Aalto University; <a href="mailto:sarianna.lundan@aalto.fi">sarianna.lundan@aalto.fi</a> Chair: <b>Ari Van Assche</b> , HEC Montréal, Montreal, Canada; <a href="mailto:ari.van-assche@hec.ca">ari.van-assche@hec.ca</a> Chair: <b>Roger Strange</b> , University of Sussex; <a href="mailto:R.N.Strange@sussex.ac.uk">R.N.Strange@sussex.ac.uk</a> Chair: <b>Sven Horak</b> , St. John's University; <a href="mailto:horaks@stjohns.edu">horaks@stjohns.edu</a> Chair: <b>Dimitrios Georgakakis</b> , University of Leeds; <a href="mailto:d.georgakakis@leeds.ac.uk">d.georgakakis@leeds.ac.uk</a> Chair: <b>Ajai Gaur</b> , Rutgers University; <a href="mailto:ajai@business.rutgers.edu">ajai@business.rutgers.edu</a> Meet the Editors session
5:00pm - 7:00pm Otakaari 5, Mordor	<b>Playback theater: Let's explore and stretch the boundaries of the IB Community!</b> Location: <b>Otakaari 5, Mordor</b> Light refreshments are served
6:15pm - 7:15pm	

	<b>F05.01P: Panel: Contextualizing the SDG Agenda for Finland - How to Hold #1 Status?</b> Location: <b>Otakaari 1, U6</b> Session Chair: <b>Rob van Tulder</b> , RSM Erasmus University Rotterdam; <a href="mailto:rtulder@rsm.nl">rtulder@rsm.nl</a> Panelists: Lasse Torkkeli (LUT University) Irina Mihailova (University of Eastern Finland) Moritz Scherleitner (Aalto University) Elisabeth Wang (University of Leeds) Denanjalee Gunaratne (LUT University) Minna Halme (Aalto University)
6:15pm - 7:15pm	<b>Strengthening International Business through Trust and Collaboration: Insights for the AIB-CEE Region</b> Location: <b>Otakaari 1, U119 DELOITTE</b> Session Chair: <b>Miklos Kozma</b> , Corvinus University of Budapest; <a href="mailto:mkozma.contact@gmail.com">mkozma.contact@gmail.com</a> Join us for a casual AIB-CEE Chapter meet-up, inspired by the AIB Fellows Cafés at AIB Annual Meetings. This session will explore a topic of global significance, particularly relevant to the AIB-CEE region: Collaboration and the Need for Trust in International Business. Key discussants (EIBA fellows): Ram Mudambi (Temple University) Marjan Svetličič (University of Ljubljana)
8:00pm - 10:00pm	<b>Social gathering: SAUNA EVENT</b> Location: <b>Löyly Helsinki, Hernesaarenranta 4</b> Self-paid event, registration required
<b>Date: Saturday, 14/Dec/2024</b>	
8:30am - 4:30pm	<b>Conference Registration</b> Location: <b>Otakaari, 1, Y-wing lobby</b>
8:30am - 4:30pm	<b>Exhibition area, Day 2: Publishers</b> Location: <b>Otakaari 1, U-wing, lobby</b>
8:30am - 4:30pm	<b>Meditation/Prayer Room</b> Location: <b>Otakaari 1, U414C, 4th floor</b>
8:30am - 4:30pm	<b>Quiet Workspace</b> Location: <b>Otakaari 1, U1373a Historiahuone</b>
9:00am - 10:15am	<b>S05.01P: Panel: Recognizing and Embracing Linguistic Diversity in IB Research</b> Location: <b>Otakaari 1, U3</b> Session Chair: <b>Carole Couper</b> , Birmingham Business School; <a href="mailto:c.couper@bham.ac.uk">c.couper@bham.ac.uk</a> Panel
9:00am - 10:15am	<b>S05.02C1: Agility in International Companies</b> Location: <b>Otakaari 1, U356 ALMA MEDIA</b> Session Chair: <b>Susana C. Silva</b> , Universidade Católica Portuguesa; <a href="mailto:ssilva@ucp.pt">ssilva@ucp.pt</a> Competitive Paper Session
9:00am - 10:15am	<b>S05.02C2: The Changing International Operating Context Firms</b> Location: <b>Otakaari 1, U121b Hilti</b> Session Chair: <b>Elena Sivolapova</b> , University of Turku; <a href="mailto:elena.sivolapova@utu.fi">elena.sivolapova@utu.fi</a> Competitive Paper Session
9:00am - 10:15am	<b>S05.02C: Exports, Entry Modes and Foreign Market Extensions</b> Location: <b>Otakaari 1, U249</b> Session Chair: <b>Anisur R. Faroque</b> , University of Vaasa; <a href="mailto:anisur.faroque@uwasa.fi">anisur.faroque@uwasa.fi</a> Competitive Paper Session
9:00am - 10:15am	<b>S05.02I: Coping Mechanisms and Capabilities in Turbulent Times and Environments</b> Location: <b>Otakaari 1, U358</b> Session Chair: <b>Tamara Galkina</b> , Aalto University School of Business; <a href="mailto:tamara.galkina@aalto.fi">tamara.galkina@aalto.fi</a> Interactive Paper Session
9:00am - 10:15am	<b>S05.05C: Global Customer Relationships and Perceptions</b> Location: <b>Otakaari 1, U121a</b> Session Chair: <b>RALUCA MOGOS DESCOTES</b> , ULCO (Université du Littoral, Côte d'Opale), LEM; <a href="mailto:raluca.mogos@univ-littoral.fr">raluca.mogos@univ-littoral.fr</a> Competitive Paper Session
9:00am - 10:15am	<b>S05.05P: Panel: The Role of Multinationals in Addressing Macro-level ESG Ambitions: Incorporating Complexities and Revisiting Underlying Assumptions in IB Research</b> Location: <b>Otakaari 1, U1</b> Session Chair: <b>Birgitte Grøgaard</b> , BI Norwegian Business School; <a href="mailto:birgitte.grogaard@bi.no">birgitte.grogaard@bi.no</a> Panel
9:00am - 10:15am	<b>S05.06P: Panel: A Perspective on 50 Years of Management Process Research in IB: From CK Prahalad to Avenues for Future Research</b> Location: <b>Otakaari 1, U7 PWC</b>



	Location: <b>Otakaari 1, U7 PWC</b> Session Chair: <b>Yves Doz</b> ; <a href="mailto:yves.doz@insead.edu">yves.doz@insead.edu</a> Panel
<b>9:00am - 10:15am</b>	<b>S05.07I: Collaborative Employee Behaviors and Global Team Work</b>
Otakaari 1, U264 K-GROUP	Location: <b>Otakaari 1, U264 K-GROUP</b> Session Chair: <b>Marjaana Gunkel</b> , Free University of Bozen-Bolzano; <a href="mailto:marjaana.gunkel@unibz.it">marjaana.gunkel@unibz.it</a> Interactive Paper Session
<b>9:00am - 10:15am</b>	<b>S05.09P: Panel: Foreign Direct Investment and Sustainable Economic Development</b>
Otakaari 1, U5	Location: <b>Otakaari 1, U5</b> Session Chair: <b>Khadija van der Straaten</b> , Rotterdam School of Management, Erasmus University; <a href="mailto:vanderstraaten@rsm.nl">vanderstraaten@rsm.nl</a> Panel
<b>9:00am - 10:15am</b>	<b>S05.10C1: Green Governance and Global Sourcing</b>
Otakaari 1, U261 OP	Location: <b>Otakaari 1, U261 OP</b> Session Chair: <b>Xiaoshi Kinnunen</b> , Aalto University; <a href="mailto:xiaoshi.kinnunen@aalto.fi">xiaoshi.kinnunen@aalto.fi</a> Competitive Paper Session
<b>9:00am - 10:15am</b>	<b>S05.10C3: Politics Meets Sustainability</b>
Otakaari 1, U259	Location: <b>Otakaari 1, U259</b> Session Chair: <b>Axele Giroud</b> , University of Manchester; <a href="mailto:axele.giroud@manchester.ac.uk">axele.giroud@manchester.ac.uk</a> Competitive Paper Session
<b>9:00am - 10:15am</b>	<b>S05.11I: Microfoundations of Doing Business in the Emerging Markets</b>
Otakaari 1, U262 KPMG	Location: <b>Otakaari 1, U262 KPMG</b> Session Chair: <b>Bersant Hobdari</b> , Copenhagen Business School; <a href="mailto:beh.egb@cbs.dk">beh.egb@cbs.dk</a> Interactive Paper Session
<b>9:00am - 10:15am</b>	<b>S05.14P: EIBA Recollections and Visions: Helsinki, 35 Years Later - The Role of Reijo Luostarinen in EIBA's Turnaround</b>
Otakaari 1, U6	Location: <b>Otakaari 1, U6</b> Session Chair: <b>Vitor Corado Simões</b> , ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon; <a href="mailto:vcs@iseq.ulisboa.pt">vcs@iseq.ulisboa.pt</a> Panel
<b>9:00am - 10:15am</b>	<b>S05.15: Meet the Editors B</b>
Otakaari 1, U405a	Location: <b>Otakaari 1, U405a</b> Session Chair: <b>Sarianna Lundan</b> , Aalto University; <a href="mailto:sarianna.lundan@aalto.fi">sarianna.lundan@aalto.fi</a> Chair: <b>Sjoerd Beugelsdijk</b> , University of South Carolina; <a href="mailto:sjoerd.beugelsdijk@moore.sc.edu">sjoerd.beugelsdijk@moore.sc.edu</a> Chair: <b>Grazia D. Santangelo</b> , Copenhagen Business School; <a href="mailto:gs.si@cbs.dk">gs.si@cbs.dk</a> Chair: <b>Stefan Schmid</b> , ESCP Business School, Berlin; <a href="mailto:sschmid@escp.eu">sschmid@escp.eu</a> Chair: <b>Tazeeb Rajwani</b> , University of Surrey; <a href="mailto:t.rajwani@surrey.ac.uk">t.rajwani@surrey.ac.uk</a> Chair: <b>Rudolf Sinkovics</b> , Durham University; <a href="mailto:rudolf.sinkovics@durham.ac.uk">rudolf.sinkovics@durham.ac.uk</a>
<b>10:15am - 10:45am</b>	<b>CB3: Coffee break</b>
Otakaari 1, U-wing, lobby	Location: <b>Otakaari 1, U-wing, lobby</b>
<b>10:45am - 12:00pm</b>	<b>S06.01I: Sustainability and Methodological Innovations</b>
Otakaari 1, U358	Location: <b>Otakaari 1, U358</b> Session Chair: <b>Susanne Tietze</b> , Sheffield Hallam University; <a href="mailto:susannetietze711@btinternet.com">susannetietze711@btinternet.com</a> Interactive Paper Session
<b>10:45am - 12:00pm</b>	<b>S06.02C: The Roles of Institutions and Policies within Internationalization</b>
Otakaari 1, U262 KPMG	Location: <b>Otakaari 1, U262 KPMG</b> Session Chair: <b>Noemie Dominguez</b> , iaelyon School of Management; <a href="mailto:noemie.dominguez@univ-lyon3.fr">noemie.dominguez@univ-lyon3.fr</a> Competitive Paper Session
<b>10:45am - 12:00pm</b>	<b>S06.02P: Panel: Cosmopolitan and Inclusive Business Contexts: An Antecedent for Developing International Business</b>
Otakaari 1, U6	Location: <b>Otakaari 1, U6</b> Session Chair: <b>Maria Elo</b> , University of Southern Denmark; <a href="mailto:Melo@sam.sdu.dk">Melo@sam.sdu.dk</a> Panel
<b>10:45am - 12:00pm</b>	<b>S06.03C2: Entry and Risks in Uncertain Environments</b>
Otakaari 1, U249	Location: <b>Otakaari 1, U249</b> Session Chair: <b>Gabriel R.G. Benito</b> , BI Norwegian Business School; <a href="mailto:gabriel.r.g.benito@bi.no">gabriel.r.g.benito@bi.no</a> Competitive Paper Session
<b>10:45am - 12:00pm</b>	<b>S06.03C: Challenges and Questions of Managing a Multinational Organization</b>
Otakaari 1, U406a	Location: <b>Otakaari 1, U406a</b> Session Chair: <b>Jan Schmitt</b> , University of Amsterdam; <a href="mailto:j.schmitt@uva.nl">j.schmitt@uva.nl</a> Competitive Paper Session
<b>10:45am - 12:00pm</b>	<b>S06.04P1: Panel: Global Value Chains and International Business</b>
Otakaari 1, U7 PWC	Location: <b>Otakaari 1, U7 PWC</b> Session Chair: <b>Marcus M. Larsen</b> , Copenhagen Business School; <a href="mailto:mml.si@cbs.dk">mml.si@cbs.dk</a> Panel
<b>10:45am - 12:00pm</b>	<b>S06.04P2: Panel: The Impact of the "New Normal" on EU-facing Global Value Chains (GVCs)</b>
Otakaari 1, U3	Location: <b>Otakaari 1, U3</b> Session Chair: <b>Louise Curran</b> , Tbs; <a href="mailto:lcurran@tbs-education.fr">lcurran@tbs-education.fr</a> Panel

<b>10:45am - 12:00pm</b>	<b>S06.09I: IB, Disruptions and Tensions</b>
Otakaari 1, U264 K-GROUP	Location: <b>Otakaari 1, U264 K-GROUP</b> Session Chair: <b>Thomas Lindner</b> , Copenhagen Business School; <a href="mailto:t.legb@cbs.dk">t.legb@cbs.dk</a> Interactive Paper Session
<b>10:45am - 12:00pm</b>	<b>S06.10C: Theoretical Frameworks for Organizing for Sustainability</b>
Otakaari 1, U5	Location: <b>Otakaari 1, U5</b> Session Chair: <b>Marleen Wierenga</b> , Norwegian University of Science and Technology; <a href="mailto:marleen.wierenga@ntnu.no">marleen.wierenga@ntnu.no</a> Competitive Paper Session
<b>10:45am - 12:00pm</b>	<b>S06.10P1: Panel: IB in a Post Agenda 2030 World: How Will MNEs Continue to Contribute to Sustainable Development?</b>
Otakaari 1, U119 DELOITTE	Location: <b>Otakaari 1, U119 DELOITTE</b> Session Chair: <b>Shasha Zhao</b> , Surrey; <a href="mailto:shasha.zhao@surrey.ac.uk">shasha.zhao@surrey.ac.uk</a> Panel
<b>10:45am - 12:00pm</b>	<b>S06.12P: Panel: Enhancing Doctoral Education in International Business</b>
Otakaari 1, U356 ALMA MEDIA	Location: <b>Otakaari 1, U356 ALMA MEDIA</b> Session Chair: <b>Aušrinė Šilenskytė</b> , University of Vaasa; <a href="mailto:ausrine.silenskyte@uwasa.fi">ausrine.silenskyte@uwasa.fi</a> Panel
<b>10:45am - 12:00pm</b>	<b>S06.13C: Innovative Research Methods and Theorizing in International Business</b>
Otakaari 1, U121a	Location: <b>Otakaari 1, U121a</b> Session Chair: <b>Jelena Cerar</b> , WU Vienna; <a href="mailto:jelena.cerar@wu.ac.at">jelena.cerar@wu.ac.at</a> Competitive Paper Session
<b>10:45am - 12:00pm</b>	<b>S06.16P: Panel: Launch of PIBR#19 The Changing Global Power Balance: Challenges for European Firms</b>
Otakaari 1, U1	Location: <b>Otakaari 1, U1</b> Session Chair: <b>Rob van Tulder</b> , RSM Erasmus University Rotterdam; <a href="mailto:rtulder@rsm.nl">rtulder@rsm.nl</a> Panel
<b>12:00pm - 12:15pm</b>	<b>EB2: Break</b>
<b>12:15pm - 1:30pm</b>	<b>EIBA General Assembly and Awards, All Academy</b>
Otakaari 1, U2	Location: <b>Otakaari 1, U2</b>
<b>1:30pm - 3:00pm</b>	<b>Lunch 3: Saturday Lunch</b>
Otakaari 1, Restaurant Alvari, Y-wing, 1st floor	Location: <b>Otakaari 1, Restaurant Alvari, Y-wing, 1st floor</b>
<b>1:30pm - 3:00pm</b>	<b>Lunch 4: Saturday Lunch</b>
Otakaari 1, Y-wing 2nd floor lobby	Location: <b>Otakaari 1, Y-wing 2nd floor lobby</b>
<b>2:00pm - 3:00pm</b>	<b>Posters 2</b>
Otakaari, 1, Y-wing lobby	Location: <b>Otakaari, 1, Y-wing lobby</b>
<b>3:00pm - 4:30pm</b>	<b>S07.01I: Beyond Classical Approaches to Cross-border Business</b>
Otakaari 1, U250a Finavia	Location: <b>Otakaari 1, U250a Finavia</b> Session Chair: <b>Sjoerd Beugelsdijk</b> , University of South Carolina; <a href="mailto:sjoerd.beugelsdijk@moore.sc.edu">sjoerd.beugelsdijk@moore.sc.edu</a> Interactive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.02C: Dynamics and Processes of Fast Internationalizers</b>
Otakaari 1, U7 PWC	Location: <b>Otakaari 1, U7 PWC</b> Session Chair: <b>Aleksi Niittymies</b> , Aalto University; <a href="mailto:aleksi.niittymies@aalto.fi">aleksi.niittymies@aalto.fi</a> Competitive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.02I: Growth and performance aspirations within internationalization</b>
Otakaari 1, U356 ALMA MEDIA	Location: <b>Otakaari 1, U356 ALMA MEDIA</b> Session Chair: <b>Irina Mihailova</b> , University of Eastern Finland; <a href="mailto:irina.mihailova@uef.fi">irina.mihailova@uef.fi</a> Interactive paper sessions
<b>3:00pm - 4:30pm</b>	<b>S07.03C: Life and Activities of MNC Subsidiaries</b>
Otakaari 1, U121a	Location: <b>Otakaari 1, U121a</b> Session Chair: <b>Güldem Karamustafa- Köse</b> , Haute école de gestion Arc // HES-SO University of Applied Sciences Western Switzerland; <a href="mailto:guldem.karamustafa@he-arc.ch">guldem.karamustafa@he-arc.ch</a> Competitive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.04I: Cultural and Strategic Issues in GVCs</b>
Otakaari 1, U121b Hilti	Location: <b>Otakaari 1, U121b Hilti</b> Session Chair: <b>Mohammad Rana</b> , Aalborg University, Denmark; <a href="mailto:mbr@business.aau.dk">mbr@business.aau.dk</a> Interactive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.07C: Comparative HRM and Non-Traditional Global Teams</b>
Otakaari 1, U3	Location: <b>Otakaari 1, U3</b> Session Chair: <b>DANA MINBAEVA</b> , King's Business School, King's College London; <a href="mailto:dana.minbaeva@kcl.ac.uk">dana.minbaeva@kcl.ac.uk</a> Competitive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.07I1: Global Mobility and Cross-Cultural Management</b>
Otakaari 1, U358	Location: <b>Otakaari 1, U358</b> Session Chair: <b>B. Sebastian Reiche</b> , IESE Business School; <a href="mailto:sreiche@iese.edu">sreiche@iese.edu</a>

	Interactive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.07I2: Language, Voice and HCN - Expatriate Interactions</b>
Otakaari 1, U405a	Location: <b>Otakaari 1, U405a</b> Session Chair: <b>Wilhelm Barner-Rasmussen</b> , Åbo Akademi University School of Business and Economics; <a href="mailto:wilhelm.barner-rasmussen@abo.fi">wilhelm.barner-rasmussen@abo.fi</a> Interactive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.07I: Sources and Outcomes of International Experience</b>
Otakaari 1, U261 OP	Location: <b>Otakaari 1, U261 OP</b> Session Chair: <b>Isabel de Sivatte</b> , IE University; <a href="mailto:isabel.desivatte@ie.edu">isabel.desivatte@ie.edu</a> Interactive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.08C: MNEs and Digitalization</b>
Otakaari 1, U6	Location: <b>Otakaari 1, U6</b> Session Chair: <b>Katarina Blomkvist</b> , Uppsala university; <a href="mailto:katarina.blomkvist@fek.uu.se">katarina.blomkvist@fek.uu.se</a> Competitive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.08I: Digitalization, Innovation and Technology</b>
Otakaari 1, U259	Location: <b>Otakaari 1, U259</b> Session Chair: <b>Mika Gabriellsson</b> , HANKEN School of Economics; <a href="mailto:mika.gabriellsson@hanken.fi">mika.gabriellsson@hanken.fi</a> Interactive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.09C1: Home institutions and internationalization</b>
Otakaari 1, U264 K-GROUP	Location: <b>Otakaari 1, U264 K-GROUP</b> Session Chair: <b>Axele Giroud</b> , University of Manchester; <a href="mailto:axele.giroud@manchester.ac.uk">axele.giroud@manchester.ac.uk</a> Competitive paper sessions
<b>3:00pm - 4:30pm</b>	<b>S07.09C: Non-market Strategies</b>
Otakaari 1, U249	Location: <b>Otakaari 1, U249</b> Session Chair: <b>Andrei Panibratov</b> , Léonard de Vinci Pôle Universitaire; <a href="mailto:panibratov.andrei@gmail.com">panibratov.andrei@gmail.com</a> Competitive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.10C: Perspectives on CSR and the SDGs</b>
Otakaari 1, U5	Location: <b>Otakaari 1, U5</b> Session Chair: <b>Cristina Di Stefano</b> , Politecnico di Milano; <a href="mailto:cristina.distefano@polimi.it">cristina.distefano@polimi.it</a> Competitive paper sessions
<b>3:00pm - 4:30pm</b>	<b>S07.10I1: Challenges and Solutions for Sustainability</b>
Otakaari 1, U262 KPMG	Location: <b>Otakaari 1, U262 KPMG</b> Session Chair: <b>Valentina De Marchi</b> , ESADE Business School; <a href="mailto:valentina.demarchi@esade.edu">valentina.demarchi@esade.edu</a> Interactive paper sessions
<b>3:00pm - 4:30pm</b>	<b>S07.10I: Green Governance, Inclusive Entrepreneurship, and Multinational SDG Engagement</b>
Otakaari 1, U406a	Location: <b>Otakaari 1, U406a</b> Session Chair: <b>Birgitte Grøgaard</b> , BI Norwegian Business School; <a href="mailto:birgitte.grogaard@bi.no">birgitte.grogaard@bi.no</a> Interactive Paper Session
<b>3:00pm - 4:30pm</b>	<b>S07.11I: Institutional and Business Environment Dynamics Impacts on MNE Strategies</b>
Otakaari 1, U119 DELOITTE	Location: <b>Otakaari 1, U119 DELOITTE</b> Session Chair: <b>Sverre Tomassen</b> , BI Norwegian Business School; <a href="mailto:sverre.tomassen@bi.no">sverre.tomassen@bi.no</a> Interactive paper sessions
<b>6:30pm - 11:59pm</b>	
Crowne Plaza, Hesperia Ball room, Mannerheimintie 50, Helsinki	<b>Gala Dinner: Gala Dinner</b> Location: <b>Crowne Plaza, Hesperia Ball room, Mannerheimintie 50, Helsinki</b>
<b>Date: Sunday, 15/Dec/2024</b>	
<b>10:00am - 1:00pm</b>	<b>Qualitative methods workshop: Qualitative Data Analysis in the AI Era: Key Considerations for IB Researchers</b>
Ekonominaukio 1, U006	Location: <b>Ekonominaukio 1, U006</b> Session Chair: <b>Duc Cuong Nguyen</b> , Alliance Manchester Business School; <a href="mailto:duc.nguyen@manchester.ac.uk">duc.nguyen@manchester.ac.uk</a> Chair: <b>Eriikka Johanna Paavilainen-Mäntymäki</b> , University of Turku; <a href="mailto:eipama@utu.fi">eipama@utu.fi</a> Chair: <b>Emmanuella Plakoyiannaki</b> , University of Vienna; <a href="mailto:emmanuella.plakoyiannaki@univie.ac.at">emmanuella.plakoyiannaki@univie.ac.at</a> Chair: <b>Catherine Welch</b> , Trinity College Dublin; <a href="mailto:welchc@tcd.it">welchc@tcd.it</a>
<b>10:00am - 1:00pm</b>	<b>Quantitative Methods Workshop: Complexity in IB Research and How to Address it Methodologically via Advanced Quantitative Methods</b>
Ekonominaukio 1, T004	Location: <b>Ekonominaukio 1, T004</b> Session Chair: <b>Bo Bernhard Nielsen</b> , University of Sydney; <a href="mailto:bo.nielsen@sydney.edu.au">bo.nielsen@sydney.edu.au</a> Chair: <b>Marianna Marra</b> , Politecnico di Milano, School of Management; <a href="mailto:marianna.marra@polimi.it">marianna.marra@polimi.it</a> Chair: <b>Stewart Robert Miller</b> , Durham University; <a href="mailto:stewart.r.miller@durham.ac.uk">stewart.r.miller@durham.ac.uk</a> Chair: <b>Desislava Dikova</b> , Vienna University of Economics and Business; <a href="mailto:desislava.dikova@wu.ac.at">desislava.dikova@wu.ac.at</a>
<b>10:00am - 3:00pm</b>	<b>Qualitative Workshop: Making the Invisible Visible: Evolving Methodologies in a Changing Research Landscape</b>
Ekonominaukio 1, T003-T004	Location: <b>Ekonominaukio 1, T003-T004</b> Session Chair: <b>Valentina Voimavuo</b> , Aalto University; <a href="mailto:valentina.voimavuo@aalto.fi">valentina.voimavuo@aalto.fi</a>
<b>1:00pm - 2:00pm</b>	

Ekonominaukio 1  
Lobby

**Post-Conference Lunch**  
Location: **Ekonominaukio 1 Lobby**

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# Presentation of Abstracts

## F01.01C: Historical and Longitudinal Insights into Firm Internationalization Strategy

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U250a Finavia  
*Session Chair:* Rolv Petter Amdam, BI Norwegian Business School

Competitive paper sessions

### Contextualizing Internationalization Speed: Imprinting at Critical Junctures over a 150 Year History

**T. Leppäaho<sup>1</sup>, T. Mainela<sup>2</sup>, R. P. Amdam<sup>3</sup>, E. Paavilainen-Mäntymäki<sup>4</sup>, S. Jack<sup>5</sup>**

<sup>1</sup>LUT University, Finland; <sup>2</sup>Oulu University, Finland; <sup>3</sup>Norwegian Business School, Norway; <sup>4</sup>University of Turku, Finland; <sup>5</sup>University of Lancaster, UK; [tanja.leppaaho@lut.fi](mailto:tanja.leppaaho@lut.fi)

We contribute to the discussion on internationalization speed (IS) by looking at it through a firm's development through changing historical contexts over a period of 150 years. In practice, we explore how a firm's internationalization timing, pace and rhythm varied in connection to major trade regime changes. To provide contextualized explanation of the IS, we draw from imprinting theory to depict how the founding context was imprinted in the firm and if and how the original imprint persisted and got new manifestations in critical junctures over time. As a result, we depicted the imprint of geopolitical synchronization defined as the way of acting imprinted at founding on the organization and through its manifestations amidst external changes providing explanation of the firm's IS. We show about trade regime changes through managerial reasoning how different manifestations of the original imprint emerged in the critical junctures. This altogether builds a contextualized understanding of IS.

### Boon or Bane? On the Longitudinal Impact of Transitions in Geographic Diversification Strategy

**S. Eckert, M. Drake, M. Fink, C. G. M. Scharf**

TU Dresden, Germany; [max.drake@tu-dresden.de](mailto:max.drake@tu-dresden.de)

We examine the impact of transitions in geographic diversification strategies on firm performance using a longitudinal Difference-in-Differences analysis. Our results show that the impact of geographic diversification is path-dependent and is decisively influenced by the strategy of product diversification. Contrary to extant research, we find the negative impact of a strategy of unrelated geographical diversification to be most detrimental in the case of a single-product strategy. Furthermore, we show that firm-specific assets exacerbate the negative effect of unrelated geographical diversification. Our findings challenge the knowledge-based perspective of MNCs as an efficient vehicle for the internalized transfer of knowledge.

### Strategic Forbearance and Corporate Political Activity: The Case of Guinness and Regulatory Change

**A. Niittymies<sup>1</sup>, K. Pajunen<sup>2</sup>, E. Kibler<sup>1</sup>**

<sup>1</sup>Aalto University, Finland; <sup>2</sup>Tampere University, Finland; [aleksi.niittymies@aalto.fi](mailto:aleksi.niittymies@aalto.fi)

Regulatory changes induced by host governments may have a notable impact on multinational enterprises (MNEs) strategic choices and political activities. These emerging responses are traditionally seen to be either adaptive or proactive. As a third option, however, an MNE can also make a strategic choice of withholding a concrete response for strategic reasons – to maintain strategic flexibility, for instance. This study draws from the concept of 'strategic forbearance' to understand such responses within corporate political activities (CPA) of MNEs. Employing a microhistorical approach, our analysis of rich archival data from the Guinness archives reveals that Guinness's forbearance did not mean standing idle. We show how strategic forbearance (1) involved an active utilization of different CPA tactics, (2) was driven by the interrelated dynamics of these underlying CPA tactics where any given tactic shaped other tactics' boundaries, motivations, and goals, and (3) was shaped by the different characteristics of passiveness, materialized, and considered CPA tactics. Thus, we advance the CPA literature by explicating how strategic forbearance emerges as a viable response strategy to regulatory changes.

## F01.02C: Networks in Internationalization and Entrepreneurship

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U259  
Session Chair: Giulia Galizzi, University of Vienna

Competitive paper sessions

### Internationalization and Network Embeddedness of Family Firms

**G. Galizzi<sup>1</sup>, F. Debellis<sup>1</sup>, E. Plakoyiannaki<sup>1</sup>, E. Rondi<sup>2</sup>, S. Sciascia<sup>3</sup>**

<sup>1</sup>University of Vienna; <sup>2</sup>University of Bergamo; <sup>3</sup>Università Carlo Cattaneo - LIUC; [giulia.galizzi@univie.ac.at](mailto:giulia.galizzi@univie.ac.at)

Family firms' orientation towards non-financial goals and their idiosyncratic characteristics make their internationalization processes unique. In a similar vein, they also differ in establishing business networks and developing embeddedness over time. Hence, we outline a single case study of the internationalization and network embeddedness processes of a 5th generation Italian family business operating in the wine industry. In so doing, we aim to investigate how embeddedness and internationalization processes co-evolve over time, and thus identify the interdependencies and interactions emerging between the two processes. Based on our case findings, we advance a three-staged process model of network embeddedness in the context of a family firm's internationalization process. We found that the family firm's pursuit of socio-emotional wealth (SEW) creates some dialectical tensions between different stages of the two processes, locking family managers in a condition of over-embeddedness. With the present study, we seek to contribute to the intersection of the IB and family business literature, by integrating insights from a SEW perspective into social embeddedness theory in the context of a family firm's internationalization.

### Developing Network Organizations in Home and Host Countries: Which Liabilities Matter?

**S. Valdemarin<sup>1</sup>, U. Mayrhofer<sup>2</sup>**

<sup>1</sup>ESSCA, Lyon, France; <sup>2</sup>Université Côte d'Azur, IAE Nice, GRM, France; [ulrike.mayrhofer@univ-cotedazur.fr](mailto:ulrike.mayrhofer@univ-cotedazur.fr)

In this paper, we investigate the different types of liabilities that network organizations face when developing in the home and host countries. Drawing from IB literature, we built a longitudinal case study of a French organization who has developed a network of 27,000 ambassadors to promote the city of Lyon. The empirical study is based on 41 interviews with managers, partners and ambassadors of the organization, observations over a seven-year period and secondary data. Our findings show that network organizations who develop domestically and internationally have to deal with the liability of smallness, but also with another form of liability that we call the liability of largeness. We propose a three-stage model that can help network organizations to overcome both the liabilities of smallness and largeness. Our study provides novel insights into the liabilities faced by network organizations.

### Strategic Network Positioning: Influence of Partners' Network Characteristics on SMEs' Knowledge Accumulation and International Performance

**J. P. Kemppainen<sup>1</sup>, M. Raatikainen<sup>1</sup>, Y. Kurt<sup>2</sup>, M. Gabriëlsson<sup>3</sup>**

<sup>1</sup>University of Eastern Finland, Finland; <sup>2</sup>Alliance Manchester Business School; <sup>3</sup>Hanken School of Economics; [joona.kemppainen@uef.fi](mailto:joona.kemppainen@uef.fi)

This study combines network characteristics from the social network theory and the resource-based view of the firm to examine how internationalizing SMEs can leverage their knowledge networks for improved international performance. Utilizing partial least structural equation modelling (PLS-SEM) on a unique data set derived from social network analysis (SNA) of Finnish internationalizing SMEs' knowledge networks, this research contributes to the international business (IB) literature in several ways. First, by applying a structural view of networks, it advances the understanding of valuable external knowledge sources by demonstrating how partners' network characteristics are associated with knowledge accumulation. Second, by focusing on the resources obtained from networks, it offers a nuanced understanding of how network structure associates with SMEs' international performance outcomes. Third, it demonstrates SNA as an effective method for analyzing networks in the context of SME internationalization. The findings provide valuable insights into how SMEs can strategically leverage their networks to support international expansion.

### Two Ways to Born Globals

**J.-F. Hennart<sup>1</sup>, A. Majocchi<sup>2</sup>, B. Hagen<sup>3</sup>, U. Ott<sup>4</sup>**

<sup>1</sup>Tilburg University, Netherlands, The; <sup>2</sup>LUISS; <sup>3</sup>University of Pavia; <sup>4</sup>Nottingham Trent University; [j.f.hennart@tilburguniversity.edu](mailto:j.f.hennart@tilburguniversity.edu)

We investigate the reasons why some firms, called born globals (BGs), can quickly expand their foreign sales. International entrepreneurship (IE) scholars believe that BGs are high technology firms founded by internationally oriented entrepreneurs leveraging their foreign networks. Hennart (2014) and Hennart, Majocchi and Hagen (2021) advance that fast foreign growth can be explained by the firm's business model (BM): slow-internationalizing ones have a mass market BM, while BGs have a global niche one. Internationally-experienced founders are not necessary. We investigate what accounts for differences in the speed at which a sample of Italian startups ramped their foreign sales. We use fuzzy-set Quantitative Comparative Analysis (fsQCA) to allow for the simultaneous presence of more than one explanation. We find that there are two configurations of antecedents that allow a firm to become a BG: In one, consistent with Hennart (2014), BGs are high-tech startups with a global niche BM. In the other, they do not have a strong niche BM and are low technology. International networks are antecedents in both configurations but, contrary to the predictions of the IE literature, the international experience of founders is not.

## F01.02I: Context, Embeddedness and Family Firms in the Internationalization Process

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U262 KPMG  
Session Chair: Zeerim Cheung, The University of Sydney

Interactive paper sessions

### Exploring the Concept of Embeddedness in International Entrepreneurship: The Dynamic Process Perspectives

**N. Nguyen, Y. Tran, Z. Ghorbani**

Edinburgh Business School, Heriot-Watt University, United Kingdom; [y.tran@hw.ac.uk](mailto:y.tran@hw.ac.uk)

We conducted a systematic review of what has been done on “embeddedness” in international entrepreneurship over last 20 years (with 276 selected papers) to explore the concept and its dynamic roles. We clarify the overlapping concepts, the measurement, the mechanisms and the outcome related to embeddedness in a proposed framework. Our mapping identifies how embeddedness can add value to business ventures overtime and how to nurture and develop it as an adaptive capability. Our finding shows that the complexity of embeddedness is under researched and the interaction between embeddedness, international entrepreneurs, and the dynamic environment requires consolidated study. We propose that embeddedness should be studied from a dynamic process perspective, how it originated, evolved and is leveraged. Using the entrepreneurial process lens, our review shows that embeddedness emerged through three entrepreneurial phases under different roles, from (i) cognitive form at the idea generation stage to (ii) actual business engagement in fund raising and (iii) as impactful outcome (internationalization and innovation) at growth stage. The multilevel of embeddedness including intensity, depth, and breadth can be modified via the entrepreneurial learning/unlearning mechanisms and leveraged to its highest value when integrating in a system orchestrating the dynamic of individuals, organizational, and societal attributes.

### The Influence of Past Internationalization on Future Internationalization

**Z. Cheung**

The University of Sydney, Australia; [zeerim.cheung@sydney.edu.au](mailto:zeerim.cheung@sydney.edu.au)

Using a historical case study of Telecom Finland, I contribute to the research on firm internationalization processes by moving beyond the simple notion of history matters to how past internationalization influences future internationalization. I decompose the influence of the past into junctures—brief periods when organizations develop routines and structures that carry the influence of the past—and processual periods—long periods other than junctures when routines and structures remain stable or change gradually. I characterize internationalization as a multipath process where junctures create opportunities for path creation which are either realized or unrealized during the following processual periods. I argue that internationalization path creation is especially challenging when there is an ongoing internationalization path in which routines and structures are strengthened, i.e., the influence of past internationalization on future internationalization is getting stronger. I also contribute to our understanding of the interactions between internationalization processes and managerial agency by exploring how structures direct agency during junctures and processual periods. During junctures, organizations are more sensitive to the redefinition of internationalization routines and structures giving a significant role to agency. Whereas during processual periods agency tends to be limited to smaller adaptations to changes in the environment.

### Re-entry in Foreign Markets – What Needs to Change That a Company Re-enters a Formerly Exited Market?

**N. Ulrich, D. Morschett**

University of Fribourg, Switzerland; [nik.ulrich@unifr.ch](mailto:nik.ulrich@unifr.ch)

The study addresses the open questions of what aspects of a market need to change and what types (groups) of re-entries are there, using a unique dataset of over 140 re-entries. Five factors have been identified by the study as potentially leading to re-entry: change in strategy, partner/operation mode/business model, financial condition, market attractiveness, and regulation. These variables allow six re-entry groups to be distinguished from one another. The study demonstrates how those six groups correspond to different re-entry timepoints.

### Attention, Please! the Role of Family Firms' Reference Points and Their Managers' Situated Attention in Internationalization: A MouseLabBeb-study

**N. Troiani, F. B. Zapkau**

Vienna University of Economics and Business (WU Vienna), Austria; [nico.troiani@wu.ac.at](mailto:nico.troiani@wu.ac.at)

The value of internationalization is not straightforward for family firms but requires an assessment of the endeavor in light of their preferences in socioemotional wealth. Families, as the dominant coalition, guide managers' internationalization decision by providing reference points that suggest the family's temporal orientation, which may align with or contradict internationalization. However, extant research tends to omit the heterogeneity among family firms and therefore produces inconclusive results about their internationalization behavior. We build on the Attention-based view and focus on differences in narratives as a situation's peculiarity that causes heterogeneity in decision-making. Applying the information-processing lens of the Attention-based view and shifting the focus on the microfoundations of internationalization decisions allows understanding varying behavior of family firms. Integrating literature about motivated reasoning, we propose a cognitive mechanism that links firms' temporal orientation, managers' attentional engagement, and their internationalization decision for the family firm. Empirically, we aim to test this relationship in an experimental vignette design with approximately 120 managers from Austrian family firms and incorporate elements from MouseLabWeb, which allows tracing managers' information processing. This study therefore contributes to a better understanding of the sources of heterogeneity in family firm internationalization and enriches recent literature about the managers' situated attention.

## **Towards a Circular Business Model: A Framework**

**F. Tabei, A. Mohammadian**

University of Tehran, Faculty of Management, Iran, Islamic Republic of; [tabei@outlook.com](mailto:tabei@outlook.com)

Circular economy emerged from economics and environmental wellbeing, is one of the most relevant contemporary trends of the global society. Tensions and risks of existing linear economic systems has explicitly made these systems unsustainable and human being life on the planet confronted with serious environmental, economic and social warnings. At the same time with the global call, research on areas involving circular economy is growing, accelerating this transition, including emergence of circular business models for implementing circular economy strategies. In this study, we aim to identify and classify circular strategies in business models through qualitative analysis of previous studies. We form a framework of circular business model activities and elements that can be further used to develop a circular business model possibly with other cross-disciplinary areas, for leaders and entrepreneurs who aim to circularize their businesses.



## F01.04C: GVCs, Disruptions and Resilience

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U358  
Session Chair: Louise Curran, Tbs

Competitive paper sessions

### The Impacts of Circular Economy Policies on Global Value Chains: A Study of the French Textile Industry

**L. Curran, T. Joltreau, C. Gnekpe**  
TBS Education France; [l.curran@tbs-education.fr](mailto:l.curran@tbs-education.fr)

This paper investigates the impacts of circular economy (CE) policies on global value chains (GVCs) with a focus on the French textile industry. The primary objective is to understand how CE policies influence firm strategies, GVC structures, and environmental outcomes. We focus on textiles, as it is one of the most resource intensive and polluting global industries and thus firms face strong pressures from governments and consumers to reduce their impact. The theoretical framework integrates firm-level circular business model innovation and the multi-actor GVC framework. The study employs a qualitative methodology, based on semi-structured interviews conducted in 2024. Key findings reveal that CE policies at national and EU level can drive significant restructuring of GVCs by promoting circular business models, although economic and policy coherence challenges remain. These results suggest that harmonized CE policies and regulations at the EU level are essential for building decoupled European circular loops which minimize the need for virgin resources.

### What Sets Resilient Firms Apart During the Global Pandemic?

**J. H. Pyun, J. Sun**  
Korea University, Korea, Republic of (South Korea); [sunjongin@korea.ac.kr](mailto:sunjongin@korea.ac.kr)

This study analyzes the impact of the Covid-19 pandemic on a firm's total factor productivity (TFP) using Korean firm-level data from 2016 to 2022. The study reveals that the pandemic had a heterogeneous impact on firm TFP depending on the firm's operational characteristics, specifically whether the firm is a multinational enterprise (MNE) or a pure exporter (non-MNE). While the pandemic had a more significant negative impact on the TFP of pure exporters than other firms, MNEs were less affected by the pandemic shock than pure exporters. This implies that while both firms were exposed to negative demand shocks on a global scale, MNEs were better equipped to handle supply-side uncertainties through international diversification. The study identified certain characteristics of MNEs that helped buffer the pandemic shock, such as shedding labor, high R&D intensity, and more diversification via foreign subsidiaries. These characteristics enabled MNEs to mitigate the pandemic shock and even increase their TFP during the pandemic.

### Nothing Ventured, Nothing Gained: The Conflicting Relationship between Resilience and Innovation

**N. Lutskes, M. Wolfesberger**  
Wirtschaftsuniversität Wien, Austria; [naomi.lutskes@wu.ac.at](mailto:naomi.lutskes@wu.ac.at)

In the contemporary business landscape, marked by uncertainty and disruption, resilience has become a focal point for managing multinational enterprises (MNEs). This study investigates the trade-off between organizational resilience and innovation performance, exploring whether firms can be resilient and innovative simultaneously. We analyze S&P 500 firms, using cumulative abnormal returns (CAR) from the first COVID-19 wave as a measure of resilience and patent data to measure innovation. Our findings reveal a negative impact of resilience on innovation, highlighting the challenges firms face in balancing stability and creativity. The degree of internationalization further exacerbates this negative relationship, indicating that globally dispersed operations heighten complexity and risk, thereby prioritizing resilience over innovation. Conversely, while openness to external partners shows a tendency to negatively influence the resilience-innovation relationship, this effect is not statistically significant. These results suggest that firms focused on resilience may inadvertently reduce their innovative capabilities, a crucial insight for managers aiming to navigate the dual demands of maintaining stability and fostering innovation. This study contributes to literature by providing empirical evidence of the resilience-innovation trade-off and offers practical implications for strategic resource allocation and organizational ambidexterity in disruptive environments.

### Navigating Uncertainty: Digital Technologies and Strategic Relocations in De-risking International Business Operations

**G. Grassi<sup>1</sup>, C. Di Stefano<sup>1</sup>, S. Elia<sup>1</sup>, S. Massini<sup>2</sup>**  
<sup>1</sup>Politecnico di Milano, Italy; <sup>2</sup>The University of Manchester; [giacomo.grassi@polimi.it](mailto:giacomo.grassi@polimi.it)

This study examines the impact of managerial experiences and digital competencies on the adoption of de-risking strategies by Multinational Enterprises (MNEs) amidst amplified global uncertainties and geopolitical tensions. We draw on the revised Uppsala Model (UM), which integrates risk management with experiential learning, to analyze how managers' characteristics influence their preferences for digital technologies (DTs) and relocation strategies in internationalization processes. By employing a Vignette Study design, we present hypothetical scenarios to 52 MNE managers with manufacturing experience, simulating strategic decision-making under controlled conditions. Our empirical analysis, generating a comprehensive dataset of 624 observations, employs a random-intercept model to assess how variations in international experience and digital knowledge affect strategic judgments. Findings reveal that managers with extensive digital competencies and international experience are more likely to combine DTs with nearshoring strategies, enhancing operational resilience and competitive positioning. This alignment supports the revised UM's emphasis on experiential learning and risk management in shaping internationalization paths. Further, our research highlights the significance of managerial cognition in shaping effective de-risking strategies, contributing to both theoretical and practical understanding of international business management in turbulent times.

## F01.04P: Panel: Global Value Chains: Navigating Paradoxes and Seizing Resilience

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U3  
*Session Chair:* Hans Solli-Sæther, Norwegian University of Science and Technology

Panel

Panelists:  
Olli Kuivalainen (LUT University)

### **Global Value Chains: Navigating Paradoxes and Seizing Resilience**

**H. Solli-Sæther<sup>1</sup>, S. Elia<sup>2</sup>, B. B. Nujen<sup>3</sup>, F. De Beule<sup>4</sup>, O. Kuivalainen<sup>5</sup>**

<sup>1</sup>Norwegian University of Science and Technology, Norway; <sup>2</sup>Politecnico di Milano, Italy; <sup>3</sup>Norwegian University of Science and Technology, Norway; <sup>4</sup>KU Leuven, Belgium; <sup>5</sup>Lappeenranta University, Finland; [haso@ntnu.no](mailto:haso@ntnu.no)

This panel proposal clearly focuses on global value chains (GVC), which is a crucial topic in international business. Navigating paradoxes suggests a focus on the complexities and contradictions that multinational firms often face in global value chains. Indeed, on the one hand, seizing resilience emphasizes the importance of developing robust strategies to maintain and enhance business resilience in an ever-changing global landscape. On the other hand, this can imply a compression of the efficiency and profitability of the firms that are part of the GVCs.

This panel will examine conflicting demands within GVCs, identifying and examining key challenges, and highlight strategies for building resilience in global value chains.

## F01.05C: Global Services Marketing

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U406a  
Session Chair: Marin Marinov, Aalborg University

Competitive paper session

Competitive paper sessions

### **Institutional Distances and E-commerce Firms' Standardization of Online Offers and Services**

**A. Schütz, B. Swoboda**

Trier University, Germany; [a.schuetz@uni-trier.de](mailto:a.schuetz@uni-trier.de)

E-commerce firms (ECFs) need to standardize or adapt their market operations in host countries while research has studied only website elements such as design or content. Surprisingly little is known about the degree of standardization of ECFs' important online offers, such as assortments or prices, and of online services, such as customer chats or payment options. The authors close this gap by analyzing the standardization of both operations dependent on institutional distances, whose role in online markets is debatable. They analyze how distances (general formal or informal and added formal or informal) impact both decisions differently. This study refers to data on 1,921 standardization decisions of 207 leading ECFs. The results show that added formal institutional distance is generally the main antecedent, while further institutional distances have different effects on online offers and services. The results provide direct suggestions for managers interested in ECFs' standardization decisions and the role of institutional distances.

### **An Exploratory Framework for Analysing Strategic Responses to Institutional Pressures in International Retailing**

**A. Aklamanu**

Ghana Institute of Management and Public Administration, Ghana; [aaklamanu@gimpa.edu.gh](mailto:aaklamanu@gimpa.edu.gh)

The purpose of this paper is to develop a conceptual framework that incorporates institutional theory and Oliver's (1991) framework of responses to institutional processes in a single industry, retail. The research literature on institutional theory and Oliver's (1991) framework is used to predict retailers' strategic responses to institutional pressures. We identify a set of institutional factors exerting pressures on transnational retailers in a host market and develop a conceptual framework along with ten propositions for further examination. These propositions are related to unique institutional dimensions - regulatory, normative, and cognitive institutions in the context of retailing. The paper's main contribution is the application of institutional theory and Oliver's (1991) framework of strategic responses to institutional processes to highlight the specifics of international retailers' strategic responses to regulatory, normative, and cognitive institutional pressures in international retailing.

### **Alternating Expectations Influence on Two Banks Internationalization Process**

**A. I. Hadjikhani<sup>1</sup>, P. Thilenius<sup>2</sup>**

<sup>1</sup>Mälardalen University, Sweden; <sup>2</sup>Uppsala University, Sweden; [annoch.hadjikhani@mdu.se](mailto:annoch.hadjikhani@mdu.se)

The aim of this paper is to enhance our knowledge on how executive expectation affect the firm's internationalisation process, namely, by offering explanations to sudden major investments/ divestments that deviate the process from commonly presumed incrementality. The theoretical view developed in this study is founded upon Johanson and Vahlne's (1977) internationalisation process model and complemented with the concept of executive expectation. Through a longitudinal comparative case study, enriched with archival data and interviews, this paper emphasises the dynamics of the firm's internationalisation process. This aids to provide some answers on how changes in the composition of executives, such as the replacement of key personnel, can drive the firm's internationalisation process into a different path when succeeding executives do not share similar expectations to their predecessors.

## F01.06C: The Interface between ESG and International Business

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U121a  
Session Chair: Chris Jones, Aston University

Competitive paper session

### Democracy and Natural Resources: Their Impact on Tax Haven Use by Emerging Market Multinational Enterprises

**C. Jones<sup>1</sup>, K. Felix<sup>2</sup>, Y. Temouri<sup>3</sup>, J. Rewilak<sup>4</sup>**

<sup>1</sup>Aston University, United Kingdom; <sup>2</sup>University College Birmingham, School of Business; <sup>3</sup>Khalifa University; <sup>4</sup>University of South Carolina, Columbia; [c.jones2@aston.ac.uk](mailto:c.jones2@aston.ac.uk)

To understand how the institutional environment influences multinational enterprise (MNE) decisions regarding tax havens, we build a theoretical framework that links democracy and natural resource endowments with the use of tax havens in emerging markets. This enables a broader understanding of the institutional factors that influence MNE behaviour towards tax haven locations. Using data drawn from 4,630 emerging market MNEs (EMNEs) from 2008-2018, we empirically test these hypotheses using regression analysis. We find that higher levels of democracy in the home country of an EMNE is associated with a reduction in tax haven use. However, the use of tax havens by EMNEs is positively related to higher natural resource rents in their home economies. Moreover, higher natural resource rents moderate the impact of democracy on tax haven use by EMNEs, such that the natural resource curse undermines the impact of democracy on firm behaviour. Our results have several managerial and policy related implications.

### Do Investor Horizons and Investor Sentiments Impact Carbon Performance in Large Multinational Enterprises?

**A. Kehl, G. Leymann**

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Multinationals' (MNEs) strategies to reduce carbon emissions require substantial investments in new energy technologies, however, short-term profitability losses create barriers for long-term investments to improve corporate carbon performances (CCP). This study investigates the

impact of investor horizons and investor climate sentiment on the carbon emissions of large multinational firms. Drawing on institutional theory and on the varieties of capitalism literature, we argue that investor horizons are constrained by national capital markets, and investor sentiments are shaped by national climate policy stringency. Our sample contains 1961 firm-year observations of 197 MNEs with an average panel length of 9 years. We find support for our hypotheses and highlight that the impact of investors on carbon-reducing action differs between liberal and coordinated economies. We discuss the complex interrelation between institutions, policies and investors for MNEs' carbon performances.

### Drivers of Greenwashing in Financial Services: Evidence from Global Banks

**C. Yildirim<sup>1</sup>, S. M. Cilasun<sup>2</sup>**

<sup>1</sup>Rennes School of Business, France; <sup>2</sup>TED University, Turkey; [canan.yildirim@rennes-sb.com](mailto:canan.yildirim@rennes-sb.com)

In response to growing societal pressure to address climate change, several banks are stating their commitments to transitioning their business models towards net-zero emissions and even carbon-neutrality. However, they continue financing fossil fuel industry through loans and underwriting arrangements, leading to accusations they are "greenwashing". Since, greenwashing impacts consumer and investor confidence, the decarbonization of the financial industry, and the promotion of sustainable investments, it is crucial for regulators, investors, and consumers to understand its drivers in the global banking industry. This study explores the bank and institutional conditions that contribute to greenwashing in global banking by employing institutional theory and the resource-based view (RBV). We analyse an international sample of the largest banks from both emerging and advanced countries from 2016 to 2022. We define greenwashing by focusing on a single dimension of corporate social performance: environmental pollution, which we proxy by the bank's total exposure to the fossil fuel industry. We propose that (i) greater global diversity in banks is positively linked to greenwashing; (ii) strong and well-enforced financial regulations are negatively correlated with greenwashing; (iii) a common law origin is positively associated with greenwashing in global banking. Our results provide empirical support for these arguments.

### Media Coverage of MNEs' Directors of the Board, Corporate Earnings Management, and Corporate Bribery

**S. Wan<sup>1</sup>, S. Boivie<sup>2</sup>, L. Graf-Vlachy<sup>3</sup>, E. Hoempler<sup>2</sup>**

<sup>1</sup>University of Leeds, United Kingdom; <sup>2</sup>Texas A&M University, United States of America; <sup>3</sup>TU Dortmund University, Germany; [x.wan@leeds.ac.uk](mailto:x.wan@leeds.ac.uk)

Multinational enterprises (MNEs), like individuals, strategically shape their public image through organizational impression management, often misleading stakeholders. This research investigates why boards, typically seen as oversight bodies, might overlook such tactics. It suggests that increased media visibility could prompt directors to prioritize positive public images, leading to tolerance of impression management behaviors.

We constructed and analyzed a dataset of 164,416 media articles on external directors from the Shanghai and Shenzhen Stock Exchanges (2010-2021) using a natural language processing tool (LIWC) to analyze the articles. This generated 7,158 firm-year observations from 2,165 MNEs. Our findings reveal a complex link between media attention and impression management: more media focus on board members correlates with reduced earnings manipulation but increased bribery. Disproportionate media attention among board members leads to more earnings manipulation but less bribery, while positive portrayals are associated with increased earnings manipulation but reduced bribery.

This study contributes to corporate governance literature by highlighting the intricate effects of media coverage on organizational impression management.



## **F01.06P: Panel: The Relevance of Collaborative Online International Learning in Enhancing International Business Education**

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U119 DELOITTE  
*Session Chair:* Miguel M. Torres, University of Kent

Panel

Panelists:  
Erica Kovacs (Indiana University)  
Ronaldo Couto Parente (Florida International University)  
Tamar Almor (The College of Management)  
Emil Velinov (Skoda Auto University)  
Juergen Bleicher (Baden-Wuerttemberg Cooperative State University)

### **The Relevance of Collaborative Online International Learning in Enhancing International Business Education**

**M. M. Torres<sup>1</sup>, E. P. Kovacs<sup>2</sup>, R. Parente<sup>6</sup>, T. Almor<sup>3</sup>, E. Velinov<sup>4</sup>, J. Bleicher<sup>5</sup>**

<sup>1</sup>Kent Business School, University of Kent, UK; <sup>2</sup>Kelley School of Business, Indiana University, USA; <sup>3</sup>Faculty of Business, College of Management Academic Studies, Israel; <sup>4</sup>Škoda Auto University, Czech Republic and RISEBA University of Applied Sciences; <sup>5</sup>Baden-Wuerttemberg Cooperative State University, Germany; <sup>6</sup>Florida International University, FL, USA;  
[m.torres@kent.ac.uk](mailto:m.torres@kent.ac.uk)

This panel proposal for the 50th EIBA Conference seeks to explore the transformative potential of Collaborative Online International Learning (COIL) in fostering innovation within academic and professional contexts. COIL programs, which facilitate cross-cultural learning and collaboration through digital platforms, have been increasingly recognised for enhancing students and professionals' global competencies, critical thinking, and problem-solving skills. The panel will feature diverse perspectives from leading educators and practitioners successfully implementing COIL initiatives. Discussions will focus on the pedagogical frameworks, technological tools, and collaborative strategies that underpin effective COIL programs. Additionally, the panel will examine the impact of COIL on participants' intercultural understanding, its potential to drive inclusive and sustainable innovation and how COIL can impact the International Business Schools Industry. Through an interactive discussion, attendees will gain insights into best practices for designing and executing COIL projects that bridge geographical and cultural divides. The panel aims to inspire educators, researchers, and industry professionals to leverage COIL to cultivate a more interconnected and innovative IB community.

## **F01.07C: Downstream Consequences of Foreign Language Fluency**

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U261 OP  
*Session Chair:* Guro Refsum Sanden, BI Norwegian Business School

### Competitive paper sessions

- Submission #261: Language and power in foreign subsidiaries: A three-dimensional power theory perspective
- Submission #266: English proficiency, language discrimination, and voluntary turnover: A social identity perspective
- Submission #376: A meta-analytic synthesis of the association between expatriates' foreign language proficiency and work-related outcomes
- Submission #546: A meta-analytic synthesis of the association between expatriates' foreign language proficiency and work-related outcomes

### **Language and Power in Foreign Subsidiaries: A Three-dimensional Power Theory Perspective**

**X. Lu, V. Peltokorpi**

Hiroshima University, Japan; [vesa@hiroshima-u.ac.jp](mailto:vesa@hiroshima-u.ac.jp)

This paper draws on the three-dimensional power theory and interviews with 32 local-hired and expatriate parent country national (PCN) employees to abductively examine how and why language proficiency enhances the development and maintenance of multi-faceted dimensions of power in Chinese foreign subsidiaries in Japan. Our analysis shows that Chinese proficiency provides expatriate and local-hired PCN employee groups with three interrelated dimensions of power: (1) decision-making power (visible power), (2) non-decision-making power (hidden power), and (3) ideological power (invisible power). This study contributes to international business research by demonstrating how language proficiency leads to asymmetrical expressions of power by PCNs in foreign subsidiaries, elucidating the sustained language-based advantageous positions of PCNs in foreign subsidiaries, and demonstrating that power is a conduit or mediator for acquiring influence from other power dimensions.

### **English Proficiency, Language Discrimination, and Voluntary Turnover: A Social Identity Perspective**

**V. Peltokorpi**

Hiroshima University, Japan; [vesa@hiroshima-u.ac.jp](mailto:vesa@hiroshima-u.ac.jp)

This paper draws on social identity theory and its derivatives in sociolinguistics to link English proficiency to language discrimination, emotional exhaustion, and voluntary turnover in two studies with independent samples. Study 1 uses data from 498 local employees at three-time points over 17 months in 346 foreign subsidiaries in Japan. The findings show that language discrimination by expatriates mediates the positive relationship between local employees' low English proficiency and voluntary turnover. The findings also suggest that the higher relative standing of expatriate managers to local ones moderates the positive low English proficiency-language discrimination relationship such as that the relationship is stronger when low English proficiency is high. Study 2 uses data from 330 local employees at three-time points over 17 months in 264 foreign subsidiaries in Japan. The findings show that local employees' emotional exhaustion mediates the positive relationship between language discrimination and voluntary turnover. The findings also show that power distance orientation moderates the positive language discrimination-turnover relationship such that the relationship is stronger when power distance orientation is low. This paper contributes to IB research by linking language discrimination to turnover and elucidating power-related aspects of language discrimination by a small but powerful minority – expatriates – in foreign subsidiaries.

### **A Meta-analytic Synthesis of the Association between Expatriates' Foreign Language Proficiency and Work-related Outcomes**

**I.-A. Thiele, C. Schlaegel**

Otto von Guericke University Magdeburg, Germany; [ida-anna.thiele@ovgu.de](mailto:ida-anna.thiele@ovgu.de)

Over the past four decades, research has identified numerous determinants of expatriate success, highlighting the critical factors that contribute to expatriates' effective integration and performance in international assignments. Previous research has suggested that expatriates' foreign language proficiency is a crucial factor in expatriate success, yet the findings have been inconclusive. Drawing on self-efficacy theory and job embeddedness theory, we examine the direct relationship between language proficiency and a comprehensive set of five work-related outcomes throughout the expatriation process, including expatriation intention, cross-cultural adjustment, job satisfaction, job performance, and turnover intention. Furthermore, we analyze the mediating role of cross-cultural adjustment in these relationships. Based on experiential learning theory, we theoretically propose and empirically test the moderating roles of expatriation experience and host country tenure. Our framework is tested through a meta-analysis that integrates the findings of 100 studies (112 independent samples and 24,798 individuals). Our results demonstrate significant associations between language proficiency and expatriation intention, cross-cultural adjustment, and job performance. Further, we reveal the mediating role of cross-cultural adjustment and show that these associations remain stable across different levels of experience and tenure. Our meta-analytic findings highlight the critical role of expatriates' foreign language proficiency in work-related outcomes.

## F01.08P: Panel: Global Innovation in an Era of Disruptive Changes

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U1  
*Session Chair:* Peter Buckley, University of manchester

Panel

Panelists:

Mario Kafouros (University of Manchester)  
Marianna Marra (Politecnico di Milano)  
Grazia Santangelo (Copenhagen Business School)  
Shasha Zhao (University of Surrey)

### Global Innovation in an Era of Disruptive Changes

**P. Buckley<sup>1</sup>, M. Kafouros<sup>1</sup>, M. Marra<sup>2</sup>, G. Santangelo<sup>3</sup>, S. Zhao<sup>4</sup>**

<sup>1</sup>Alliance Manchester Business School; <sup>2</sup>University of Sussex, Politecnico di Milano; <sup>3</sup>Copenhagen Business School;

<sup>4</sup>University of Surrey Business School; [m.marra@sussex.ac.uk](mailto:m.marra@sussex.ac.uk)

This panel will discuss the magnitude and breadth of two unprecedented disruptions across the globe that are significantly affecting the innovation activities and strategies of multinational enterprises (MNEs): 1) the advent of digital innovations such as blockchain, artificial intelligence (AI) and machine learning, cloud and quantum computing, and the internet of things (IoT), and 2) the growing geopolitical tensions between major economies that are redefining the international competitive landscape. Each discussant will illustrate relevant areas of research and specific research questions to investigate the topic.



## F01.09C: Home Institutions and Internationalization

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U121b Hilti  
 Session Chair: Vera Kunczer, Luiss Guido Carli

Competitive paper sessions

### Manufacturing National Consent for Industrial Policy: A Microhistorical Analysis of Finnish Shipbuilding Competing Internationally

**C. Stutz<sup>1</sup>, S. Matala<sup>2</sup>**

<sup>1</sup>Jyväskylä University School of Business and Economics, Finland; <sup>2</sup>Chalmers University of Technology, Sweden;  
[christian.stutz@jyu.fi](mailto:christian.stutz@jyu.fi)

Recent trends show a global resurgence in industrial policy, where state power promotes specific industries, substantially impacting international market dynamics as a nonmarket force. Our analysis centers on industrial policies to enable home-country firms to participate in international economic activities and views firm nonmarket strategies as an important driver. Through a history-to-theory approach and microhistorical analysis, we examine Finnish shipbuilders' nonmarket strategies to leverage industrial policy for competing internationally (1946-2000). Drawing from New Institutional Economics, we view outward-oriented industrial policy measures as additional country-level institutions that shape and alter cross-border transaction costs within international markets to benefit firms from the implementing country. We uncover the mechanisms and adaptation of industrial policy institutions, identifying nonmarket efforts termed 'manufacturing national consent' as crucial driver to policy implementation. We propose a theoretical model detailing the structural conditions conducive to industrial policy development, the role of nonmarket strategies, and their impacts on international competitive advantages. Overall, our aim is to rekindle a more nuanced discussion on industrial policy within the IB community and showcase the potential of historical research in our field.

### The Role of Home-country Populism in MNE Internationalization

**L. M. Fischer<sup>1</sup>, T. Lindner<sup>1,2</sup>, M. { Rašković<sup>3</sup>**

<sup>1</sup>University of Innsbruck, Austria; <sup>2</sup>WU Vienna, Austria; <sup>3</sup>Auckland University of Technology, New Zealand;  
[leah.fischer@uibk.ac.at](mailto:leah.fischer@uibk.ac.at)

The rise of populism affects more than a quarter of the world's population and has substantial impact on international business (IB) and multinational enterprises (MNEs). Our study analyzes how home-country populism affects MNE internationalization, raising significant theoretical implications for both MNE (market and non-market) strategy and IB policy literature. Examining data from over 20,000 MNEs across 44 countries in the period between 2013 and 2022, we investigate how different types of populism, especially from right-wing centered parties, influences MNEs' internationalization patterns. We further also distinguish between different types of internationalization behaviours – both in terms of exporting vs. outward foreign direct investments (OFDIs) and in terms of greenfield vs. acquisition projects under the OFDI umbrella. Drawing on institutional theory and social identity theory, our study adds to the recent calls for greater theoretical scrutiny of political risks and their mechanisms, especially populism. We add theoretical nuance to still limited understanding of why and how populism impacts specific MNE internationalization patterns. Our study distinguishes between center, left- and right-wing types of populism. We have found a surprising result – the expected negative impact of populism on greenfield investments actually weakens under right-wing populist regimes.

### The Right-wing Shift: Partisanship, Populism, and Investment Project Risk in Europe

**C. Hartwell<sup>2,3</sup>, B. James<sup>4</sup>, T. Lindner<sup>5,6</sup>, P. Vaaler<sup>1</sup>**

<sup>1</sup>University of Minnesota, United States of America; <sup>2</sup>Zurich University of Applied Sciences, Switzerland; <sup>3</sup>Kozminski University, Poland; <sup>4</sup>St. Mary's University, United States of America; <sup>5</sup>Innsbruck University, Austria; <sup>6</sup>Copenhagen Business School, Denmark; [vaal0001@umn.edu](mailto:vaal0001@umn.edu)

Conventional partisan political risk theories in international business assume that host-country governments led by right-wing parties pose less risk to foreign and domestic investors. We challenge that convention by developing a framework adding populist political risk assumptions emphasizing anti-foreign investor policy priorities. That addition prompts a "right-wing shift" increasing risk for foreign relative to domestic investors. We document support for this theorized shift through capital structure analyses of 596 investment projects announced for construction and operation in 27 European countries from 1990-2020. Projects involving foreign or domestic investing project "sponsors" are financed with less equity indicative of less investment risk when announced in host countries with governments led by right-wing parties. When recent elections see increased vote shares for right-wing populist parties, follow-on projects involving only domestic sponsors again include less equity indicative of lower investment risk, but projects involving at least one foreign sponsor include more equity indicative of higher investment risk. We contribute novel theory and evidence about populist party influence on government policies affecting investment risk. Theoretically, we identify important boundary conditions for populist party influence related to partisan orientation. Empirically, we identify alternative methods for assessing populist party influence related to recent electoral outcomes.

## F01.09I: Government Policies and Firm Strategies

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U264 K-GROUP  
 Session Chair: Andreja Jaklic, University of Ljubljana, Faculty of Social Sciences

Interactive paper sessions

### Institutional Fragility and Firm Performance: A Dynamic Approach to Institutional Change in the European Union

A. Oliveira<sup>1,2</sup>, F. Carvalho<sup>2</sup>, N. R. Reis<sup>1</sup>

<sup>1</sup>School of Technology and Management - Polytechnic Institute of Leiria; <sup>2</sup>Faculty of Economics - University of Coimbra; [alexandre.oliveira@ipleiria.pt](mailto:alexandre.oliveira@ipleiria.pt)

The dynamic view of institutional theory raises new questions on how institutional change influences firms' strategies and success. As prior research has disagreed over the effect of pro-market reforms on firm performance, the conflicting findings lead to the argument that prior studies mainly focused on the scope of pro-market reforms, without acknowledging that the process of institutional change matters. However, how does the process of institutional change in the European Union influence firm performance remains unanswered. The purpose of this study is to further disentangle the process of institutional change and understand how the speed, predictability, and synchronization of institutional change defines the level of institutional fragility and influence firm performance in the European Union. We argue that an institutional environment is deemed fragile when different institutional dimensions are not progressing equally and thus causing additional friction, conflict, and complexity. Our results show that a predictable and synchronized process of institutional change is preferable to further improving firm performance in the EU. We contribute to the literature on the dynamics of institutional change and firm performance by proposing a disentangled process of institutional change in the EU.

### Analyzing Biases and Barriers in Cluster Internationalization Policies

F. Puig<sup>1</sup>, S. Cantarero<sup>1</sup>, F. Verdone<sup>1</sup>, A. Debón<sup>2</sup>

<sup>1</sup>University of Valencia, Spain; <sup>2</sup>Universitat Politècnica de Valencia, Spain; [francisco.puig@uv.es](mailto:francisco.puig@uv.es)

In the past two decades, cluster policies have become key tools for fostering competitiveness and economic development globally. The EU's Next Generation EU program and Spain's Strategic Projects for Economic Recovery and Transformation (PERTE) exemplify these efforts. These policies, encompassing project calls and grants at various levels, target specific company populations meeting economic significance and associativity criteria.

Cluster management organizations (CMOs) play crucial roles in these policies, guiding project development and cluster activities. Despite progress, significant challenges persist in CMO management, particularly in company internationalization.

This work analyzes biases and barriers in cluster policy implementation, focusing on Spain and internationalization. Data from 108 CMOs representing over 13,000 members reveal heterogeneous spatial and productive dispersion across Spain, explaining the varied international strategies of clusters. These findings enhance our understanding of cluster policies and can influence future policy decisions.

### Government Policy as Catalyst of FDI. a Conceptual and Empirical Analysis of the Turkish Case under the Government-created Advantages Perspective

X. Adamoglou, D. Karkanis, d. Kyrkilis

University of Macedonia, Greece; [adamoglou@hotmail.com](mailto:adamoglou@hotmail.com)

Prior studies examining the impact of government-created advantages on Outward Foreign Direct Investments have overcome to apply it to Inward Foreign Direct Investments (FDI). This paper advocates that this lack of association is due to insufficient data to capture policies that produce incentives. Drawing upon New Institutional Economics, the paper argues that the Turkish government is incentive-driven and improves the FDI attraction in the country. Next, the paper constructs Regulation, Promotion & Service (Marketing), and Supervision Policies (indices) based on two criteria: the department number and the policy content. The sample consists of 173 IFDI policies concluded between 1980 and 2022 by the Turkish government. Last, the study articulates four research hypotheses. Results indicate that Regulation, Promotion, and Service Policies improve Turkish IFDI, whereas, Supervision Policies do not affect the Turkish IFDI level. Managerial Implications and Avenues for Future Research are presented.

### International Legal Challenges and Local Actors' Mobilization: A Study of a Peak Organization's Strategic Pivot

A. Bitektine

JMSB, Canada; [alex.bitektine@concordia.ca](mailto:alex.bitektine@concordia.ca)

Using a historical case study, we explore how international legal challenges can trigger unexpected consequences for local industries, leading to member mobilization and industry restructuring. It examines the case of the Canadian wine kit manufacturing industry's response to a legal challenge from French Institut National des Appellations d'Origine (INAO) over the use of geographical trademarks of French wines on Canadian wine kits following the introduction of Trade-Related Aspects of Intellectual Property Rights (TRIPS) agreement. We show how the adoption of TRIPS exposed Canadian wine kit manufacturers to a legal challenge from France. How the manufacturers responded by creating a peak organization - Canadian Home Wine and Trade Association (CHWTA) to represent their interest in the litigation, and how this peak organization, once the dispute was resolved, strategically pivoted towards a more aggressive market expansion activities. We contribute to research in international business and non-market strategy by highlighting the impact of international legal challenges on local industries and explicating the role of peak organizations in industry mobilization and strategic adaptation.

### The Impact of Formal Institutions and Technological Prowess on Asian Cross-border M&A Completion

**A. T. Sels<sup>1</sup>, H. Ding<sup>2</sup>**

<sup>1</sup>KU Leuven, Belgium; <sup>2</sup>IESE Business School; [annabel.sels@kuleuven.be](mailto:annabel.sels@kuleuven.be)

Based on an integrated conceptual model combining institutional theory and strategic asset seeking we study the effects of formal institutional distance and Technological prowess on the probability of completion of cross-border M&As.

This study uses cross-sectional firm-level secondary data from developed and developing Asian acquisitions of EU28 and US target companies during the period from 2010 to 2019. The determinants of M&A completion are analyzed using a logit model to test the hypotheses.

The likelihood of M&A completion by Asian companies showed to be lower in the case of higher institutional distance between acquirer and target countries. It is higher in the higher tech target industries, which points to a clear asset seeking motivation. The direction of the institutional distance between the acquirer and the target country matters. If the Asian acquirer has a lower formal institutional profile than its EU or US target, this enhances the probability of M&A completion in higher technology intensive target industries. This effect can not be acknowledged for Asian acquirers originating from a country with a higher institutional profile than its target.

## F01.10C: Overcoming the Sustainability Paradox

Time: Friday, 13/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U405a  
Session Chair: Lisa Canova, University of Geneva

Competitive Paper Session

### MNEs And the Digital Technologies-Environmental Sustainability Paradox in the Semiconductor Industry

**P. P. Pathak<sup>1</sup>, L. Piscitello<sup>1</sup>, S. Massini<sup>2</sup>**

<sup>1</sup>Politecnico Di Milano, Italy; <sup>2</sup>University of Manchester, United Kingdom; [priyanshuprotim.pathak@polimi.it](mailto:priyanshuprotim.pathak@polimi.it)

Emerging digital technologies play a central role in tackling grand challenges. However, the increasing development of digital technologies demand significant resources, including energy, exacerbating environmental challenges. Literature has defined this as a dark side of digital innovation. This gives origin to a paradox related to, on the one hand, responding to the environmental grand challenge through digital technologies, and, on the other hand, the negative impact of such technologies to the environment. The semiconductor industry plays a key role in this context, and companies introduce circular innovations, which aim to deal with sustainability, and in particular, environmental related issues. In order to tackle the paradox of transitioning to circularity while developing digital technologies, MNEs resort to collaborations with other actors (other companies, research centers, universities, individuals, and governmental institutions) whose combinations evolve over time, to adapt to the maturity level of the innovation processes. Our empirical analysis analyses the innovative activities and the relevant collaboration portfolio performed by European Semiconductor Equipment Manufacturers (SEMs) in the past decade (2014-2023).

### The contribution has been withdrawn.

### Interorganizational Tensions for Sustainability in Global Value Chains

**V. De Marchi<sup>2</sup>, S. Carmine<sup>1</sup>**

<sup>1</sup>ESADE Business School, Spain; <sup>2</sup>IESEG Business School, France; [valentina.demarchi@esade.edu](mailto:valentina.demarchi@esade.edu)

### Sustainable Crowdfunding: Unpacking the Influences on Backer Investment Decisions

**A. Akbar, A. Greven**

RWTH Aachen, Germany; [akbar@time.rwth-aachen.de](mailto:akbar@time.rwth-aachen.de)

Crowdfunding has become a vital financial mechanism for new ventures, with significant growth anticipated by 2030. This method is particularly beneficial for sustainable ventures, which often struggle to access traditional funding. This paper investigates the intricate dynamics of investment behavior in sustainable crowdfunding campaigns, focusing on how elements such as campaign confidence, venture sustainability orientation, and specific campaign features affect the size of individual backer contributions. Moreover, it examines the moderating roles of backer experience and risk tolerance in these dynamics. The study employs a mixed-methods approach, analyzing a distinctive dataset from a successful sustainable venture, incorporating both primary and secondary data from over 1600 backers who collectively raised over 3 million euros. Through a detailed examination of backer motivations and the impact of various factors on investment levels, this research addresses critical gaps in existing literature and offers valuable insights for refining crowdfunding strategies. The findings aim to enhance our understanding of the determinants of backer investment decisions in crowdfunding campaigns and to support the creation of more effective promotional strategies, especially for sustainability-oriented initiatives.

### Facing Climate Change in Emerging Markets: Examining FDI's Role Within Home and Host Institutional Contexts

**J. Pla-Barber<sup>1</sup>, D. Tobón<sup>2</sup>, J. Alegre<sup>3</sup>**

<sup>1</sup>University of Valencia, Spain; <sup>2</sup>University of Antioquia, Colombia; <sup>3</sup>University of Valencia, Spain; [jose.pla@uv.es](mailto:jose.pla@uv.es)

Regarding why firms report voluntary initiatives to reduce greenhouse gases (GHG), little is known about interactions between the institutional configuration of the origin of FDI and host countries' institutions. Drawing on the New Institutional Economy and Varieties of Capitalism, we argue that FDI has a differentiated impact depending on its origin. FDI is positively externalizing the home institutions of the coordinated economies where it comes from. Host institutions, divided into economic freedom, environmental regulation, and informal institutions, play diverse roles. Environmental regulation and informal institutions moderate the negative impact of the FDI from liberal economies on these voluntary initiatives. The publicized economic freedom has adverse direct and indirect effects on these, the former being minimized by host informal institutions. Panel data models with dichotomous dependent variables receive strong support in this study on 1322 companies from twenty emerging countries that have reported GHG emission reduction initiatives as part of their involvement in the United Nations Global Compact (UNGC) program.

## F01.10P: Panel: Geopolitical Risk and Environmental Impact of MNEs

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U5  
*Session Chair:* Soni Jha, Purdue University - Fort Wayne

Panel

Panelists:

Sjoerd Beugelsdijk (University of South Carolina)  
Gabriel R.G. Benito (BI Norwegian Business School)  
Ram Mudambi (Temple University)  
Sarianna Lundan (Aalto University)  
Vittoria Scalera (University of Amsterdam)

### **Geopolitical Risk and Environmental Impact of MNEs**

**S. Jha<sup>1</sup>, S. Beugelsdijk<sup>2</sup>, G. R. Benito<sup>3</sup>, R. Mudambi<sup>4</sup>, S. M. Lundan<sup>5,6</sup>, V. G. Scalera<sup>7</sup>**

<sup>1</sup>Purdue University - Fort Wayne, United States of America; <sup>2</sup>University of South Carolina, United States of America; <sup>3</sup>BI Norwegian Business School, Norway; <sup>4</sup>Temple University, United States of America; <sup>5</sup>Aalto University, Finland; <sup>6</sup>University of Bremen, Germany; <sup>7</sup>University of Amsterdam, Netherlands; [jha57@pfw.edu](mailto:jha57@pfw.edu)

This panel symposium aims to highlight the impact of geopolitical risk on the environmental impact of multinational enterprises (MNEs) in an increasingly interconnected world. Given that MNEs are 'border-crossing multi-locational enterprises,' increasing geopolitical risk due to increasing cross-border conflicts, populist governments, or protectionist policies can negatively affect MNE activities generally but have particularly deleterious consequences for the environmental performance of the MNEs. Some of the key issues we discuss in this panel are how geopolitical conflicts are reshaping the sustainability-driven environmental policies of governments and the ability of MNEs to adopt or innovate environmentally-friendly processes and technologies. Additionally, we consider how the environmental impact of MNE activities in this complex geopolitical landscape is negatively affected by industrial policy misalignment when driven by ideological concerns and why regional industrial policies must be coordinated to mitigate the environmental impact of MNE activities.

## **F01.12P: Panel: Nordic researchers' influence on the trajectories of IB research: Reflections on the NORD IB experience and how to develop tomorrow's IB scholars**

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U8, 2nd floor  
*Session Chair:* Olivia Kang, Mälardalen University

Panel

Panelists

Birgitte Grøgaard (BI Norwegian Business School)  
Ingmar Björkman (Hanken School of Economics)  
Mats Forsgren (Uppsala University)  
Dana Minbaeva (King's College)

### **Nordic Researchers' Influence on the Trajectories of IB Research: Reflections on the Nord-IB Experience and How to Develop Tomorrow's IB Scholars**

**O. Kang<sup>1</sup>, B. Grøgaard<sup>2</sup>, I. Björkman<sup>3</sup>, M. Forsgren<sup>4</sup>, D. Minbaeva<sup>5</sup>, T. Vo<sup>2</sup>**

<sup>1</sup>Mälardalen University, Sweden; <sup>2</sup>BI Norwegian Business School, Norway; <sup>3</sup>Hanken School of Economics, Finland; <sup>4</sup>Uppsala University, Sweden; <sup>5</sup>King's College, UK; [olivia.kang@mdu.se](mailto:olivia.kang@mdu.se)

In this panel, we focus on the development of Nordic IB scholars through cross-border collaboration and its influence on IB research and education. We specifically reflect on the experiences of the Nordic Research School of International Business (Nord-IB), as we celebrate the 25th anniversary of the official inauguration. We discuss the motivation behind the establishment, its influence on research and cross-border collaboration. Furthermore, considering European Universities are increasingly adapting to the American model of "publish or perish", we will reflect on how much Nordic research has adapted this change and what implications this might have on the future of Nordic scholarship for the coming 50 years.

## **F01.13P: Panel: Overcoming Challenges in Using Qualitative Research methods to Study Phenomena in Emerging Markets**

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U6  
*Session Chair:* Becky Reuber, University of Toronto

Panel

B. Reuber, University of Toronto, J. Carneiro<sup>2</sup>, C. Couper<sup>3</sup>, M. Wierenga<sup>4</sup>, M. Halme<sup>5</sup> <sup>1</sup>University of Toronto, Canada; <sup>2</sup>FGV São Paulo School of Business Administration, Brazil; <sup>3</sup>University of Birmingham, United Kingdom; <sup>4</sup>Norwegian University

### **Overcoming Challenges in Using Qualitative Research Methods to Study Phenomena in Emerging Markets**

**B. Reuber<sup>1</sup>, J. Carneiro<sup>2</sup>, C. Couper<sup>3</sup>, M. Wierenga<sup>4</sup>, M. Halme<sup>5</sup>**

<sup>1</sup>University of Toronto, Canada; <sup>2</sup>FGV São Paulo School of Business Administration, Brazil; <sup>3</sup>University of Birmingham, United Kingdom; <sup>4</sup>Norwegian University of Science and Technology, Norway; <sup>5</sup>Aalto University, Finland;  
[becky.reuber@rotman.utoronto.ca](mailto:becky.reuber@rotman.utoronto.ca)

This panel is motivated by calls to action for international business (IB) research to encompass a greater diversity of phenomena in the world so we can better understand and address contemporary global issues. Empirical settings in emerging markets, in particular, have been identified as under-researched, thereby limiting our collective capacity for IB theory development. Qualitative research methods are well-suited to opening up under-researched phenomena to the scholarly community; however, established practices have largely been developed in market settings. This panel addresses important challenges in their use in emerging markets and provides recommendations for how these challenges may be overcome. Thus, the panel is focused on pushing the boundaries of our field to make it more interesting and impactful, and therefore is strongly aligned with the conference theme.

## **F01.13P1: Panel: A Modular Approach to Microfoundations in IB - That's Interesting!**

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U7 PWC  
*Session Chair:* Pamela Sharkey Scott, DCU

Panel

Panelists:

Randi Lunnan (BI Norwegian Business School)  
Emre Yildiz (Mälardalen University)  
Ulf Andersson (Mälardalen University)

### **A Modular Approach to Microfoundations in IB – That’s Interesting!**

**P. Sharkey Scott<sup>1</sup>, R. Lunnan<sup>2</sup>, E. Yildiz<sup>3</sup>, U. Andersson<sup>4</sup>**

<sup>1</sup>Dublin City University; <sup>2</sup>BI Norwegian Business School; <sup>3</sup>Mälardalen University; <sup>4</sup>Mälardalen University;  
[pamela.sharkeyscott@dcu.ie](mailto:pamela.sharkeyscott@dcu.ie)

This panel will introduce the novel and interesting idea of taking a modular approach to microfoundations studies in IB, the subject of a forthcoming perspectives paper and special issue in a premier IB journal. We explain our conceptualisation of microfoundations and systematically identify and illustrate a modular microfoundations perspective and what it means in IB (Pamela Sharkey Scott), reveal how this approach can be applied and bring together a range of IB studies (Randi Lunnan), offers promise for expanding mainstream IB theories (Emre Yildiz), and bring together existing and future studies, and contribute to solving the grand challenges(Ulf Andersson). The panel aims to call for IB scholars to adopt this new modular microfoundations perspective to better tackle contemporary challenges in global business and society over the coming years.



## F01.13P2: Panel: Going Beyond Variables and Relationships: Alternative Approaches to Theorizing

*Time:* Friday, 13/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U356 ALMA MEDIA  
*Session Chair:* Rebecca Piekkari, Aalto Univ

Panel

Panelists

Rebecca Piekkari (Aalto University)  
Joep Cornelissen (Rotterdam School of Management)  
Khadija van der Straaten (Rotterdam School of Management)  
Catherine Welch (Trinity College Dublin)

### Going Beyond Variables and Relationships: Alternative Approaches to Theorizing

**R. Piekkari<sup>1</sup>, J. Cornelissen<sup>2</sup>, K. van der Straaten<sup>2</sup>, C. Welch<sup>3</sup>**

<sup>1</sup>Aalto Univ, Finland; <sup>2</sup>Rotterdam School of Management, Erasmus University; <sup>3</sup>Trinity College Dublin;  
[rebecca.piekkari@aalto.fi](mailto:rebecca.piekkari@aalto.fi)

This panel illustrates alternative approaches to theorizing by drawing on Reijo Luostarinen's – Professor of International Business at the Helsinki School of Economics and EIBA Fellow – experiences. His research is one of the neglected treasures of the International Business (IB) field. Compared to the Uppsala Model of internationalization, which was also developed at the same time in the 1970s, Luostarinen's theory is as groundbreaking but more comprehensive and far less known within the IB community. This panel raises the question: What can we learn about theorizing from the original example set by Reijo Luostarinen? The panel introduces four alternative perspectives on the process of theorizing inspired by Reijo Luostarinen's experiences, with each panelist representing one perspective: i) a pragmatic approach to theorizing (Joep Cornelissen); ii) a phenomenon and agent-based approach to theorizing (Khadija van Straaten); iii) a location-based approach to theorizing (Rebecca Piekkari); and iv) a meta-theoretical (systems) approach to theorizing (Catherine Welch). This design gives coherence to the panel.

## F02.01C: New Frontiers and Spaces for IB Research

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U249  
Session Chair: ELEANOR WESTNEY, MIT Sloan School of Management

Competitive Paper Sessions

### Investing in an Olympic Agenda: From Rio to Tokyo and Beyond

**E. Russo<sup>1</sup>, A. Roder Figueira<sup>2</sup>, L. J. Mataruna-dos-Santos<sup>3</sup>**

<sup>1</sup>Tecnológico de Monterrey, Mexico; <sup>2</sup>Universidade Federal do Rio de Janeiro, Brazil; <sup>3</sup>Canadian University Dubai, United Arab Emirates; [eduardo.russo@tec.mx](mailto:eduardo.russo@tec.mx)

Motivated by the high risk and growing disinterest of countries and organizations in investing in the Olympics, this study aims to analyze what are the risks and opportunities to long-term equity investments of companies and governments engaged in an Olympic agenda? This research used qualitative methodologies such as the case study, which included a total of 38 in-depth interviews with companies and entities affected by the phenomenon being studied, which together formed the cases of Rio 2016 and Tokyo 2020. As a result, a theoretical framework emerged in a better way to understand (1) the logic behind investment flows in the context of mega-events; (2) new competitive pressures from specific industry sectors most affected by the Olympic Games; and (3) threats and trends that are likely to affect the future of the Olympic movement. Was verified that the gigantism assumed by past editions has put a lot of pressure over organizers and companies for new management practices and better planning over its investments, in a way to ensure not only a minor impact of the event on the environment, but also an economic sustainability of the Olympics and other international sport mega-events.

### Emerging International Business Research on Space Value Chain

**A. Raswant<sup>1</sup>, B. B. Nielsen<sup>2</sup>, P. J. Buckley<sup>3</sup>**

<sup>1</sup>University of Newcastle, Australia; <sup>2</sup>University of Sydney, Australia; <sup>3</sup>University of Manchester, United Kingdom;  
[arpit.raswant@newcastle.edu.au](mailto:arpit.raswant@newcastle.edu.au)

Exploring Space as a new domain for international business (IB) research tests the relevance of existing theories regarding firm investment behavior, governance, regulations, and the dynamics of competition and cooperation within the Space Value Chain. Unlike other contexts, Space introduces a unique set of challenges that fundamentally question our current theoretical frameworks' explanatory and predictive capabilities. We argue that while established IB theories provide a useful foundation. This new frontier offers a significant opportunity for scholars to conduct impactful research that addresses societal needs. Understanding the implications of a crowded, contested, and hyper-competitive outer Space environment to the Space Value Chain can enhance our ability to tackle related terrestrial issues, leveraging IB's expertise in managing global complexities.

### How to Win the "New Space" Race? Geopolitical Motivations for Strategic Alliances in the Satellite Industry

**A. Dimitrova<sup>1</sup>, M. Teissandier<sup>2</sup>, D. Triki<sup>3</sup>**

<sup>1</sup>ESSCA School of Management; <sup>2</sup>TBS Education; <sup>3</sup>ESCE International Business School, OMNES Education;  
[anna.dimitrova@essca.fr](mailto:anna.dimitrova@essca.fr)

Achieving success in the "New Space" race has become a significant challenge not only for states, but also for non-state actors. This competitive landscape has led to the increased creation of international strategic alliances (ISAs). Building from the literature on firm motivations for forming strategic alliances, we highlight the importance of the geopolitical context and how it shapes ISA formation in highly strategic sectors. Based on a single case study of the establishment of a strategic alliance between a US-based firm and a European firm in the global satellite industry, our findings reveal that the geopolitical motives lying below this phenomenon can be categorized into three types: (1) alignment of partner firms' and states' interests, (2) reinforcement of states' competitive positions, and (3) enhancement and legitimization of the leadership of partner firms and states in the "New Space" race. We contribute to extant research on strategic alliances by identifying a new type of motivations, namely geopolitical motives, which strengthen the strategic positioning of all actors involved in such collaborations. Additionally, we provide implications for policymakers and managers in the satellite industry by offering a deeper understanding of the cross-cutting public-private interests that shape the formation and deployment of ISAs.

## F02.02I: Individuals and Families in International Business

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U262 KPMG  
Session Chair: Tanja Leppäaho, LUT University

Interactive Paper Sessions

### How Do Emerging Market Family Firms Prime for Internationalization? A Historical Perspective of the World's Largest Condom Maker

**Y. N. Yong**

Kyoto University, Japan; [yvennie@gmail.com](mailto:yvennie@gmail.com)

The institution-based view propagates that institutional frameworks and transitions matter in shaping firm internationalization. However, studies on the interaction processes between institutional change and emerging market firm internationalization remain scarce. This study adopts a historical lens and case study approach to analyze how an emerging market transitioned from a small-and-medium enterprise to a multinational through internationalization under different phases of institutional change. It develops a process model to demonstrate how emerging market firms create growth pathways by utilizing components of dynamic institutional changes domestically and abroad. The theoretical implication is that E-E firms' internationalization strategies are contingent upon their flexibility in exploiting institutional changes and treating them as entrepreneurial opportunities, rather than as institutional voids that need escaping from.

### From Migration to Innovation: Female Migrant Entrepreneurs, and Digital Platform in Finland

**P. Rani**

University of Oulu, Finland; [pushpa.rani@oulu.fi](mailto:pushpa.rani@oulu.fi)

Purpose:

This research explores the phenomena of 'artisan female migrant entrepreneurs' (FMEs) strategies for surviving in Finland and the utilization of digital tools to set up business for becoming financially independent particularly in North part.

Design/methodology/approach:

The paper employs a qualitative research approach based on eight case studies in Finland. The in-depth interviews in two phases (face-to-face and telephonic) were conducted with the artisan FMEs.

Findings:

The findings reveal how these artisans are coping with challenges with regards to language barriers, cultural gap and mentally well-being. Along with how digitalization enables them to leverage online platform, digital tools to promote their products and services and establish resilient their network in the host country.

Originality:

This research highlights the unique aspect of self-employment and financial independence. This research sheds light on how these female migrant entrepreneurs (FMEs) emphasize their contribution not only to the socio-economy but also sustainable development. Through case studies, this research explores various aspects, including the reason for migration to Finland, how they turned their hobbies into business, the adaptation of creative strategies, customers acquisition for financial sustainability and awareness of governmental benefit.

Paper type: Research paper (under development)

### International Entrepreneurship – Reflecting Learning and Different Contemporary Entrepreneurial Archetypes

**M. Elo<sup>1</sup>, P. Servais<sup>2</sup>, S. E. J. Sandberg<sup>2</sup>**

<sup>1</sup>Southern Denmark University; <sup>2</sup>Linnaeus University; [susanne.sandberg@lnu.se](mailto:susanne.sandberg@lnu.se)

As international entrepreneurship is becoming more complex and superdiverse, its theorizing requires novel attention. Contemporary founders who develop international opportunities and establish international ventures are increasingly digital and global in their venturing, but also as individuals with specific experiences, heritages and networks. Recent studies indicate that the field of international entrepreneurship (IE) may benefit from advanced theorizing that captures the concepts and contexts in a more nuanced manner. We lack an integrated understanding of the IE landscape and how entrepreneurial learning may differ across the landscape. We address this by reflecting theories from entrepreneurial learning and by exploring archetypes of entrepreneurship that have international dimensions in terms of people, places, processes and international migration. Our conceptual paper contributes to advancing theorizing, analysis and categorization, providing clarity to this interdisciplinary nexus.

### A Study of Indigenous International Entrepreneurship in Canada, the United States, Australia, and New Zealand

**J. Bull<sup>2</sup>, S. Sui<sup>1</sup>**

<sup>1</sup>Toronto Metropolitan University, Canada; <sup>2</sup>Florida International University, USA; [sui.sui@torontomu.ca](mailto:sui.sui@torontomu.ca)

This research project aims to conduct a comparative analysis of urban Indigenous international entrepreneurship across Canada, the United States, Australia, and New Zealand. Indigenous peoples have a rich history of international entrepreneurship that predates colonial disruptions, and they continue to engage in global business activities despite ongoing challenges. The study seeks to uncover the unique factors that promote or hinder international entrepreneurship within Indigenous communities situated in urban environments.

### The Influence of Manager's Gender on Firm's Export Propensity: Evidence from Portuguese Firms

**R. Forte, I. Maciel**

University of Porto, Portugal; [rforte@fep.up.pt](mailto:rforte@fep.up.pt)

Globalization has contributed to the increase of a firm's internationalization as a way to promote growth and boost sales. Several studies have explored this phenomenon. As awareness about gender issues has grown and studies on the role of gender have gained prominence, there is a growing need to explore the relationship between a firm's manager's gender and a firm's internationalization. Specifically, we investigate the influence of manager gender on a firm's export. Our study centers on Portuguese firms, as there appears to be a gap in the literature concerning this specific context. While similar research has produced mixed results for other countries, we aim to shed light on this matter for Portugal. Based on a sample of 22,356 manufacturing firms the results obtained through a probit model indicate that gender does indeed have a negative impact on a firm's likelihood to engage in exports. The same occurs with firm's age. Conversely, our findings highlight that larger and more productive firms have a greater propensity for exporting. These results have important practical and policy implications.

## F02.03C: Investment and Divestment in MNCs

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U121a  
 Session Chair: Marianna Marra, Politecnico di Milano, School of Management

Competitive Paper Sessions

### Managerial Political Ideology and FDI

**R. Luna<sup>1</sup>, T. Lindner<sup>2</sup>**

<sup>1</sup>WU Vienna; <sup>2</sup>Copenhagen Business School; [rodrigo.luna@wu.ac.at](mailto:rodrigo.luna@wu.ac.at)

Drawing on research on the microfoundational processes affecting the roles of strategic leaders in international business and research on political psychology, we explore how the political ideology of the CEO influences firm FDI decisions. Asymmetries between liberals and conservatives in their epistemic motives, relational motives, and dispositional preferences interact with the additional sources of bounded rationality in a multinational context to influence internationalization strategy. Specifically, we argue that firms led by liberal CEOs engage in more FDI than those led by conservative CEOs because (1) they are more likely to direct their attention abroad, and (2) they are more likely to find opportunities abroad attractive. Moreover, because internationalization decisions require the approval of multiple stakeholders, the managerial ability of the CEO to legitimize their preferences serves as a key moderator of this relationship. Finally, integrating additional insights from the literature on home-country institutions, we find that the divergence between CEO ideologies and the national political institutions in their home country can lead to increases in FDI. We test our hypotheses using an unbalanced panel of 455 firms in years 2009-2020. Overall, we find support of our hypotheses which underscore the importance of the CEO's political ideology in influencing firm internationalization.

### Should I Stay or Should I Go? The Interplay between Subsidiary Innovativeness and Internal Technological Embeddedness in Foreign Divestment Decisions

**C. Cordova Chea<sup>1</sup>, S. Zagelmeyer<sup>2</sup>, A. Borda Reyes<sup>3</sup>**

<sup>1</sup>University of East Anglia; <sup>2</sup>The University of Manchester; <sup>3</sup>Esan Graduate School of Business; [c.cordova-chea@uea.ac.uk](mailto:c.cordova-chea@uea.ac.uk)

We elucidate the moderating impact that the foreign subsidiary's internal technological embeddedness plays on the relationship between the foreign subsidiary's innovation performance and its foreign divestment propensity. Because the innovation capabilities of firms are important means to build/sustain competitive advantages, increase overall organizational performance, and are hence considered crucial for foreign subsidiary survival, we hypothesize that there is a negative relationship between a foreign subsidiary's innovation performance and its foreign divestment probabilities. Moreover, we aim to elucidate under which conditions this negative association can be weakened. To answer this puzzle, we integrate the business network view and the resource dependence theory to propose that the internal technological embeddedness of foreign subsidiaries within their internal MNE networks, as a strategic valuable resource, matters in the subsidiary's innovation performance – foreign divestment relation. Previous research has treated foreign divestment as an aggregated construct, not differentiating its various forms, leading to an oversimplification of the phenomenon. Responding to a call, we focus on two types of foreign divestments: full foreign divestment through subsidiary sales and subsidiary liquidations/closures. We test our hypotheses in a sample of 1,056 foreign-owned subsidiaries operating in a European country over the period from 2008 to 2016.

### “It's Damn Tasteless to Try to Turn This Situation into an Opportunity”: A Co-construction of Corporate (il)legitimacy During Geopolitical Conflicts

**I. Saittakari<sup>1</sup>, M. Wierenga<sup>2</sup>, A. Koveshnikov<sup>1</sup>**

<sup>1</sup>Aalto University School of Business, Finland; <sup>2</sup>Radboud University, Netherlands; [iiris.saittakari@aalto.fi](mailto:iiris.saittakari@aalto.fi)

Geopolitical conflicts pose challenges for multinationals with operations in conflicting countries, as they have to provide legitimate justifications for their actions and decisions under the scrutiny of stakeholders and the international community. This study explores the co-construction of corporate (il)legitimacy during a geopolitical conflict. We trace the legitimation-seeking process in the case of a Finnish multinational that, prior to the Russian attack on Ukraine, had the majority of its manufacturing in Russia. We analyze how corporate (il)legitimacy was co-constructed in a discursive interaction between the multinational seeking to legitimize its presence in Russia and the media questioning and problematizing the multinational's actions. We show that (il)legitimacy is co-constructed through a range of legitimation strategies employed by both the multinational and the media. It consists of both the discursive realm that provides the discursive and rhetorical resources for the strategies (e.g., moral arguments) and the material realm that frames the strategies by enabling or constraining their potency (e.g., consumer boycotts). Our analysis shows that while the multinational's actions in Russia were co-constructed as relatively legitimate in the first months after the invasion, changes in the material realm of legitimation tilted the co-construction toward illegitimacy, leading the multinational to exit from Russia.

### From OLI to OLIN: Understanding the Internationalization Process of Elite Business Schools

**E. Kaltenecker Retto de Queiroz<sup>1</sup>, M. Szymanski<sup>2</sup>, K. Okoye<sup>3</sup>, M. A. Montoya Bayardo<sup>4</sup>**

<sup>1</sup>Northeastern University, United States of America; <sup>2</sup>University of Illinois Urbana-Champaign; <sup>3</sup>Tecnológico de Monterrey;

<sup>4</sup>Tecnológico de Monterrey; [e.kaltenecker@northeastern.edu](mailto:e.kaltenecker@northeastern.edu)

Although business school internationalization is not a novel development, it remains inadequately explained conceptually. Previous studies have predominantly delved into specific cases, lacking comprehensive theoretical underpinnings for this growing trend. In this study, we adopt one of the fundamental theories of international expansion, the eclectic paradigm, to investigate how top business schools establish their regional and global presence. Leveraging insights from the literature on knowledge-intensive multinationals (KIMs), we shed light on the process and demonstrate that business schools expand into global cities with robust connectivity to mitigate the liability of outsidership through concerted networking efforts. We refer to this pattern as OLIN: Ownership-Location-Internalization-Network.

## F02.03I: Managing Multinationals and Their Units

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U264 K-GROUP  
 Session Chair: Rian Drogendijk, University of Groningen

Interactive Paper Sessions

### Only Fearless Can Face the Miles - Dimensions, Perspectives, and Appropriateness of Distance in International Business

M. Torres<sup>1</sup>, R. Parente<sup>3</sup>, R. Cury<sup>4</sup>, C. Conti<sup>2</sup>

<sup>1</sup>University of Kent, UK; <sup>2</sup>FGV-EBAPE; <sup>3</sup>Florida International University; <sup>4</sup>Ransom Everglades; [m.torres@kent.ac.uk](mailto:m.torres@kent.ac.uk)

How to choose the most appropriate distance perspective for practical applications? The concept of distance has been widely used for international location decisions but with inconclusive empirical results in the leading debates, e.g., cultural vs institutional distance, psychic distance, geographic distance, and distance in global value chains. However, practical applications of the concept, e.g., market entry strategies, supply chain management, cross-cultural management, and customer relationship management, are becoming more relevant for practitioners.

We take the theoretical perspectives that involve the CAGE framework, the Uppsala Model, the Institutional Theory, the Transaction Cost Economics, and the Resource-Based View to compare five perspectives of distance and assess their advantages for practitioners. We also examine the relationship between distance dimensions and the characteristics of various issues involved in distance investigations, i.e., industry, ownership, type, motive, and timing of internationalization. We propose that distance represents the disadvantages of host countries for international location decisions; as such, it should be used in conjunction with factors that represent host country attractiveness or advantages. Our research suggests that an inappropriate selection of the distance perspective and neglect of attractiveness factors in the analysis could be additional alternative explanations for mixed empirical results in prior studies.

### Mandates Shaping Strategic Moves: The Influence of Subsidiaries' Coopetition on MNE Role Development and Technological Evolution.

E. Leite<sup>1</sup>, K. Lagestrom<sup>2</sup>, R. Schweizer<sup>3</sup>, C. Pahlberg<sup>4</sup>

<sup>1</sup>University of Vaasa; <sup>2</sup>Uppsala University; <sup>3</sup>Gothenburg University; <sup>4</sup>Uppsala University; [emilene.leite@uwasa.fi](mailto:emilene.leite@uwasa.fi)

This study explores how different types of mandates (competence-creating and competence-exploiting) shape subsidiary cooperative behavior and the role subsidiary managers play in this process. We conducted an in-depth qualitative study investigating 50 episodes of competition and cooperation observed across five headquarters–subsidiary relationships. Findings demonstrate that a competence-creating subsidiary mandate role tend to influence more competitive behavior, since the role brings status and prestige, whereas cooperative behavior is observed for subsidiaries involved in competence-exploiting mandate role as a response to the need for survival. By examining the influence of different mandates and the role of subsidiary managers, this study enhances our comprehension of how competence-creating and competence-exploiting mandate roles impact subsidiary behavior. Additionally, we address the crucial role subsidiary managers play in shaping the mandate dynamics within MNEs, as their aspiration for career development motivates them to engage strategically in competition and cooperation with their peers at different times. Understanding these dynamics can help MNE managers to make more informed decisions regarding resource allocation, innovation strategies, and subsidiary role development, ultimately contributing to the MNE's competitiveness and success.

### How Does Middle Managers' Ambidexterity Influence Strategic Renewal in the Business Unit? The Mediating Role of Strategic Influence

L. Schneider, A. Greven

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Although middle managers are crucial as change agents throughout organizations, there has been little research how middle managers' ambidextrous behaviors affect higher level outcomes such as strategic renewal activities. Quite surprising, as job demands are drastically increasing in complexity and contradiction especially in the midfield of organizations and multi-level studies tend to better explain the effects of ambidexterity in organizations. As a result, this multi-level study explores the relationship between middle managers' ambidexterity and strategic renewal in the business unit. We conceptualize middle managers' upward and downward influencing behaviors as mediators in this relationship. An empirical analysis of 277 middle managers from Germany indicate that middle managers' ambidexterity may lead to higher strategic renewal in the business unit. However, as we show a full mediation effect, this may be highly dependent upon middle managers' level of upward and downward influence. Our findings underscore the importance of strategic influence as a mechanisms through which middle managers translate ambidextrous behaviors to higher strategic renewal performance in the unit. At the same time, we unravel individual ambidexterity as a behavioral tool for middle managers to cope with rising tensions in their strategic roles.

### Mind and Bridge the CSR Gap: How Do MNE Subsidiaries Perceive and Manage CSR-related Tensions?

Y. Mu, R. Drogendijk, R. Slager

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Multinational enterprise (MNE) subsidiaries are embedded in both their headquarters (HQ) and the host country, necessitating the fulfillment of demands from both to maintain legitimacy. This dual embeddedness can create a legitimacy dilemma when demands conflict, as satisfying one set may oppose the other. This study employs a microfoundations perspective to examine how MNE subsidiaries perceive and navigate differing CSR demands from HQ and host countries. Through interviews with 26 informants, we find that subsidiary CSR managers perceive fewer tensions between HQ and local demands but more significant tensions regarding CSR value, manifesting in conflicts between HQ CSR units and local business functions. Instead of experiencing dual embeddedness as a constraint, subsidiary managers leverage their dual embeddedness to legitimize their CSR practices. Our research contributes to the literature on MNE CSR, subsidiary management, and organizational responses to conflicting institutional demands.

## Management of Multiple Business Networks of the MNEs

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Latest advances in network literature outline the growing interdependencies across multiple business networks of the MNE operating in the globalized marketplace. However, multiple network context of the MNEs used to remain faceless. Prior studies mostly adopt the local network perspective. The present study is driven by an interest in understanding the complexity of the multiple business network context: the type of network actors and the nature of their cross-border interdependencies. We also seek to empirically explore how the MNE leverages multiple network connectivity to pursue its business development. The empirical study is based on three case studies with 34 interviews conducted with the respondents from the HQ and several foreign subsidiaries within each case firm. The findings provide the insights about the nature of cross-country interdependencies within the international customer network of the MNEs (1), suggest a nuanced perspective of local embeddedness (2), expand the conceptualization of multiple embeddedness patterns (3).

## Building Agile Organizational Structures in Subsidiaries of Multinational Corporations Abroad

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This study aims to explore the challenges faced by multinational corporations (MNCs) when they plan to move from traditional organizational structures to agile ones at the subsidiary level. We focus on reducing organizational hierarchies in an environment in which respect for social hierarchy is culturally engrained. Thirty-two in-depth qualitative interviews with Korean-subsidiary-level decision makers of German and French MNCs are conducted. Our findings show that some subsidiaries failed and reintroduced their former hierarchy-oriented organizational design. Others succeeded in building agile structures and flattened the organizational hierarchy through job title remove in the Korean subsidiaries. This study has identified the challenges in building the agility in the Korean subsidiaries of European MNC, which is related to the interplay between formal and informal hierarchies. We further suggest an agility matrix that assists change leaders to identify suitable options for their subsidiaries to become agile. Further, we develop a process model for subsidiaries of MNCs to implement agile features across seven stages in their agile transition journey.

## F02.04C: Knowledge, Power and Scaling

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U8, 2nd floor  
Session Chair: Denanjalee Gunaratne, LUT University

Competitive Paper Sessions

### **Dynamics of Power, Governance Uncertainty, and Subcontractors' Strategic Responses. Analysis in the Space Global Value Chain.**

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The purpose of this paper is twofold. Firstly, it seeks to explore the perceptions of the dynamics of power and potential shifts in governance they generate in a producer-driven industry. Secondly, it aims to identify how subcontracting SMEs, faced with changes that are raising into question their local big contractors' dominance, strategically respond to this new Global Value Chain (GVC) reality. The methodology is based on a design of narratives and a qualitative case study of four subcontracting SMEs from the upstream segment of the space industry in France. Our findings reveal the way the transformative force of dynamics of power in the space industry initiated in one country (USA) is perceived and operationalized in other countries (France, Europe) that are implicated in the GVC. Secondly, we demonstrate that these dynamics, although visible at all levels, do not result in a change in governance and instead create uncertainty, which constitute sources of friction for subcontracting SMEs. Thirdly, we expose SMEs' strategic responses to these frictions, which are based on increased engagement in technology and international expansion. For this purpose, subcontractors maintain solid relationships with local prime contractors whilst structuring innovation capabilities and increasing network visibility on foreign markets.

### **Balancing Knowledge Protection and Creation in Multinational Firms**

**D. S. Andrews<sup>1</sup>, M. H. Wolfesberger<sup>2</sup>, L. E. Tinho<sup>2</sup>**

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This study explores how multinational firms configure their subunits operating in diverse intellectual property rights (IPR) contexts. While prior research suggests that partitioning decision rights can mitigate misappropriation risks, we argue that decision delegation more aptly reflects the balance between knowledge protection and creation. We propose that the effect of IPR differences on decision delegation is mediated by subunits' knowledge strategy, namely local knowledge openness and internal supply flows. These arrangements suppress the direct influence of IPR. We find support for our arguments from data on 401 foreign subunits. This study advances understanding of the complex considerations shaping decision delegation in multinational firms as corporate parents configure subunits for competitiveness. The findings highlight the importance of aligning strategies and structures to manage diverse institutional conditions.

### **Global Scaling of Game-changer Business Models to Tackle Grand Challenges: A Way Forward**

**D. Gunaratne<sup>1</sup>, R. R Sinkovics<sup>1,2</sup>, N. Sinkovics<sup>3,4</sup>**

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This viewpoint piece seeks to advance the understanding of game-changer business models and emphasizes the need to scale them globally to tackle grand challenges. It explores factors that facilitate (or constrain) their global scaling and how they harness Industry 4.0 technologies in addressing grand challenges. The paper draws on existing literature from global scaling and sustainable business model innovation research to outline a conceptual framework. This framework includes their facilitators (or constraints), how they employ Industry 4.0 technologies to transform their business model components, sustainability outcomes and their various manifestations. To exemplify the framework, the paper provides four case examples from the energy sector. The proposed conceptual framework is instrumental for international business scholars to empirically investigate and enhance the understanding of game-changer business models. Furthermore, the paper offers managerial and policy implications to facilitate the rapid scaling of these models.



## F02.05C: Digital Capabilities and International Growth

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U406a  
Session Chair: Olli Kuivalainen, Lappeenranta-Lahti University of Technology LUT

Competitive paper sessions

### Internet Marketing Capabilities and Export Performance: A Strategy Tripod Perspective

**P. Trapczyński**

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This paper investigates the impact of Internet marketing capabilities on export performance, utilising the Strategy Tripod framework to specifically consider the moderating effects of technological intensity, competition intensity, and institutional characteristics of export markets. Drawing on a sample of 500 Polish exporters from the industrial manufacturing sector, the quantitative study reveals that Internet marketing capabilities significantly enhance export performance, particularly in medium-tech sectors. Additionally, the study highlights that high competition intensity amplifies the benefits of Internet marketing capabilities, suggesting that firms in highly competitive sectors can leverage these capabilities to gain a competitive edge. Conversely, the research indicates a complex relationship between the structure of export market portfolios of exporting firms portfolio and Internet marketing capabilities, with an unexpected positive effect for exporters focusing predominantly on institutionally less advanced markets. These insights lead to the discussion of a number of implications for future research.

### Scaling Across Borders: An International Marketing Lens on Platform-based Digital Scauleps

**G. Pirrone<sup>1</sup>, M. Milotta<sup>2</sup>, B. Hagen<sup>1</sup>, M. Grego<sup>1</sup>**

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This study explores (international marketing) strategies of digital platform-based scauleps focusing on critical factors that drive successful international scaling. Utilizing a longitudinal multiple case study design, we analyze two Western companies in the tourism and digital payment sectors, tracing their growth from 2006 to 2023, to understand how (marketing) strategies affect and influence international scaling. Our findings underscore the importance of identifying global unmet needs, the adoption of a hybrid strategy of global replication with local responsiveness, and the leverage of partnerships for rapid and sustainable growth. Strategic agility—rapidly responding to and anticipating market demands—emerges as critical for scaling. Finally, drawing on Ansoff's (1965) product-market matrix, we argue that it is important to adopt a circumcentric growth, employing different combinations of growth strategy over time, to pursue and sustain international scaling. Our study also highlights tensions in international marketing strategies, suggesting avenues for future research. We contribute to the nascent literature on international scaling by detailing the unique processes and strategies that facilitate this challenging yet rewarding endeavor. Furthermore, we enhance international marketing literature by demonstrating how established paradigms can be adapted to the context of international scauleps.

### Still Waters Run Deep: Examining the Family Effect on Marketing Strategy and International Growth in SMEs

**N. F. Crespo<sup>1</sup>, C. Crespo<sup>2</sup>, M. J. Guedes<sup>1</sup>, P. C. Patel<sup>3</sup>**

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Based on the resource-based view, this study investigates how marketing capabilities and marketing mix adaptation affect the international growth of manufacturing companies and explores the impact of family influence on these relationships. Data were collected from 431 Portuguese manufacturing Small and Medium-sized Enterprises (SMEs) across different industries and analyzed using ordinary least-squares analysis. The results indicate that, in general, both marketing capabilities and marketing mix adaptation enhance the international growth of manufacturing SMEs, but the influence of family weakens these relationships. Furthermore, it appears that when companies pursue a marketing mix adaptation strategy, the relationship between marketing capabilities and international growth is weakened. We also find that the family influence diminishes this moderation, thereby reinforcing the relationship between marketing capabilities and international growth.

### Mapping the Knowledge Landscape of Country-of-Origin Research: A Computational Review

**L. Leonidou<sup>2</sup>, J. S. Eduardsen<sup>1</sup>, S. T. Marinova<sup>1</sup>, H. Bekamiri<sup>1</sup>, M. A. Marinov<sup>1</sup>**

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This study employs advanced natural language processing (NLP) techniques to conduct a comprehensive computational literature review within the domain of country-of-origin (COO) research. The aim is to identify, cluster, and subsequently analyze relevant studies of COO research based on semantic similarity, uncovering the evolution and structure of extant research communities that developed over time. We apply cutting-edge NLP methodologies to extract and process textual data from scholarly articles spanning several decades. Through semantic clustering, we delineate prominent research themes and their development trajectories within the published COO research domain. Our findings reveal several distinct communities of studies and their evolution, highlighting pivotal studies and influential development trends. We conclude by proposing a future research agenda based on gaps identified through our computational analysis. This study contributes to both methodological advancements in computational literature reviews and substantive insights into the evolving landscape of COO research.

## F02.05C1: Themes in Global Marketing

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U405a  
Session Chair: Matthew Robson, Cardiff University

Interactive Paper Session

### What Motivates Portuguese Consumers to Boycott Russian Companies Amid the Conflict in Ukraine? - The Role of Making a Difference

S. Silva<sup>2</sup>, P. Duarte<sup>1</sup>, R. Meneses<sup>3</sup>, I. Costa<sup>2</sup>

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Consumer boycotts have a long history as expressions of dissatisfaction with organizational tactics, government policies, or social issues. However, existing models of boycott motivation are incomplete, focusing solely on beliefs and attitudes. To address this gap, this article investigates Portuguese consumers' boycott of Russian products in response to the ongoing conflict in Ukraine. The study examines the impact of six different variables on Portuguese consumers' intention to boycott.

A survey allowed the collection of 163 valid responses that were analyzed through Structural Equation Modeling. The results reveal that the primary trigger for Portuguese consumers to boycott is the desire to make a difference. Animosity towards Russia and social influence also play significant roles, while perceived effectiveness, ethical idealism, and counterarguments were not significant in the decision to boycott.

The findings provide a detailed analysis of the motivations behind Portuguese consumers' boycotts of Russian products and complement previous studies by focusing on individual consumer perspectives rather than financial market reactions, contributing to the broader body of knowledge on consumer behavior in response to geopolitical conflicts.

For companies operating in countries facing conflict, understanding these motivations is crucial for navigating political tensions. The findings offer valuable insights for companies affected by boycotts.

### International Dynamic Marketing Capability and Foreign Business Network Penetration

A. I. Hadjikhani, A. Safari

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This paper focuses on financial (bank) firms' internationalization. We utilize and integrate literature from international dynamic marketing capability with business network theory. Financial firms in their internationalization quest need to offer competitive services to local customers but local regulations, lack of knowledge of local culture, and language, and other business-level obstacles such as the lack of knowledge about customers and the competitive environment of the target market hamper the path to be able to do so. Therefore, this paper aims to explore how a firm develops international dynamic marketing capability and penetrates foreign markets and networks by absorbing local capabilities into their organization. Based on qualitative case study research. We found that the focal firm already has different marketing capabilities but utilizing their business networks also can absorb local capabilities that enhance their international dynamic marketing capability and penetrate foreign networks.

### Global Sponsors of the European Football Championships, 1992-2024 – What Are the Shifts?

Z. Havran<sup>1</sup>, E. Czakó<sup>2</sup>, A. Kajos<sup>1</sup>

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Sponsoring international and global sports events is a crucial marketing strategy for corporations seeking to expand their global influence. Our goal is to analyse the sponsorship patterns in the Football European Championships between 1992 and 2024. The analysis emphasizes notable shifts in the sponsorship environment, such as the increasing importance of multinational corporations (MNEs) and state-owned enterprises (SOEs) as global sponsors. We utilized data from UEFA and other sources, analysing 151 sponsorship cases across nine championships employing cross-tabulation analyses to track trends and industry patterns.

While European and North American firms initially dominated the sponsorship landscape, Asian sponsors gradually increased their presence, reflecting regional economic growth. The dominance of manufacturing companies in sponsorships remained strong, with sectors such as Consumer Durables & Apparel regularly taking the lead, demonstrating a concentration on the consumer market. A notable trend was the rise of Asian state-owned enterprises using sports as soft power diplomacy, contrasting with the historical dominance of private enterprises. By 2024, sponsorship patterns saw a rebound in consumer-driven sectors post-pandemic, with Asia and Europe leading the way. Overall, these changes highlight evolving global economic dynamics and strategic shifts in sponsorship objectives towards brand awareness and diplomatic influence.

### City Branding of Helsinki

R. San José Iglesias, K. Turnovská

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Helsinki is the capital of Finland, and it has enough power and resources to undertake extensive city branding strategies and actions. This study will examine the city brand of Helsinki from two perspectives: the city brand managers and those who experience the city brand. This study aims to examine the city branding of Helsinki from the city managers' point of view and to understand how the city brand of Helsinki is perceived among international students. The study uses a mix of qualitative and quantitative research. A set of interviews with the city brand managers is conducted and a survey is distributed among international students in Finland. The most important associations of Helsinki's brand image are the Helsinki Cathedral, the port and sea, and the cold weather. The study identifies that sustainability and functionality are two relevant cornerstones of the brand identity of Helsinki. However, other cornerstones of the city brand identity still need to be strengthened such as being free, quirky, and urban wilderness. My Helsinki website and social media are the most important media in building the city brand.

## F02.06C: Multinational Enterprises and Financial Management

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U250a Finavia  
Session Chair: Bruce Allen Hearn, University of Southampton

Competitive Paper Session

### Unbundling the Effect of Corporate Governance on Transaction Costs in an Offshore Context: The Contingent Value of Emerging Economy Private Equity Ownership

**B. A. Hearn<sup>1</sup>, L. Oxelheim<sup>4</sup>, T. Randoy<sup>2</sup>, V. Tauringana<sup>1</sup>, C. Ntim<sup>3</sup>, J. Malagila<sup>1</sup>**

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This study focuses on the transaction cost implications for firms with private equity ownership within developing economies. Focusing on a recently advanced emerging market private equity business model, we develop this through the application of the ownership competency theory of Foss, Klein, Lien, Zellweger & Zenger (2021). Our sample is unique and hand-collected 146 listed firms from eight national Caribbean securities exchanges. We find private equity ownership increases firm transaction costs, as reflected in estimated bid-ask quoted price spreads, which is negatively moderated by both the firm having a related party located in an offshore jurisdiction and the adoption of shareholder value governance. Our analysis sheds light on PE financing's impact in stimulating entrepreneurial regeneration of small island economies and facilitating further broader investment, as well as maturity and exit in PE investment cycles

### Rethinking International Financial Management Practices – Towards a Sufficiency Doctrine

**M. Holmstedt**

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Financial management concerns decisions regarding retained earnings, debts, investments, dividends, valuation, cash-holding, and other transactions impacting firms' financial status. Building on the theory of institutional logic, we propose a reformation of financial management informed by stakeholder capitalism, replacing the current practice rooted in ideas of shareholder capitalism. By prescribing a mindset valuing the margin of safety, we gainsay conventional financial thinking and the ultimate strive for financial efficiency and profit maximization. We justify such a shift in practice by portraying predictions as treacherous and the conventional understanding of risk as hazardous. Although we recognize that financial decisions are contextual and influenced by circumstances, we advocate for a generic mindset striving for financial sufficient before financial efficiency, intending to engender increased global economic resilience. As a result, we rationalize the need to replace the current mathematical optimization doctrine with a sufficient doctrine recognizing firms' responsibility toward stakeholders and society. Anchored in such a mindset, we propose eight guiding principles for the global practice of financial management that we believe will contribute to a more economically sustainable society.

### Foreign Exchange Reserve Accumulation and Corporate Leverage: Do Global Diversification and the Overall Exchange Rate Correlation of the Subsidiary Network Matter?

**T. Hong**

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This study investigates the impact of foreign exchange reserve accumulation on corporate leverage, focusing on the moderating roles of global diversification and the exchange rate correlation within subsidiary networks. Using data from Chinese listed firms from 2011 to 2023, a positive effect of foreign exchange reserve accumulation on leverage is found. Employing a policy shock, i.e., China's foreign exchange rate regime reform in 2015 which led to a sharp decrease in foreign exchange reserves, this study identifies an asymmetric treatment effect of the decrease in reserves led by the policy shock on firms with different subsidiary network exchange rate correlations. Notably, firms with subsidiaries in less correlated host markets exhibit lower sensitivity of leverage to reserve changes. Meanwhile, global diversification shows a weak and ambiguous influence on this sensitivity.

## F02.07C1: Identity and Social Categorization in Multinationals

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U121b Hilti  
Session Chair: Alexei Koveshnikov, Aalto University School of Business

Competitive Paper Session

### Identity Research in and Around the Multinational Corporation: Four Conceptualizations and a Research Agenda

**A. Adhur Kutty, A. Koveshnikov, L. Chen**

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In this systematic literature review, we analyze 203 articles on the topic of identity, identity work, or identification in the context of multinational corporations (MNCs) or MNC-related phenomena, published in major international business (IB), international management (IM), and management journals. The purpose of this review is to synthesize the literature and identify different conceptualizations of identity found in IB literature related to MNCs, and to further explore the phenomena covered, research methods used, and the epistemological assumptions employed in connection to these conceptualizations. Through a qualitative content analysis of the identified articles, we explicate four conceptualizations of identity in the context of MNCs: (1) identity as a static, pre-given or acquired individual or collective characteristic (essentialist conceptualization); (2) identity as identification with a group, unit, or organization (relational conceptualization); (3) identity as individual or collective identity work, doing identity, and resistance (discursive conceptualization); and (4) identity as regulation, subjugation, domination by others and/or the environment (e.g. ideology) (power-laden / ideological conceptualization). Based on an analysis of these conceptualizations, we put forward a future research agenda for identity research in and around MNCs.

### An Identity Strain Perspective on Repatriate Knowledge Transfer

**B. S. Reiche<sup>1</sup>, F. Guzman<sup>2</sup>, M. B. Lazarova<sup>3</sup>, O. Wurtz<sup>4</sup>**

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Drawing on identity theory, we conceptualize repatriates' knowledge provision as a means to enact their international employee identity. We expect that repatriates' international identity strain makes them less likely to provide international knowledge to their colleagues, leading colleagues to consider this knowledge as less useful. Our study of 91 repatriates and 118 colleagues shows that knowledge provision mediates the negative relationship between repatriates' identity strain and colleague perceptions of knowledge usefulness. Further, the negative consequences of identity strain persist at low levels of repatriates' self-efficacy and colleagues' trust in the repatriate but disappear at high levels of either moderator.

### Where Smoke Lingers: Informal Spaces and Gendered Practices in China

**L. Liu<sup>1</sup>, A. Jo<sup>2</sup>**

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Previous research has thoroughly explored how informal networks contribute to creating and reinforcing gender inequality in the workplace. However, it has only begun to shed light on the micro-level processes that lead to gendered networks/networking. This paper employs a feminist constructionist perspective on gender and looks into how a social networking practice in China – cigarette smoking – was spatiolinguistically enacted and negotiated as a deeply masculine, legitimate organizational practice. Drawing on an ethnographic study in the Chinese R&D unit of a Finnish engineering multinational, this paper illustrates how the act of smoking, the smoking room, and the smoking circle collectively reinforce and perpetuate a societal-level ideology of masculinity, thereby contributing to the exclusion of women from core networks. Our paper not only shows informal networks (including guanxi) as emplaced, embodied, discursive practices that are simultaneously gendered and gendering, but also highlights their interaction with broader sociocultural contexts. This study contributes to the development of inclusive corporate policies, highlights the significance of informal spaces in perpetuating the gender order, and calls for a multidisciplinary agenda that could be potentially valuable for theorizing gender in management studies.

**The contribution has been withdrawn.**

### Coming Back Home: An Interpersonal Sensemaking Perspective on Repatriates' Reintegration Experiences

**F. Mathey, E. I. Lysova, S. N. Khapova**

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## F02.09I: Non-market Strategies and Green Growth

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U358  
Session Chair: Khadija van der Straaten, Rotterdam School of Management, Erasmus University

Interactive Paper Session

### Greenfield FDI Investment and Green Economic Growth: A Nonlinear Investigation.

E. Ketten<sup>2</sup>, C. Kottaridi<sup>1</sup>

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The green deal policy aims to decarbonize economic growth by 2050. Green economic growth might be an important element of development strategy for the EU countries. But EU has disparities and gaps in reducing carbon emission and in achieving green growth even though they do use coherent policies. This is due to their differences in macroeconomic conditions (labour, capital, GDP) and of targeted implementation of the sustainable development goals. In this paper, we explore the effects of greenfield investment on green economic growth. In particular, we examine the potential nonlinear impact of greenfield FDI investment on green economic growth and the mediating effect which could be caused by other variables such as corruption, governance efficiency, regulation, and economic openness. Results point to non-linearities in all groups examined. This means that greenfield FDI may affect positively and negatively green growth based as it accumulates. Obviously, the regulatory framework and institutional quality of countries plays a key role on these effects, hence there is room for policy consideration and intensification.

### Assessing the Effects of Countries' Environmental Policy Stringency on Private Sector Eco-innovation Performance

B. de Raemy

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The increasing global focus on environmental issues has led governments and public institutions to enforce stricter regulations in recent decades, pushing the private sector towards eco-friendly solutions and innovations. While some scholars posit that stringent environmental policies cause polluting industries to relocate to countries with less rigorous standards, other research emphasizes that government pressure is crucial for achieving environmental goals and reducing private-sector impacts.

This study assesses how environmental policy stringency influences eco-innovation performance in firms headquartered within a country. Using descriptive statistics and data from the COR&DIP database and the Environmental Policy Stringency (EPS) index provided by the OECD, the study finds a small positive effect of policy stringency on eco-innovation performance. It also underscores the importance of accurately analyzing historical environmental policies to gauge their impact on private sector innovation. The findings contribute to the literature on national environmental policies and eco-innovation, offering valuable insights for companies navigating environmental regulations and policymakers developing effective regulations to encourage green technologies.

### How Strategic Policy Interventions Can Accelerate Innovation Within the Triple Helix

J. Dredge

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Academia has long played an essential and interwoven role in fostering economic growth and business development, often on an international scale. As global economies increase in complexity, they face a variety of economic and humanitarian challenges that must be addressed through strategic and timely policy development. Sectors such as healthcare, housing, and energy are experiencing crisis-level demand in most developed economies, exacerbated by the ongoing global green transition. The Triple Helix Model of Innovation, which elucidates the interplay between Government, Industry, and Academia, has significantly advanced our understanding of how innovation is produced and sustained. This study explores whether strategic changes in

public policy can be utilized to accelerate the rate of innovation within the Triple Helix model or if such efforts might disrupt the natural balance and stifle innovation. By examining innovation metrics, considering the degree of interaction between Triple Helix actors, and analyzing strategic policy interventions, the research herein aims to advance the understanding and utilization of these dynamics. The findings will provide critical insights and support policymakers seeking sustainable economic growth through informed and effective policy decisions.

### The Impact of Institutional Forces on the Internationalization of Small and Medium-Sized Enterprises: Insights from a Natural Experiment

J. Nollau<sup>1</sup>, S. Oertel<sup>2</sup>, M. Zschoche<sup>1</sup>

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A company's decision to internationalize is influenced by a multitude of formal and informal institutions. While current institutional constraints are extensively studied in the IB literature, past institutional influences are often neglected so far. We aim to fill this research gap by investigating the effects of institutional legacies from the communist and capitalist eras on the FDI strategies of German firms. Germany is used as a natural experiment setting to examine differences in the internationalization of small and medium-sized enterprises (SME) within two institutional fields: East and West Germany. Building on neo-institutional theory, we suggest that isomorphism leads to similar firm behavior within each institutional field. We expect that due to the socialist legacy, East German SMEs are less internationalized than West German SMEs. Based on an empirical analysis of 2,437 SMEs, our hypothesis is largely supported. Our findings indicate that firms in the former communist area exhibit distinct internalization strategies compared to those in the capitalist area, suggesting the persistence of institutional legacies.

### Civil Discourse and Corporate Sociopolitical Activism: A Social Media Analysis

R.-S. Liou, C. Zhong, S. Han

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Civil discourse on social media provides an unfiltered and democratic reflection of a company's stance on controversial sociopolitical issues. Our analysis of social media discussions from 2005 to 2024 offers insights into public perceptions of corporate sociopolitical activism. From 2008 to 2024, there was a notable increase in posts discussing how technology companies manage their workforce and adhere to ethical labor practices. Positive sentiment slightly outweighed negative sentiment overall, but negative sentiment regarding employee compensation and management increased post-2021. In the social practice and politics theme, there was a decrease in neutral posts between 2021 and 2022, indicating more polarized opinions and stronger public reactions to significant events. This study highlights that social media discourse analysis enhances our understanding of corporate effectiveness in engaging with societal stakeholders on contentious issues.

**The contribution has been withdrawn.**

**Capable to Corrupt: How Emerging MNCs Develop Their Corruption Capabilities**

**A. Panibratov<sup>1</sup>, A. Karen Zamora Ruis<sup>2</sup>, D. Fefelov<sup>1</sup>, C. Barbuy Paes De Almeida<sup>2</sup>**

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## F02.09P: Panel: Central and Eastern Europe Relevance for International Management Scholarship

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U7 PWC

Panel

Central and Eastern Europe Relevance for international management scholarship: where are we today and where should the research go in the future

### Central and Eastern Europe Relevance for International Management Scholarship: Where Are We Today and Where Should the Research Go in the Future

**K. Obloj<sup>1</sup>, A. Jaklic<sup>2</sup>, D. Dikova<sup>3</sup>, A. Panibratov<sup>4</sup>, A. Verbeke<sup>5</sup>**

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<sup>4</sup>Léonard de Vinci Pôle Universitaire, France & St . Petersburg University, Russia; <sup>5</sup>University of Calgary, Canada;

[kobloj@alk.edu.pl](mailto:kobloj@alk.edu.pl)

Over the past few decades, Central and Eastern Europe (CEE) has emerged as a crucial geopolitical area holding a significant potential for advancing international management scholarship. Its potential as a testing lab for old theories and springboard for new theories was emphasized by many scholars since the early 90s (Puffer, 1994; Elenkov, 1998; Puffer, McCarthy, Zhuplev, 1998; ) and underlined especially in the notable paper by Meyer & Peng (2005: 600-601): "CEE provides an interesting laboratory for developing and testing theories, because the transition processes provide a series of unique societal quasi-experiments. Even among emerging economies, CEE is special owing to the radical switch from central planning to market competition and high degree of industrialization". However recent reflections question whether CEE has lived up to its promise as a hub for innovative research in international management. We propose in our panel to discuss this issue, evaluate the stock of IB results and focus on three topics that CEE region might become particularly suitable location to study: the importance of political ties and capabilities, nationalism and populism, and pivoting international strategies and risk management during the time of sanctions, conflicts and wars.

## F02.10C1: Sustainability and the MNC: The Role Technology

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U261 OP  
Session Chair: Guus Hendriks, University of Amsterdam

Competitive Paper Session

### When Does Foreign Technology Help Firms from Periphery Countries Reduce Their Environmental Impact? An Ability-motivation-opportunity Framework

**G. Hendriks**

University of Amsterdam, the Netherlands; [g.hendriks@uva.nl](mailto:g.hendriks@uva.nl)

An important challenge for climate policy is to encourage the transfer of climate-friendly technologies to countries at the periphery, where firms often still use less innovative and more outdated technology. Licensing out foreign technology to these firms could represent a promising channel, but it remains unclear what periphery country firms do with the technologies they obtain through licensing agreements, and under what conditions they actually take measures to reduce their environmental impact. I aim to address these unknowns by developing an ability-motivation-opportunity framework of periphery country firms' adoption of environmental measures following the transfer of licensed foreign technology, for which I draw on insights from literature on resource recombination, instrumental stakeholder theory, and the attention-based view. Testing my framework on a sample of 2,237 firms from 30 countries in Eastern Europe and Central Asia, I find support for my framework. My study thereby sheds new light on the conditions under which the international transfer of technology to small- and medium-sized firms at the economic periphery leads these firms to more extensively adopt measures to reduce their environmental impact, and offers a more nuanced perspective of international business' impact on the climate and sustainable development more broadly.

### Born Global and Digital to Be Green

**A. Rodríguez, V. Hernández, A. Revilla**

UNIVERSIDAD CARLOS III DE MADRID, Spain; [arevilla@ing.uc3m.es](mailto:arevilla@ing.uc3m.es)

Green ventures should play an important role in the needed transition towards more environmentally sustainable economies. Theoretical arguments on the relative sustainability of new ventures are often conflicting, however, and empirical evidence is limited. We address this debate by analyzing the adoption of environmentally sustainable practices by new ventures, including the potential moderating effects of the use of digital technologies (DTs) and participation in global value chains (GVCs). Using EU-wide data, we find that new ventures are on average less likely than mature organizations to adopt sustainable business practices. This suggests that a 'sustainability learning curve' exists and that organizations need time to develop environmentally efficient products and operations. We also find that Blockchain technology and GVCs positively moderate the 'new venture-sustainability' relation, shortening the learning curve and enabling sustainability upgrading in new enterprises. A key finding of this study is that a small but relevant sub-group of new ventures—born with digitalization and a global outlook imprinted in their DNA—are leading the way to environmentally sustainable business operations.

### Impact of Climate Risk on MNE's OFDI Location Decisions & the Moderating Role of Network Contingencies

**S. Jha**

Purdue University - Fort Wayne, United States of America; [jha57@pfw.edu](mailto:jha57@pfw.edu)

In this study, we examine how increasing climate risk in potential host locations impacts MNEs' location choice for foreign direct investments (FDIs) and consider how the network contingencies, the connectedness of MNEs in the industrywide collocation network, and the connectedness of MNEs' country of origin (COO) in the global outward FDI network, moderate this relationship. Using a novel dataset from the global automobile industry between 2003 and 2019 we argue and demonstrate that the negative externalities of climate risk reduce the likelihood of MNEs locating their FDI in high-climate-risk locations. Further, we find that increasing COO connectedness increases the MNEs' informational advantages and amplifies the negative impact of increasing climate risk in host locations on MNEs' FDI location choices. Thus, MNEs from more connected COOs are less likely to locate their FDI in high-climate-risk locations. However, the increasing MNE connectedness increases isomorphic pressures and imitative tendencies among collocated MNEs. This attenuates the negative impact of increasing climate risk in host locations on MNEs' FDI location choices. Thus, MNEs more embedded in FDI collocation networks are more likely to locate their FDI in high-risk locations.



## F02.11C: Internationalization Strategies of Emerging Market Firms

Time: Friday, 13/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U119 DELOITTE

Session Chair: Michael Mueller, Copenhagen Business School

Competitive Paper Session

### An Alternative R&D Internationalization Strategy for Firms from Emerging Countries with Restrictive OFDI Environments: Contrasting the Evolutionary Journey with AMNEs

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

Department of International Business, Norwegian University of Science and Technology, Ålesund, Norway;  
[fahim.anwar@ntnu.no](mailto:fahim.anwar@ntnu.no)

Internationalizing research and development (R&D) activities allows firms to access diverse knowledge and expertise, enhancing their innovative capacities. While advanced economy multinational enterprises (AMNEs) have historically led in R&D foreign direct investments, emerging-country multinational enterprises (EMNEs) are increasingly engaging in this trend despite facing challenges such as regulatory restrictions and a lack of firm-specific advantages. By investigating the evolutionary journey of EMNEs, particularly from restrictive outward foreign direct investments (OFDI) environments, this exploratory case study seeks to understand how these firms navigate and succeed in the global R&D landscape compared to their advanced counterparts. A process-tracing approach explores the evolution of the R&D internationalization trajectory of both firms. Our case company from an emerging country with a restrictive regulatory environment uses resource augmentation through collaborative partnerships to engage in R&D internationalization and innovate despite financial restrictions. Conversely, a company from a supportive advanced economy benefits from direct investment from its home country and follows a traditional R&D internationalization strategy. These strategies highlight the importance of contextual factors in shaping firms' paths to enhance their competitive edge and innovative capacities, particularly for emerging country firms overcoming regulatory challenges to catch up with AMNEs.

### Overseas Subsidiaries of Business Group Affiliates: The Influence of Group-level Diversification

A. Purkayastha<sup>1</sup>, A. Delios<sup>2</sup>, V. Kumar<sup>1</sup>

<sup>1</sup>The University of Sydney Business School, Australia; <sup>2</sup>NUS Business School, Singapore; [anish.purkayastha@sydney.edu.au](mailto:anish.purkayastha@sydney.edu.au)

How does a business group's level of diversification influence the international growth of its affiliated firms? This question extends beyond the corporate diversification literature given the unique features of business groups (BGs), and at the same time it engenders questions about whether BGs possess resources that can be transferred across its affiliated entities to facilitate their growth. We argue that certain specific resources within a BG that emerge from group level diversification can facilitate the overseas equity-based expansions by its affiliates. We introduce two group-level contingent resources: (1) foreign market knowledge and (2) foreign technology knowledge. We test our posited relationships using data on the international subsidiary establishments of 3,204 Indian BG affiliated firms in the 2006–2014 period.

### Challenges of Internationalization for SME's in Developing Countries

B. Munoz<sup>1</sup>, R. Garcia Cruz<sup>2</sup>, J. Garcia de Madariaga<sup>3</sup>

<sup>1</sup>University Complutense of Madrid, Spain; <sup>2</sup>Sevilla University Spain; <sup>3</sup>Universidad Complutense de Madrid;  
[Luisbernardojavier@gmail.com](mailto:Luisbernardojavier@gmail.com)

This work aims to explore the theoretical foundations supporting scientific progress regarding the challenges faced by SMEs in emerging markets during their internationalization process, particularly in the context of a digitized global economy. The central focus of this research is to thoroughly analyze the dynamic capabilities of the international entrepreneur, considering them as a crucial to optimize the utilization of resources, focus on international returns. The intensive use of the Internet and new information has introduced new business models and innovative forms of business management.

To identify the most relevant topics for research, bibliometric analysis and meta-analysis are conducted on major scientific databases. This allows identifying the main topics, as well as the most relevant theories and schools studying the addressed issues. The empirical research focuses on Peruvian companies with the participation of 156 interviewees.

The results emphasize the role of the dynamic capabilities of managers in the impact on international performance. Conclusions from pilot survey and interviews highlight the urgent need for managers to acquire soft skills and specific knowledge in international trade and business. The importance of training in specific phases of the internationalization process, and how dynamic capabilities become a positive key factor for international business success

### Digital Technologies and Internationalization of Emerging Markets Firms: The Role of Mobile Money as a Mediator of Institutional Voids in Sub-Saharan African Countries

F. De Beule<sup>1</sup>, S. Elia<sup>2</sup>

<sup>1</sup>University of Leuven, Belgium; <sup>2</sup>Politecnico di Milano, Italy; [filip.debeule@kuleuven.be](mailto:filip.debeule@kuleuven.be)

This paper explores the relationship between institutional quality and the internationalization of emerging market firms (EMFs), focusing on the role of digital technologies, particularly mobile money, in Sub-Saharan Africa. Two divergent perspectives exist: one that argues stronger institutions facilitate internationalization, and another that contends institutional voids drive EMFs to international markets to escape domestic challenges. By analyzing a dataset from the World Bank Enterprise Survey covering 5,346 firms across 16 Sub-Saharan African countries from 2012 to 2020, we propose and find that institutional voids are positively associated with the adoption of mobile money. Moreover, mobile money significantly enhances the internationalization of these firms by reducing export costs, improving access to financial services, and facilitating cross-border trade. Our findings suggest that digital technologies mediate the relationship between institutional voids and internationalization, providing a potential resolution to the "institutions-internationalization conundrum." This study contributes to the international business and emerging markets literatures by highlighting the critical role of digital solutions in enabling EMFs to overcome institutional challenges and successfully enter foreign markets.



## **F02.11P: Panel: Corporate Political Activity of Multinational Enterprises: Toward a Multilevel Understanding**

*Time:* Friday, 13/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U3  
*Session Chair:* Dimitrios Georgakakis, University of Leeds

Panel

Panelists:

Marina Papanastasiou (University of Leeds)  
Jeremy Lawrence Clegg (University of Leeds)  
Liena Kano (University of Calgary)  
Tazeeb Rajwani (University of Surrey)  
Winfried Ruigrok (University of St. Gallen)

### **Corporate Political Activity of Multinational Enterprises: Toward a Multilevel Understanding**

**D. Georgakakis<sup>1</sup>, M. Papanastassiou<sup>1</sup>, J. Clegg<sup>1</sup>, L. Kano<sup>2</sup>, T. Rajwani<sup>3</sup>, M. Ahammad<sup>1</sup>, W. Ruigrok<sup>4</sup>**

<sup>1</sup>University of Leeds, United Kingdom; <sup>2</sup>University of Calgary, Canada; <sup>3</sup>University of Surrey, United Kingdom; <sup>4</sup>University of St.Gallen, Switzerland; [d.georgakakis@leeds.ac.uk](mailto:d.georgakakis@leeds.ac.uk)

The proposed panel champions the need to re-evaluate current knowledge and challenge traditional wisdom in the area of corporate political activity (CPA) in MNEs – by providing a novel multilevel conceptualization in this area. Mirroring the EIBA 2024 Call for Papers, we seek to uncover new insights into the political roles and activities of MNEs – by emphasizing the neglected but key role of the micro-level managerial actors. The key role of influential corporate actors can be observed by several recent examples of influential individuals in international firms – such as Elon Mask in Tesla, Sam Altman in Open AI, Bill Gates in Microsoft, Ren Zhengfei in Huawei, and others. These micro actors and their political activities may play a significant role for their MNEs global political influence – and eventually their approach in dealing with global grand challenges in both home and emerging markets. In addition, macro level factors such as trade wars, policies at the macro country level, political social responsibility initiatives or new regulations fighting greenwashing, may act as key contingencies on how these actors influence MNE political behavior. The key role of these actors in affecting MNEs' CPA in developed and emerging markets will be discussed.

## F02.12P: Panel: Teaching Innovations, Best Practices, and Trends in the Use of Technology in the Classroom

*Time:* Friday, 13/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U6  
*Session Chair:* Ronaldo Couto Parente, Florida International UNiversity

Panel

Panelists:  
Erica Kovacs (Indiana University)  
Elizabeth Moore (Northeastern University)

### **Teaching Innovations, Best Practices, and Trends in the Use of Technology in the Classroom.**

**R. C. Parente<sup>1</sup>, E. Kovacs<sup>2</sup>, C. Casnici<sup>3</sup>, E. Moore<sup>4</sup>, L. Pacheco<sup>4</sup>**

<sup>1</sup>Florida International UNiversity, United States of America; <sup>2</sup>Indiana University; <sup>3</sup>University of Leeds; <sup>4</sup>Northeastern University;  
[rcparent@fiu.edu](mailto:rcparent@fiu.edu)

The COVID-19 pandemic was a catalyst for the growth of online and hybrid instruction. Demand for online and hybrid IB and management courses at colleges and universities is at an all-time high. But while the quantity of such courses has increased dramatically, their quality has often lagged, with both students and faculty expressing frustration at the limitations imposed by Zoom and other technological platforms. Meanwhile, the advent of new technologies such as ChatGPT has made it easier than ever before for students to engage in cheating and other forms of unethical conduct. With that in mind, we propose an online/hybrid teaching perspectives panel that will examine recent technological trends in online IB education and instructor strategies for making online courses richer, more interactive, and more engaging for students.

## F02.12P1: Panel: Fostering Young and Mid-career IB Scholars to Develop “That’s Interesting!” Research and Career

*Time:* Friday, 13/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U356 ALMA MEDIA  
*Session Chair:* Tony Fang, Stockholm University

Panel

Panelists:

Peter Buckley (University of Manchester)  
Akiko Sato (Kyushu University)  
Axele Giroud (University of Manchester)  
Klaus Meyer (Ivey Business School)  
Matevz Raskovic (Auckland University of Technology)

### Fostering Young and Mid-career IB Scholars to Develop “That’s Interesting!” Research and Career

**T. Fang<sup>1</sup>, P. Buckley<sup>2</sup>, C. Bofo<sup>3</sup>, A. Sato<sup>4</sup>, A. Giroud<sup>2</sup>, K. Meyer<sup>5</sup>, M. Raskovic<sup>6</sup>, R. Lunnan<sup>7</sup>, T. Wei<sup>8</sup>**

<sup>1</sup>Stockholm University, Sweden; <sup>2</sup>University of Manchester, UK; <sup>3</sup>Leipzig University, Germany; <sup>4</sup>Kyushu University, Japan;  
<sup>5</sup>Western University, Canada; <sup>6</sup>Auckland University of Technology, New Zealand; <sup>7</sup>BI – Norwegian Business School, Norway;  
<sup>8</sup>Fudan University, China; [tony.fang@sbs.su.se](mailto:tony.fang@sbs.su.se)

The purpose of this panel is to offer a forum to discuss how to foster young and mid-career scholars to develop interesting research and career. There is a large body of literature as well as training manuals on young and mid-career scholars' competence upgrading and career development. However, this panel differs from most other existing contributions to this and other similar topics in terms of four aspects.

First, all the panelists have been earlier and/or are currently involved in the Young IB Scholars Workshops organized annually since 2021.

Second, we view young and mid-career scholars not only as people who are in need of care, attention, and assistance, but also as potential problem solvers.

Third, we discuss the importance of producing more disruptive knowledge in IB research that has the vision and courage to doubt, question and challenge established theories, assumptions and paradigms.

Fourth, we link research to career development by discussing, among other things, if and how interesting research can lead to the researcher's interesting and sustainable career development in the IB world.

## F02.14P: Book Launch: The Helsinki Internationalization Process Model

*Time:* Friday, 13/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U1

*Session Chair:* Rebecca Piekkari, Aalto Univ

*Chair:* Catherine Welch, Trinity College Dublin

Book Launch

### Book Launch: The Helsinki Internationalization Process Model

**R. Piekkari<sup>1</sup>, C. Welch<sup>2</sup>, M. Kosonen<sup>1</sup>, M. Forsgren<sup>3</sup>, P. Ghauri<sup>4</sup>, B. Petersen<sup>5</sup>, E. Paavilainen-Mäntymäki<sup>6</sup>, M. Gabrielsson<sup>7</sup>, J. Niskavaara<sup>1</sup>, A. Niittymies<sup>1</sup>, C. O'Higgins<sup>8</sup>, P. Kähäri<sup>1</sup>, A. Arslan<sup>9</sup>, M. Kontkanen<sup>10</sup>, L. Hurmerinta<sup>6</sup>, N. Nummela<sup>6</sup>**

<sup>1</sup>Aalto University School of Business, Finland; <sup>2</sup>Trinity College Dublin; <sup>3</sup>Uppsala University; <sup>4</sup>University of Birmingham; <sup>5</sup>Copenhagen Business School; <sup>6</sup>University of Turku; <sup>7</sup>HANKEN School of Economics; <sup>8</sup>University of Deusto; <sup>9</sup>University of Oulu; <sup>10</sup>University of Vaasa; [dina.myllymaki@aalto.fi](mailto:dina.myllymaki@aalto.fi)

Editors: Rebecca Piekkari and Catherine Welch

The book introduces the Helsinki Model of internationalization processes of the firm to a global audience. This model was originally developed by Reijo Luostarinen, who was Professor at the Helsinki School of Economics. Luostarinen's research is one of the neglected treasures of the field of international business. It has been overshadowed by the Uppsala Model, which is the better-known process model of firm internationalization from the Nordic region. Yet the Helsinki Model has much to offer. Grounded both in a uniquely comprehensive longitudinal study of the internationalization of Finnish companies and Reijo's practical experience of working closely with companies and policymakers, the Helsinki Model portrays firm internationalization as a systemic organizational change process of the entire company. In this book, contributors explore Luostarinen's legacy, and show how it can be used to re-energize the research agenda on firm internationalization processes.

## Posters 1

Time: Friday, 13/Dec/2024: 2:00pm - 3:00pm · Location: Otakaari, 1, Y-wing lobby  
Session Chair: Riikka Harikkala-Laihininen, University of Turku

### Microbiology Meet Me, That's Interesting! I. Emotions

**M. S. Bitsch**

Turku School of Economics, Finland; [marion.bitsch@utu.fi](mailto:marion.bitsch@utu.fi)

The understanding of ecological systems requires to clearly comprehend spatial scales and scaling, through time (Bitsch 2024b). Understanding coexistence, requires accounting for context. Issues of management require predictions on a range of timescales for time internalization (Bitsch 2024a). In business it is very seldom discussed the biological relevance of emotions, because these are assumed to be irrational, often natural, mostly contextually-relevant. Yet emotions can only be considered irrational to the extent that their microbiological metabolic origins remain voluntarily blinding. Emotions are produced through the biological signaling of the immune system. An informed brain is ultimately able to influence, which microbial cell will survive in the cell forming symbiosis (Berry 2019, 2022) giving birth to further energy flows, induced by the visceral system (Sonnenburg & Sonnenburg 2015); some neurological pathways are not responding to the microbiome signalling (Sharon et al. 2016).

The paper is a review on the role of the emotional aspect in the main journal of IB, the Journal of International Business Studies. The contribution of the paper is to introduce: the business relevance for Life sciences, the understanding of the microbiological origin of emotions.

### Unlocking the Power of Refugee Employee Integration: Workplace Integration Capacity

**R. Pesch<sup>1</sup>, S. Fitzsimmons<sup>2</sup>, E. Ipek<sup>3</sup>**

<sup>1</sup>Northumbria University, UK; <sup>2</sup>University of Victoria, Canada; <sup>3</sup>San Francisco State University, United States of America;  
[eipek@sfsu.edu](mailto:eipek@sfsu.edu)

In the wake of rising refugee movements, savvy business leaders see potential in integrating refugees into their workforce, both as a way to help others and to address labor shortages. But most managers have minimal experience integrating refugee employees, leading to outcomes ranging from triumphs to trials. This poster explains how companies can succeed in refugee workplace integration by drawing lessons from a three-year case study of a refugee integration program at a German manufacturing firm during a significant period of refugee arrivals. This poster presents a process model aimed at providing actionable guidance for practitioners involved in workplace integration.

### The Co-evolution of Internationalization and Technology Development: Exploring Their Interconnected Dynamics

**M. Soleimani**

Department of Management studies, Aalto University, Finland; [marzieh.soleimani@aalto.fi](mailto:marzieh.soleimani@aalto.fi)

High-technology firms and their internationalization process have been a controversial topic in IB and entrepreneurship fields. Studies indicate that the internationalization process and technology development process are closely intertwined and have an influence on each other. In other words, it is not possible to fully understand a company's international growth without considering how its technology developed. In a similar vein, understanding a firm's technological development requires considering its international activities (Filipescu et al., 2009).

The purpose of this dissertation is to contribute to knowledge on the internationalization patterns of firms with new-to-the-world technologies and to highlight the uneven and discontinuous nature of their internationalization. Moreover, despite the increasing number of high-tech firms with technology at the highest degree of novelty, the understanding of to what extent the process of developing a new technology affects a firm internationalization seems to be both unclear and inadequate. This research project aims to contribute to the evolving discourse and provide the needed theoretical contribution to the field by unboxing the construct of a high-tech firm's internationalization process on both early-stage startups and multi-national enterprises.

### Career Capital Development During Short-term Assignments: An Experiential Learning Theory Perspective

**M. N. Oquike**

University of Vaasa, Finland; [d118698@student.uvasa.fi](mailto:d118698@student.uvasa.fi)

As the nature of international assignments and work becomes increasingly dynamic, short-term assignments have emerged as a form of expatriate assignment that provides pivotal experiences that contribute to an individual's career capital. This qualitative study uses experiential learning theory (ELT) to explore how career capital is developed during short-term assignments. It aims to provide insights into how these assignments can be strategically used for career advancement and professional growth.

By applying ELT, we clarify the processes and mechanisms through which experiential learning in these contexts enhances career capital, providing insights into the interplay between structured learning processes and career development. Integrating ELT principles into career development practices offers a robust framework for understanding short-term assignments as an organizational phenomenon while expanding the literature on career capital development in international assignments.

The study design methodology and approach draw on in-depth interviews with short-term assignment participants within organizations to explore how ELT components like concrete experiences, reflective observations, abstract conceptualizations, and active experimentation within these assignments contribute to an individual's career capital development.

The findings of this study have significant implications for academics, individuals and organizations. Organizations can use these insights to design and implement short-term assignments that foster better employee experience, development and retention.

### Can a Country Like Colombia Have a Deep Tech Ecosystem?

**E. C. Manotas Rodriguez<sup>1</sup>, E. E. Manotas Rodriguez<sup>2</sup>, J. D. Martinez Toro<sup>2</sup>**

<sup>1</sup>Universidad Nacional de Colombia, Colombia; <sup>2</sup>OlarteMoure & Asociados, Colombia; [ecmanota@unal.edu.co](mailto:ecmanota@unal.edu.co)

The work seeks to propose a methodology that allows characterizing the Deep Tech ecosystem in emerging economies, prioritizing the research and development niches of Deep Tech entrepreneurship. The main actors or potential public and private actors of the Deep Tech entrepreneurship ecosystem are identified, and designs a survey that allows access to information that allows describing and delving into the characteristics of the actors in the ecosystem. In this way, indicators can be designed and applied to evaluate the Deep Tech entrepreneurship ecosystem based on the components: public and private financing for different stages of maturity of the ventures, capacity to produce research or technological results, demand analysis. market of prioritized verticals.

### **Refugee Entrepreneurs in Europe: How Palestinian and Sudanese Refugees Harness Skills to Boost Community and Socio-economic Wellbeing in France**

**E. CASCANT<sup>1</sup>, W. Y. Degbey<sup>2</sup>**

<sup>1</sup>JEAN MOULIN UNIVERSITY, France; <sup>2</sup>School of Management, University of Vaasa, Finland; [eunice.cascant@univ-lyon3.fr](mailto:eunice.cascant@univ-lyon3.fr)

Drawing on both Bourdieu's social and human capital theories, follows a two case study analysis to examine how Palestinian and Sudanese refugees harness skills to boost community and social-economic well being in France. Data was collected from 22 semi-structured interviews with refugees and refugee support service providers. Results reveal seven thematic categories : The first four categories include, (i) structural in the form of incubator internal and external networks, (ii) cognitive and symbolic, (iii) relational capital such as cultural-ethnic, diaspora, transnational, and host community networks in addition to (iv) human capital resources such as past entrepreneurial habitus and educational background. The second thematic categories are related to Palestinian and Sudanese refugee entrepreneurial contributions to the social and economic welfare of their target groups. These are aggregated into (v) ethnic enclave contributions, (vi) community contributions, and (vii) host country contributions. study exposes the new realities in refugee entrepreneurship research by integrating social and human capital perspectives to address how Palestinian and Sudanese refugees leverage their skill sets to benefit their communities. This study adds to scholarship by demonstrating how refugee ventures contribute to the social and economic welfare of their host economies beyond their local refugee communities .

### **Drivers of the Startups' Gender Funding Gap: A Systematic Literature Review and the Way Forward**

**C. Werfer, M. Yoveska, A. Mohr, A. Floh**

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Despite growing awareness of the gender funding gap in entrepreneurship, significant disparities persist in startup funding between female and male-led startups. To investigate the varying reasons for this, our systematic literature review (SLR) aims to consolidate research on the gender funding gap in the startup ecosystem. We analyze 139 studies from leading academic journals using a hybrid bibliometric and Theory-Context-Characteristics-Methodology approach. Our bibliometric coupling identified six thematic clusters: 1) Gender bias of investors, 2) Gender disparities in funding, 3) Crowdfunding success for females, 4) Cultural context and influences, 5) Female characteristics and language, and 6) Other environmental factors. The review reveals that female entrepreneurs face systemic biases when applying for funding exacerbated by gender homophily, cultural norms, network barriers, and investor behavior. Furthermore, we highlight cultural differences, showing that irrespective of a country's economic development females are consistently more disadvantaged than males. Crowdfunding, however, mitigates gender inequalities and supports female-like behavior. This review deepens understanding of the gender funding gap's origins, offering a framework for future research and action. Policymakers, investors, and support organizations can leverage these findings to promote equal startup ecosystems. Future research should examine the impact of long-term bias and develop strategies to support marginalized entrepreneurs.

### **From Aesthetics to Assets: Target Firm CEO Attractiveness and Acquisition Premium**

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Drawing on upper echelons theory, we argue that target firm CEO aesthetics play a meaningful role in M&A deal making. Considering the halo effect that may produce fairer treatment toward attractive individuals, we argue that those M&As with more attractive target firm CEOs will be perceived as more worthy, promising, and profitable. As such, those M&As will receive higher a premium compared to those with less attractive CEOs. Additionally, drawing upon the information economics literature, we argue that the positive association between target CEO attractiveness and acquisition premium will be more pronounced in the presence of higher information asymmetry (unrelated, cross-border acquisitions) when acquirers need to rely more on publicly available signals of target quality. Finally, integrating social identity theory, we argue that acquirers who perceive target firm CEOs to be more similar in terms of attractiveness will see more value in the target and thus pay a higher premium. We are collecting data on M&As between 2010-2019 from the Securities Data Company database, matched with financial and market return data from the COMPUSTAT and the Center for Research on Securities Pricing, and with hand collected CEO pictures.

### **AI-integration and Conflict in GVTs: The Role of AI-Human Interaction and Blended Sensemaking**

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Global Virtual Teams (GVTs), comprised of geographically dispersed individuals, face challenges related to conflict resolution and sensemaking. The integration of Artificial Intelligence (AI) into these teams introduces new complexities, altering team communication and problem-solving processes. While task conflicts can enhance team performance, relationship conflicts often undermine cohesion. This research addresses a significant gap by investigating how AI impacts conflict dynamics and sensemaking in GVTs. Drawing on sensemaking theory (Weick, 1995) and conflict theory (Jehn, 1995; De Dreu & Weingart, 2003), the study explores the role of AI in managing task, process, and relationship conflicts. Using socio-technical systems theory (Baxter & Sommerville, 2011), the study further examines how AI facilitates communication and conflict resolution while exploring the limits of AI in emotionally charged conflicts. The research objectives focus on how AI alters sensemaking, how it is



perceived by human team members, and how it can contribute to effective conflict resolution strategies. Through a mixed-methods approach, this study proposes an AI-Integrated Conflict Sensemaking Model that highlights the potential benefits and limitations of AI as a mediator in GVT conflicts.

### **Keeping the Conversation Alive: The Use of Mind Maps for Multiple Case Study Analysis**

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This poster shares a fresh methodological proposal for conducting multiple case study analysis in management research, incorporating the use of abduction and mind maps. Case studies are vastly used in management research, with Eisenhardt and Yin regarded as the two dominant authorities. While their works have contributed significantly to positioning the case study as a legitimate approach, critical scholars have noted limitations to their propositions by being positivist and linear and thus serving only one type of case study research. Another pitfall is that case researchers have sometimes turned to the mechanistic implementation of a technique with concrete procedures or templates. Being wary of this trend and acknowledging the contextual richness of case studies, I propose one alternative method that incorporates an abductive approach to the analysis of case study evidence, to conduct within-case and cross-case analysis with the use of recordings and mind maps. It allows keeping two conversations active and alive for a longer period. First, the use of recordings during analysis keeps the dialogue between researcher and participants alive, bringing the former back to the instance in which that conversation took place. Second, an abductive reasoning approach enables an active conversation between theory and empirical evidence.

### **Gender, Entrepreneurial Activities, and Internationalization in University Spin-offs**

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This study examines the role of public funding in promoting internationalization and gender equity in university spin-offs (USOs) from the State University of Campinas (Unicamp) in Brazil. Using data from Inova, Unicamp's technology transfer office, it explores how gender affects spin-offs' international expansion, particularly regarding access to funding and collaborations. Public funding, especially from the São Paulo Research Foundation (FAPESP), is critical in fostering internationalization for technology-driven ventures. Spin-offs with public investment are more likely to engage in global activities. However, gender disparities remain, with male-led spin-offs more frequently involved in international ventures. Public funding helps bridge this gap by enhancing collaboration between spin-offs and universities, supporting female-led ventures' growth and international ambitions. The research highlights the need for gender-responsive policies that support global expansion and inclusivity within entrepreneurial ecosystems.

### **Foreign Sales and Foreign Employment of Top 100 Non-financial MNEs**

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This study aims to investigate the relationship between the level of allocation of corporations' employees abroad of their home country and their foreign sales. Given the increasing mobility of employees and the unstable geopolitical situation in the world, an important and interesting aspect for research in this area is to understand for companies how such mobility can affect companies' revenue. Given such data, companies can plan how, by allocating employees to international subsidiaries, they can improve their financial performance. The sample of the top 100 largest non-financial corporations ranked by foreign assets for 2023 by UN Trade and Development (UNCTAD) was selected as the sample for the study. The results of the study showed a high positive correlation between the ratio of companies' foreign employees and foreign sales in this sample.

### **The Role of Critical Events in Brazilian Firms' Irregular and Interrupted Internationalization**

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It is well established that firms' internationalization journeys often exhibit irregularities, including foreign market exits and re-entries. The role of critical events or discontinuous 'happenings' that affect firms' internationalization pathways is less well-understood. Based on a qualitative study of Brazilian exporters, our study sheds light on how irregular and interrupted internationalization ensues, why this occurs, and what triggers firms to exit and re-enter international markets. We advance the view that interruptions to internationalization journeys are often triggered by critical events that emerge at environmental, organizational, and individual levels and are novel, disruptive, critical, and bound in space and time.

### **International Opportunity Identification: A Multilevel and Multi-perspective Analysis of Its Antecedents, Outcomes, and Measurement**

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The international opportunity identification (IOI) has become a central concept in International Entrepreneurship (IE) and International Business (IB) literature, and there is now a critical and disperse mass of literature related to this concept that needs to be organized and critically analyzed. Following a narrative review on its conceptualization, its levels of analysis ("the company" and "the individual") and its two perspectives (active and passive IOI), this study pretends to consolidate the existing body of information on IOI through a systematic literature review (SLR) employing the SPAR-4-SLR methodology. Specifically, from a multilevel and multi-perspective analysis, I focus on (i) analyzing its antecedents and effects on subsequent stages of the international entrepreneurial process and firm performance and (ii) examining the different measurement approaches used to measure IOI, an issue that generates constant debate regarding this concept. To this aim, an extensive search was conducted using the Web of Science and Scopus databases, carefully selecting 104 publications related to IOR from 2004 to June 2024. I

would like to emphasize that this study is in an early-stage of development, specifically in the assessing stage (evaluation sub-stage) of the SPAR-4-SLR methodology.

### **Humor as the Shared Language in a Multinational Creative Team**

**H. E. Savolainen**

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Multinational teams, characterized by members with diverse linguistic backgrounds, commonly select a shared working language, often English. While existing research has predominantly highlighted the negative impacts of foreign language use - such as trust issues, power struggles, and anxiety - little attention has been paid to how team members navigate and overcome these challenges. This study explores the role of humor as a shared language within a multinational team, drawing on ethnographic research conducted with a six-member creative team from five nationalities using English as their non-native common language. Contrary to previous findings, humor emerged as a dominant and thoroughly positive element in team interactions, leveling out language barriers. The study identifies various forms of humor, including coping with challenges, integrating outsiders, and embracing cultural diversity through self-irony. This humor fostered inclusion and a supportive atmosphere. The findings suggest that humor can cut across cultural and linguistic boundaries, acting as a unifying force within multinational teams. Despite limitations, such as the specific team context in a low power distance country, this research offers a positive perspective on foreign language use in multinational teams, highlighting humor's potential to enhance communication and team spirit.

### **Responsible Use of Artificial Intelligence in International Marketing: A Comparative Analysis of Multinational Enterprises**

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This study researches how leading multinational enterprises (MNEs) are integrating responsible artificial intelligence (AI) practices into their international marketing (IM) strategies. Although there is significant discourse on AI ethics, its specific application within IM remains underexplored. Our research addresses the question: How do MNEs use AI responsibly in IM decision-making? We analyze the ethical guidelines of the top ten MNEs listed in the Fortune Global 500, evaluating the comprehensiveness of their AI-driven marketing practices against the OECD AI principles, which promote innovation, trustworthiness, and respect for human rights and democratic values. By comparing these MNEs' practices with global ethical frameworks, our study offers valuable insights into the current state of AI ethics in international marketing. The findings highlight the crucial role of ethical compliance in maintaining trust across diverse markets and identify key areas for improvement. Additionally, the research underscores the need for further studies, particularly focusing on MNEs operating in regions with stricter regulations, to better understand the implementation of AI ethics in practice.

### **Navigating Translational Spaces in Multinational Corporations: Empirical Insights into Paraprofessional Translation Work**

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This paper draws on emerging research on paraprofessional translators to contextualize their practices in the global operation of multinational corporations (MNCs). Paraprofessional translators are employees who, while not hired as professional translators, undertake various translation tasks in the course of their everyday work. However, paraprofessional translation is likely to vary across contexts and only a handful of context-sensitive empirical studies exist in both Translation Studies and IB. Drawing on a case study of corporate R&D centers within a Nordic engineering multinational, we identify four translational spaces where linguistic, cultural, organizational, or knowledge-based boundaries were crossed within our case multinational. Furthermore, our case study sheds light on the key communicative acts of paraprofessional translators, which include translation decisions relating to mundane yet synergistic tasks to more complex and strategic activities. By doing so we demonstrate how the perspective of paraprofessional translators and translational spaces contributes to a better understanding of MNC operations on the ground.

### **Exploring International Marketing Activities for Technological Industrial Products with a Focus on AI-driven Account-based Marketing for International Customer Acquisition**

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Digitalization and the development of artificial intelligence (AI) have profoundly reshaped international sales and marketing, particularly for technological industrial products (Fischer et al., 2022; Moradi & Dass, 2022). This study explores how small and medium-sized enterprises (SMEs) in the heating, ventilation, and air-conditioning (HVAC) industry are navigating this shift. It focuses on the challenges these SMEs face in transitioning from traditional, resource-intensive account-based marketing (ABM) to AI-driven approaches (Burgess & Munn, 2021; Burgess & Shercliff, 2022). The research identifies a gap in understanding how SMEs are integrating AI-driven ABM to overcome hurdles in international customer acquisition in a digital global market. Through a multiple case study approach involving three HVAC companies, the study employs qualitative methods including semi-structured interviews and observational studies (Yin, 2009; Creswell, 2022; Stebbins, 2001; Morgan et al., 2016). Findings reveal that while digitalization has empowered buyers to conduct extensive pre-purchase research independently (Keegan et al., 2022), marketers must now leverage AI to provide personalized, timely responses that align with buyers' specific needs and regulatory requirements (Pascucci et al., 2023; Golec, Isaacson & Fewless, 2019). This study contributes to the theoretical understanding of how digitalization and AI reshape cross-border buyer-marketer relationships and international marketing strategies.

### **Scaling up the Small Companies in the International Triple Bottom Line Accelerator Program**

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Business accelerators are fixed-term, cohort-based programs that provide mentorship and culminate in public pitch events. While research on accelerators is still limited, their role in driving growth and sustainability for small—and medium-sized enterprises (SMEs) is underexplored. This study examines how business accelerators can foster sustainable international growth among small Finnish companies through a Triple Bottom Line (people, planet, and profit) approach. The qualitative data was collected longitudinally in January-August 2024 from seven Finnish small companies participating in an EU-funded accelerator program.

The study reveals that the program catalyzed change, particularly in internationalization goals and strategies related to the market niches and internal processes. While financial training laid the groundwork for international expansion, the socially and environmentally focused modules enabled the development of the companies' softer business aspects. The findings contribute to the Resource-Based View (RBV) in international entrepreneurship and offer insights for policymakers on enhancing financial instruments for SMEs seeking sustainable growth. The study also informs entrepreneurs about accelerator programs' value in driving business growth and sustainability objectives.

### **Nordic Natural Cosmetics' SMEs: Global Brand Identities and Consumer Perceptions**

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The growing trends in natural and upscale cosmetics have prompted a deeper investigation into the brand-consumer relationship within this sector. This study focuses on the key elements that Nordic upscale natural cosmetics small- and medium-sized enterprises (SMEs) consider when forming their global brand identity and image and consumers' primary associations and perceptions regarding these brands' identities.

Using a qualitative approach and Brand Identity Prism, we analyze two natural upscale cosmetics brands from Finland and Sweden with the data collected in the summer of 2024. Their strategic brand identity and brand image elements were holistically studied from both company and consumer perspectives. Our findings indicate that the brand identities of these SMEs are built around eco-friendly practices and natural and ethically sourced ingredients while embracing strong and visible connections to Nordic nature and particular countries of origin. Consumers associate these brands with purity, quality, and environmental consciousness while experiencing that brand personalities and interaction with the brand are currently weakly managed in both SMEs. The implications for the internationalization process and policymaking will be drawn out of these results.

### **Sensemaking in Business Model Innovation of Internationalizing SMEs**

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The study explores the role of sensemaking in the business model innovation (BMI) of internationally operating small and medium-sized enterprises (SMEs). Sensemaking is crucial for international entrepreneurship, as it helps firms interpret complex international environments, enabling the identification and capitalization of international opportunities. The research hypothesizes that increased sensemaking positively impacts both BMI and international performance, with BMI acting as a mediator between sensemaking and international performance. Using a sample of 162 Finnish SMEs, the study applies quantitative methods to examine the relationships between sensemaking, BMI, and international performance. The results indicate that cultural sensemaking influences BMI, while communication sensemaking affects international performance. Moreover, BMI is confirmed as a mediator between sensemaking and international performance. The findings emphasize the importance of cultural competence and communication strategies for SMEs entering foreign markets. The study thus contributes to international entrepreneurship research by providing empirical evidence on the role of sensemaking in BMI and its subsequent impact on the international performance of SMEs.

### **International Opportunities to Support People with Disabilities in Inclusive Entrepreneurial Ecosystems**

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There is a growing interest in involving people with disabilities (PWD) in entrepreneurial activities globally, driven by international policies and research. Geopolitical challenges, such as economic uncertainty and migration crises, have heightened the need for inclusive entrepreneurial ecosystems. However, PWD face numerous barriers, including financial constraints, limited education, and a lack of digital competencies. Entrepreneurship offers a path to economic self-sufficiency for PWD, but they often encounter institutional barriers, network limitations, and self-esteem issues, making them "missing entrepreneurs." Inclusive entrepreneurial ecosystems, which focus on social inclusion, are essential for addressing these challenges. Our research aims to explore the role of international opportunities in fostering these ecosystems. We conducted a systematic literature review to understand the current knowledge on inclusive entrepreneurial ecosystems for PWD. Our findings highlight the importance of institutional leaders, family support, and informal networks in overcoming barriers. International opportunities can inspire and guide the development of local ecosystems, providing access to global markets and best practices. Our study underscores the need for a comprehensive approach to fostering inclusive entrepreneurial ecosystems, emphasizing the symbiotic relationship between disabled and non-disabled individuals and the critical role of international opportunities.

### **Strategic Orientations as Determinants of Entrepreneurial Decision-making in Internationalizing SMEs**

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This study explores how different strategic orientations influence entrepreneurial decision-making in internationalizing small and medium-sized enterprises (SMEs). It focuses on three strategic orientations: entrepreneurial orientation, learning orientation, and environmental orientation. Entrepreneurial orientation is characterized by innovative, proactive, and risk-seeking behavior, while learning orientation emphasizes organizational culture supportive to employees learning. Environmental orientation in turn

focuses on sustainability, which is increasingly relevant in international business. The study examines how these orientations impact effectuation, a decision-making logic central to international entrepreneurs. Additionally, the study also assesses how these orientations influence causation, a more structured decision-making logic.

Using a survey of 148 Finnish SMEs, the findings show that entrepreneurial and learning orientations positively predict effectuation, while only entrepreneurial orientation predicts causation. Environmental orientation did not significantly impact either decision-making logic. The study contributes to the literature by offering a more holistic view of how strategic orientations influence decision-making processes in internationally entrepreneurial firms, addressing a gap where previous research focused on individual orientations. The results highlight the importance of strategic orientations in explaining effectual and causal decision-making in international entrepreneurship.

### **Towards a Sustainable Career: A Systematic Review and Future Research Agenda**

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In the past two decades, there has been increasing interest among scholars in sustainable careers. However, up until now, this body of research remains quite fragmented. To address this issue and to come up with well-grounded recommendations for future work, a systematic review of the existing empirical work on sustainable careers is necessary. In particular, this review focuses on two questions: 1) What indicators have been used in empirical studies to measure sustainable careers, and 2) Which key antecedents of sustainable careers have been identified. By delving into these questions, we aim to uncover the foundational elements that both contribute to and indicate one's career sustainability. Additionally, we will analyze the theoretical frameworks that have been adopted to study sustainable careers. Finally, we propose a general future research agenda, and then two focus areas that emphasize the temporal character and international context of sustainable careers.

### **The Interaction between Time, Sustainability, and Country of Origin Image in the Internationalization of Companies**

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This study investigates how time pressure, environmental sustainability, and the country of origin image (COI) interact in the internationalization process of companies. Organizational and environmental complexity affects international performance due to time constraints in developing absorptive and adaptive capacities. Time pressure can accelerate internationalization but also introduces risks, influencing strategic decisions such as sustainable practices and the use of COI. In high-uncertainty contexts, such as those faced by companies from emerging markets, flexibility and resilience can be critical factors. The research adopts a processual and contextual approach to time, emphasizing its influence on international market permanence, sustainable adaptation, and the construction of COI as a strategic resource. Using theoretical and empirical methods, the proposal includes an integrative literature review and multiple case studies in sectors such as wine and cocoa. We contribute to international business literature by exploring the interactions between time, sustainability, and COI, and their influence on the success of the internationalization of Brazilian and French companies.

### **Unpacking Managerial Decisions in Platform Internationalization: Exploring Cognitive Shifts in Early-stage Decision-making**

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This study will examine how managerial cognition shapes decision-making in platform ecosystem internationalization, with a focus on cognitive shifts during the early stages of strategic development. While most international business (IB) research explores firm or market-level factors, this study will investigate the often-overlooked cognitive processes behind these decisions. By applying a microfoundation perspective, we will explore how fragmented cognitive frames among ecosystem participants evolve and align, shaping both platform development and internationalization strategies. The research will offer a methodological contribution by using cognitive mapping to capture real-time shifts in managers' thought processes. This approach will reveal how different experiences, firm sizes, and digital capabilities drive cognitive alignment within ecosystems. By doing so, we aim to provide new insights into how these cognitive processes impact strategic decisions in international markets. Our findings will not only bridge the gap between platform ecosystem and internationalization research but also challenge traditional data collection methods in IB, advocating for a more dynamic approach to understanding decision-making. Ultimately, this study aims to provide a nuanced view of how managerial cognition influences the development and internationalization of digital platform ecosystems.

### **To Stay or to Leave? The Lived Experiences of Highly Skilled Migrants in Small Developed Countries**

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This paper discusses the growing importance of research on international migration, focusing on the challenges faced by highly skilled migrants (HSM) in small developed countries. The study aims to examine the migration context and experiences of HSM in Finland and Slovenia, two countries characterized by strict migration policies, culturally inaccessible environments, and complex languages. The research seeks to contribute to the understanding of how formal and informal institutions, particularly cultural tightness and accessibility, shape migrants' experiences during the acculturation process. The study employs a qualitative approach and uses theoretical sampling to compare and analyze the cases of Finland and Slovenia, which share similar outcomes in terms of ineffective immigration policies for attracting HSM but present distinct cultural and institutional conditions.

## The contribution has been withdrawn.

### Enabling Digital-Based Internationalization of Smaller Enterprises in Emerging Markets: The Dynamic Roles of Platform Ecosystems and Second-order Ecosystems

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### Global Beats: Unpacking the Impact of Globalisation on International Music Trends and Artist Success

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This study investigates how globalisation has affected international artists in the music industry on a global scale. Analysis was carried out on the Billboard Hot 100, a dataset which encompasses the consumption of music from all over the world and ranks the top 100 songs that are globally trending. The paper has focused on three core aspects of the music industry; changes in music distribution, consumption patterns and cultural influences in order to analyse the effects of globalisation as thoroughly as the constraints of this paper have allowed. The findings of this paper concluded that only the most recent technological change — the introduction of streaming services - has made a noticeable impact on the success of international artists, the change from physical to digital (with the introduction of MP3) was not significant enough. Consumption pattern changes hold a major importance in reducing the domination of artists from the USA within global charts and giving international artists a chance to be discovered, the vast increase in ways consumers can discover music is no longer limited to country barriers or technological drawbacks, they are free to consume music internationally from their devices at home.

### Optimal Structuring of Project Finance Loans: Enhancing Flexibility in Loan Contracts through Real Options Theory

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The paper explores the integration of real options theory (ROT) into project finance loan structures, aiming to enhance flexibility and improve risk management. Project finance is commonly used to fund large-scale infrastructure projects, which often face uncertainties and risks. ROT provides a framework for managing these uncertainties by allowing investors and lenders to adapt decisions based on changing market conditions. Through a conceptual literature review, this research identifies the limited application of real options in project finance and proposes a framework to incorporate them into loan contracts. The findings offer both theoretical insights and practical applications, suggesting a more flexible approach to structuring project finance deals.

### Indie Games Development and Internationalization

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This study aims to elucidate the characteristics of the internationalization process in indie game development organizations. While internationalization processes have been extensively researched across various organizations and industries based on frameworks such as the Uppsala model and Born Global theory, there is a notable lack of research focusing on the game industry, particularly the rapidly growing sector of indie game development organizations. The indie game market involves unique elements, including relationships with large-scale platforms and the utilization of AI technologies, suggesting that its internationalization process may be distinctive. From this perspective, this research analyzes how indie game development organizations based in Japan have internationalized and successfully diffused their games globally. The method employs qualitative analysis of secondary sources, including interviews with developers. The findings reveal the existence of multiple internationalization processes, and consequently, game diffusion processes within the indie game market.

### Recent Changes in International Management: A Descriptive Analysis of Japanese MNEs

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This study aims to elucidate the recent changes in international management practices, such as overseas expansion and expatriate assignments. Research on reshoring suggests that COVID-19 may accelerate corporate reshoring initiatives. Similarly, expatriate studies indicate potential shifts in management approaches. While past studies point to various possible changes in international management practices, quantitative data on specific changes, such as the number of companies or expatriates, are seldom reported. This study reanalyzes publicly available data on Japanese companies to examine the structural changes in international management practices following the onset of COVID-19. Our analysis yields two primary findings. First, the trends in overseas expansion and withdrawal of Japanese companies since COVID-19 vary by region. Second, while the overall number of expatriates has decreased, some companies have increased their expatriate assignments.

### Building Resilient Global Value Chains through Industrial Symbiosis

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The concept of a circular economy, which aims to achieve zero waste, is gaining momentum among many nations. Transitioning from a linear to a circular economy in the industrial sector are believed to greatly enhance global economic resilience. In this context, Industrial Symbiosis emerges as a crucial tool to facilitate the shift towards a circular economy (Herczeg et al., 2018). To address the research question: How may industrial symbiosis strengthen the resilience in global value chains? we have chosen a qualitative approach. We will investigate how companies in two different clusters (e.g. maritime and furniture) are

collaborating in developing industrial symbiosis within and between each cluster. Data will be collected through semi-structured interviews of key informants of organizations in the mentioned clusters and from companies in the construction industry. The context for our study derived from observing the tremendous amount of usable waste (e.g., sand, wood, and alike) that occupies large pieces of land (or warehouses), while companies are importing similar raw materials from all over the world. These two clusters were chosen because they are among Norway's largest exporting industries with a significant global reach. Additionally, their extensive network of suppliers is integrated into a global value chain

### **Factors of CEO Localization at Foreign Subsidiaries: Case Study of a Japanese Automobile Manufacturer in Taiwan**

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The purpose of this research is to clarify the factors influencing the localization of top management in subsidiaries of Japanese multinational enterprise (MNEs). From reviewing previous research on international human resource allocation, the elements required for top management in foreign subsidiaries vary depending on factors such as the subsidiary's age and role, the relationship between the parent company and the subsidiary, and the balance between global integration and local responsiveness. However, few studies have addressed the long-term transition of top management within a single company. Furthermore, quantitative research has limitations in identifying the underlying factors driving changes in top management. Therefore, this study presents a case study of Kuozui Motors, a vehicle manufacturing subsidiary of Toyota in Taiwan, to elucidate the changes in top management and the factors influencing them. As a significant finding of this study, Kuozui's launch of exports to the GCC countries meant that the company needed to continuously enhance its organizational capabilities with a view to global competition, which became a driving factor for the localization of the CEO.

### **How Can Estonian Wood Manufacturing Firms Enter into German Value Chains: An Alliance and Digitalization Perspective**

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This study explores how Estonian wood manufacturing firms can successfully integrate into German value chains, focusing on alliances and digitalization strategies. Germany's high demand for sustainable wood products and advanced manufacturing technology makes it a key target market. However, Estonian firms face challenges such as information asymmetry, regulatory compliance, and limited market access. Using firm theory, business model innovation, and Industry 4.0 frameworks, this research investigates how Estonian firms can overcome these barriers through strategic alliances, institutional collaboration, and digital platforms like blockchain for supply chain transparency.

A mixed-method approach, including qualitative comparative analysis (QCA), is employed to gather insights from interviews and quantitative data analysis. Preliminary findings suggest that reducing information asymmetry through digital tools and forming strategic alliances are crucial for successful integration. The study offers recommendations for Estonian firms to adopt Industry 4.0 technologies, pursue sustainability certifications, and actively engage in German industry networks.

This research contributes to the understanding of how small and medium-sized enterprises (SMEs) from smaller economies can enter the value chains of larger markets. Future research will evaluate the long-term impact of strategic alliances and foreign direct investment on export growth and explore the model's applicability across different industries.

### **Resilient and Sustainable GVCs: Strategies, Growth Trajectories, and Business Models of Italian Manufacturing SMEs Involved**

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Repeated external shocks emerging from differentiated sources are posing significant challenges to multinational enterprises and to smaller firms in a wide variety of sectors and nations. The aim of this study is to explore the dynamics and possible evolutionary paths of global value chains (GVCs) in which smaller Italian manufacturing companies are involved. The study will employ an exploratory research methodology based on multiple case studies. We will create a panel of business cases with an in-depth analysis of a set of pilot case studies. We will also simulate alternative scenarios in order to highlight the different possible growth trajectories, strategies, and business models of SMEs as key actors in these GVCs. This research will contribute to the research streams studying the relational dynamics within the GVCs between lead firms and subcontracting companies. From managerial implications, this study will enable SMEs to make better-informed decisions regarding their business models and strengthen their capacity to respond to abrupt shocks within the GVC of lead firms.

### **Decoding the Managerial Mind: Unveiling Reasoning Styles in Foreign Market Selection Decisions**

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This study explores how managers justify their foreign market entry decisions by examining the reasoning behind the market selection. The selection of international markets (IMS) represents a foundational decision in the firm internationalisation. Prior IMS research is either based on firm/market level drivers of the market selection identified via surveys, or on managerial factors based on interviews. We focus on identifying the dominant elements managers apply in their decision making while reasoning their decisions. By combining experimental research design both with open ended questions about reasoning and with traditional survey data about company's past internationalisation behavior, we are able to gain deeper and richer insights regarding the decision making behind the choices made at the moment of the decision making. By examining the distinct characteristics within the reasoning process, we aim to elucidate how decisions are made, emphasising the unique elements associated with decisions and how these elements co-emerge. Through this analysis, we hope to shed more light on the ways decision-makers formulate

their choices (Slovic, 1995). Results suggest subtle differences in reasoning depending on the prevailing environment and managers' level of certainty about the success of the entry.

### **The Growth and Capability Development of EMS Company in GVC: A Case Study of Hon Hai Precision**

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In the growth and capability development of organizations, exploring a wide range of technologies helps accumulate diverse knowledge, improving adaptability. However, focusing on specific areas enhances agility by allowing quicker responses to market changes. Organizations often face the challenge of balancing the deepening of expertise with expanding their exploration scope, all while managing limited resources.

In the fast-paced electronics industry, EMS (Electronic Manufacturing Services) companies in the Global Value Chain (GVC) must handle a broad range of technologies to meet the demands of rapid product introductions from brand manufacturers while maintaining agility.

This study examines the relationship between expanding exploration scope and agility in responding to environmental changes, focusing on EMS companies' challenges. It uses a qualitative analysis of Hon Hai Precision's (Hon Hai) patent data and historical records to explore how the company's exploration scope affects its agility in R&D and capability development.

### **Migrants Working in Finland: Boundary Formation of Community and Social Group**

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I aim to contribute to migrant research by exploring business expatriates and refugee workers in Finland. This study adds to community and social group research. Communities are rarely scrutinized from the view of symbolic boundary formation. This study of business expatriates and refugee workers gives a unique comparative view of symbolic boundary formation. The boundary formation opens the causes of being part of communities on and off the job -and the opposite, without being a part of a community. This study explores the kind of communities and loose social groups among migrants and the issues of symbolic boundary formation in different communities. The theory used in this study is based on the theory of symbolic boundaries (Lamont and Molnár, 2002; Pachucki et al., 2007). The research subjects are business expatriates sent to Finland by foreign organizations and refugee workers who have had to move abroad. Empirical research uses ethnographic and qualitative methods. Several steps are needed to be used in the analysis. Finally, a comparative approach arranges the results.

### **The Role of Language in Legitimizing a Small Firm as "International"**

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For an early internationalizing small firm, gaining legitimacy among its international customers is crucial. Legitimacy refers to the social judgment by stakeholders that an organization fulfills their expectations and is to be taken seriously. One way for new organizations to gain legitimacy is to imitate the identities of existing organizations to define who they are as an organization. This study, based on a qualitative single case study and an interpretive approach, aims to contribute to the language-sensitive literature in International Business. It illustrates how a small software-as-a-service firm, based in Finland, communicates its international identity through language choices similar to its competitors and customers, predominantly multinational enterprises based in Europe and North America. According to the company's self-description, it is indeed international as it serves customers worldwide and employs individuals who speak various native languages. However, the firm has shifted away from a multilingual approach and now emphasizes English in its external communications. Semi-structured interviews reveal a narrative where English is portrayed as the language of international firms. Consequently, the firm's language choices are a way to establish itself as a legitimate actor among other international firms.

### **What Drives Development of International Dynamic Marketing Capabilities? the Role of Organizational Slack and Technological Turbulence of the Environment**

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International dynamic marketing capabilities (IDMCs) have emerged as a crucial determinant of organizational success in foreign markets. This study examines external and internal factors as antecedents of IDMCs, focusing on a sample of Polish export manufacturers (n=277). Our findings indicate that both external and internal factors significantly contribute to the development of IDMCs. Notably, technological turbulence and organizational slack are positively related to IDMCs, both directly and indirectly. This research adds to the existing literature by underscoring the importance of maintaining slack resources as a means to enhance organizational agility and partnering capabilities, which in turn lead to stronger IDMCs and improved performance in international markets. Additionally, it highlights the pivotal role of technological turbulence, in shaping IDMCs, thereby contributing to the broader debate on determinism versus strategic choice in organizational development. Given that IDMCs reflect a firm's ability to proactively seize new opportunities in international markets, the study raises an intriguing question: What are the roles of external and internal antecedents, and to what extent can they be analyzed independently? Our results suggest that a comprehensive understanding requires considering both sets of factors, with technological turbulence and the often-overlooked role of organizational slack being particularly significant.

### **Workplace Physical Activity Interventions for Employees in International Retail Sector: A Literature Review**

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The well-being of retail employees is crucial for improving productivity and reducing turnover in companies around the world. Previous research has primarily focused on the impact of workplace conditions, employee engagement, mental well-being and organisational support on employees' overall well-being. This review focused on the literature on physical well-being and sport-based interventions in the workplace. In searches of the EBSCO, Web of Science and Scopus databases as well as Google Scholar, we found only two qualitative and five quantitative articles that fit our inclusion criteria. The central findings indicated that well-being interventions, such as walking and table tennis; flexible work schedules; and employee recognition programmes significantly enhance job satisfaction, reduced stress and improved physical health and well-being. Furthermore, improved physical well-being led to increased productivity. Despite positive outcomes, there is a notable lack of both comprehensive research on the long-term effects and their impacts. Comparison of the effects of diverse retail employee demographics, such as insurance or work culture characteristics. Topic is vital for supervisors, human resource management (HRM) and company leaders because investing in well-being initiatives not only fosters a healthier and more motivated workforce, but also drives better business outcomes as well as employee retention.

### **Culture and Vitality**

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EIBA Conference 2024

Poster Abstract

The European collaborative RDI program for a science, culture and arts driven growth and dynamism based on regions, cities and localities as ecosystems

We propose a European-wide RDI networks for universities, firms, public agencies, regions, and cities. These are experimentative and participative RDI networks of ecosystems that bring about new value-driven and immaterial economic growth in Europe.

The networks are focused on strengthening the role of European sciences, culture and arts in the future development.

Our proposed network of experimentative and participative RDI ecosystems may improve European regional vitality as a source for qualitative growth that is sustainable and improves social stability, security, and wellbeing of people and the Nature.

European firms, regions, and cities may together provide new insights about the future opportunities even globally. This may be done by local anchoring of experimentative and participative RDI for future growth.

The locally anchored European collaboration of firms, regions, and cities in experimentative RDI may balance the overall development by providing new paths even for the Big Tech and global economy driven RDI.

### **Headquarter Opportunism in Multinational Enterprises: Manifestations and Consequences**

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In the extant literature on multinational enterprises, parent headquarters (HQs) are primarily attributed benevolent roles with regard to their perceived and actual intentions (Foss et al., 2012). While agency scholars acknowledge that principals can behave opportunistically (Perrow, 1986; Wiseman et al., 2012), 'principal opportunism' has received little attention in the context of headquarter-subsidiary (HQS) relationships (Hoenen & Kostova, 2015). This study addresses this gap by exploring manifestations and consequences of HQ opportunistic behavior. Using a qualitative approach, we conducted first semi-structured interviews with managers from HQs and subsidiaries across Europe and North America. Our preliminary findings suggest that HQs tend to behave opportunistically towards strategically important and geographically close subsidiaries. In response, subsidiaries engage in counter behaviors. These preliminary findings challenge traditional assumptions and highlight the complex power dynamics that shape HQS relationships.

### **A Systematic Literature Review of International Strategic Alliance Research: Synthetic Progress and Future Agenda**

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International strategic alliances (ISAs) have been a research focus for more than three decades, yet the literature on non-equity ISAs is rather sparse. The area warrants further investigation, given that ISAs are still frequently emerging under environmental turbulence and technological advancements and that non-equity ISAs particularly present tensions. Focusing on non-equity ISAs, this paper examines sample features, constructs, and mechanisms to develop a holistic view of existing research. It looks at past ISA characteristics and activities to identify how today's practice differs; it seeks to mirror how relevant research has evolved to date. The study adopts a systematic literature review approach. Articles from top journals are selected with specific criteria and analyzed through content coding. Critical issues including ISA formation, governance mode choices, contractual and relational mechanisms, knowledge transfer, and performance are reviewed. The motives, antecedents, or determinants of the processes and outcomes, as well as the moderators that condition the various relationships, are assessed. Based on the synthetic analysis of existing studies, the paper offers insights into the intricate dynamics and contexts of ISAs and proposes several future research directions such as more emphasis on operational-level employees, decision alignment processes, and broader governance tools.

### **Digital Entrepreneurship, Effectuation and Internationalization in the Global Dog Training Industry**

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This early-stage research project addresses Zahra et al's (2024) call for more context-embedded "big T theorizing" in entrepreneurship research that challenges prevailing assumptions about entrepreneurship. Examining digital entrepreneurship, effectuation and internationalization within the global dog training industry – focused on the fear-free/positive reinforcement



(FF/R+) movement, conceptualized as a global virtual community of practice – this research seeks to uncover what motivates knowledge-intensive business service (KIBS) entrepreneurs to internationalize, what challenges they face and how internationalization allows them to shape industry evolution, emerging regulations, social change and accepted ethical principles. It builds on existing research about internationalizing service entrepreneurs, whose internationalization paths may emerge as a byproduct of network development (see Johanson & Vahlne, 2009; Turunen & Nummela, 2017). As a prolific consumer of FF/R+ dog training services embedded in this community of practice, the author will collect in-depth qualitative data through interviews with dog trainers who serve an international customer base and dog owners who consume their services. In addition to a more nuanced understanding of the internationalization paths of KIBS businesses, this paper also responds to Heinonen's (2024) call for researchers to examine how foundational service marketing theories may be applied and adapted in complex and dynamic market contexts.

### **Europe Without Income Borders: EU Accession and Income Inequality in Post-socialist Countries.**

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This study explores how EU membership affects income inequality in post-socialist countries that joined in 2004, 2007, and 2013. It assesses whether EU accession has reduced income disparities by comparing these member states with non-members and examining changes in inequality before and after accession.

The purpose of this article is to examine to what extent the impact of the channels influencing the level of the Gini coefficient, and affected by membership in the European Union differed after accession from their impact before it and the post-socialist countries that did not join the community. The approach seeks to examine whether, if the countries studied had not undergone accession, but had obtained the same results in terms of economic development, education, social security and migration, the level of the Gini coefficient might have been higher. To this end, an assumption is also made that the determinants which, according to the literature, led to an increase in polarization had a weaker effect than in the counterfactual scenario.

The study found that EU membership led to statistically significant differences in income distribution compared to non-member post-socialist countries and to the years before accession, indicating that without joining, income polarization would likely have been higher.

### **Vuca and Reshoring: Reverse Internationalization?**

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Over the past five decades, globalization surged, with multinational corporations and, more recently, small and medium-sized enterprises expanding internationally. Key drivers included economic liberalization in the Western countries, the rise of Asian economies, and China's "open door" policy. Outsourcing and offshoring became strategic tools for firms to leverage global advantages.

Researchers and managers agree that the location of a firm's operations is an important strategic determinant affecting production costs, diversification, global outreach, and overall competitiveness. In this context, outsourcing and offshoring emerge as deliberate strategies firms adopt to harness the benefits of comparative global location advantages. However, recent events like the US-China trade disputes, the Covid-19 pandemic, and Russia's invasion of Ukraine have disrupted globalization, leading to increased nationalism and protectionism. These disruptions have exposed vulnerabilities in global supply chains, prompting firms to consider "reshoring"—bringing operations back to their home countries.

This study explores 1) how the recent VUCA environment has affected the drivers of reshoring decisions and 2) How managers foresee the prospects for reshoring in the near future.

We will study the reshoring behaviour of Western European and North American firms in reaction to recent VUCA events.

### **National Security in IB Research**

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The traditional focus of International Business (IB) research has been on Multinational Enterprises (MNEs) and their economic interactions with various environments, including regulatory barriers. However, with growing geopolitical tensions, many countries now view certain Foreign Direct Investments (FDIs) as potential threats to national security. FDI screening mechanisms, which allow governments to scrutinize and block certain investments, have become more common in regions such as the USA, China, and the European Union. This study reviews key arguments around FDI screening, particularly in industries like healthcare, food supply, energy, telecommunications, and transportation. These sectors are susceptible to risks such as inequity, espionage, and infrastructure control, which can impact national security and societal functionality. As nations adopt stricter measures to protect critical industries, MNEs must navigate a shifting landscape. The paper highlights the need for IB scholars and practitioners to consider national security concerns as a significant factor in international business decisions.

### **International Sales Failure: Definition and Exploring the Antecedents**

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Our study explores sales failure, its definition, and factors leading to it in the international sales setting. Sales failure causes long-term consequences, and lost sales can significantly impact the company's success (Dixon et al. 2001); sales management research has largely focused on sales performance, not sales failures (Fine, 2007). In particular, research on failure is very rare in international sales. Johnson et al. (2016) point out that sales failure causes different outcomes. At the beginning of the sales process, it is important to recognize whether the prospect is worth pursuing. The sales process can be stopped at the initial stage

(i.e., failing fast) to free up resources for more promising sales opportunities (Friend et al., 2019). Our study aims at contributing to sales management literature and bringing new insights how to manage sales failures.

### **A Sustainable Approach for Earth Observation Satellite Constellations Space Firms to Scale up**

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As the space industry experiences a paradigm shift from government-led to private-dominated exploration, Low Earth Orbit (LEO) is becoming increasingly privatized. The rapid growth of satellites in LEO, expected to grow over 100,000 in the next decade (Hall, 2021), is primarily driven by the emergence of small satellite constellations developed, manufactured, launched, and operated by small businesses. While these constellations, referring to groups of satellites that have similar types of functions such as GPS, offer immense potential for technological advancements and societal benefits, their rapid growth also creates significant challenges. These challenges include the potential for increased orbital debris, satellite collisions, astronomical interference, and increased emissions from rocket launches and satellite reentries (Bernhard et al., 2023). In this paper, we study the dynamic and evolving landscape of satellite Earth Observation (EO) constellations owned by small businesses, emphasizing the critical need for sustainability in their design, deployment, and operation. EO refers to the use of remote sensing technology to monitor the Earth's characteristics (EUSPA, 2023, 2024). We are especially interested in satellite-based EO as the data acquired through EO constellations can be processed and analyzed to be employed in a wide range of applications and industries.

### **Construction of National Identity through Language and Materiality: The Dualism of Post-colonial and Nationalist Discourses in the Identity Work in Mncs.**

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This study aims to understand how employees construct their national identity in interactions with and in relation to their local and overseas counterparts in multinational corporations (MNCs). I study the phenomena of Chinese employees' use of English names, mixed use of English and Chinese language, and dress in offices in multinational organizations. Drawing on a hybridization processes lens, I elaborate on how identity work evolves by looking into how Chinese employees initiated to adopt an English name, mix the use of Chinese and English language, and apply to dress code policy at work and how these phenomena develop with contextual change. I found that contextual conditions are essential to the identity work evolving process.

### **Exploring the Technology Acceptance Model for Work from Anywhere Mode Among Students in Czechia, Estonia, and Poland**

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**Purpose:** To explore the acceptance of the Work From Anywhere (WFA) model among students from Czechia, Estonia, Poland and to understand the factors influencing their preferences and attitudes towards this work mode.

**Design/Methodology/Approach:** The study was conducted using an online survey among students from economics and business schools in the three countries. Correlations between work mode preferences (remote, hybrid, office) and key factors such as flexibility, work-life balance, and social influences were analyzed, also the SEMI (with Smart PLS) based on Technology Acceptance Model was prepared to analyze the relation between social factors, perceived usefulness, perceived ease of use of WFA and attitudes and behavioral intentions towards WTA.

**Findings:** PU and PEOU were found to be key factors influencing the acceptance of the WFA model. Social influences varied by country, and work mode preferences significantly impacted expectations related to flexibility and collaboration.

**Practical Implications:** Employers should communicate the benefits of remote work and adapt strategies to specific cultural contexts to effectively attract and retain Generation Z talent.

**Originality/Value:** This study provides unique insights into the preferences of the younger generation regarding WFA, highlighting the importance of technology and social influences in the acceptance of flexible work models.

### **Friendshoring and Its Relevance to Global Value Chains and Global Strategy of Multinational Enterprises**

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The idea of friendshoring is examined in this work along with its importance to global value chains (GVCs) and the strategic operations of multinational corporations (MNEs). Amidst growing global trade instability, geopolitical tensions, and the COVID-19 pandemic's effects, friendshoring emerges as a critical strategy. It is a practice of relocating supply chain activities to countries that are politically and economically aligned with one's own country. Through an analysis of theoretical underpinnings and effects on GVCs, this article demonstrates how friendshoring improves supply chain performance. Its distinct benefits are shown by comparisons with offshoring, nearshoring, and reshoring. In addition, it suggests future research avenues. Ultimately, friendshoring is portrayed as a progressive strategy that can tackle current global issues and positions MNEs for long-term success and sustainable growth in a challenging global environment. This analysis adds insights into the debate about international corporate strategy as well as its practical implementations.

### **Leadership Styles and Teams Effectiveness: Virtualisation, Spatial Dispersion and International Cultural Diversity Context**

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International virtual teams (IVTs) are a very dynamically developing form of work organization within or across the structures of international organizations, often undertaking projects crucial to these organizations. The effectiveness of international virtual teams IVTs depends on many factors, of which the leadership style in the team is of key importance. This paper presents research dedicated to identification of the most desirable leadership style in IVTs, supporting teams effectiveness in the context of their virtualization, spatial dispersion, and international cultural diversity of their members. The study shows results of testing hypotheses regarding the influence of three leadership styles (transformational, transactional, and laissez-faire) on team effectiveness and the influence of teams' virtualization, spatial dispersion, and international cultural diversity on the strength of these relationships. Empirical results of surveys with 300 employees of international organizations indicate a positive influence of transformational leadership on the effectiveness of IVTs and a negative influence of laissez-faire leadership. The hypothesis regarding the positive influence of transactional leadership on the effectiveness of IVTs is not supported. The study also shows that the degree of team virtualization, spatial dispersion and international cultural diversity have diverse effect on the studied relationships between leadership styles and team effectiveness.

### **Systematic Literature Review of Research on Sustainable Careers: Directions for Research in the Global Career Context**

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Over the past decade, research on sustainable careers has gained significant interest among scholars and practitioners alike, leading to a notable rise in scholarly work in this field. However, up until now, this body of research remains quite fragmented. To address this issue and to come up with well-grounded recommendations for future work, a systematic review of the existing empirical work on sustainable careers is necessary. In particular, this review focuses on two questions: 1) What indicators have been used in empirical studies to measure sustainable careers, and 2) Which key antecedents of sustainable careers have been used. By delving into these questions, we aim to uncover the foundational elements that both contribute to and indicate one's career sustainability. Additionally, we will analyze the theoretical frameworks that have been adopted to study sustainable careers. Finally, we propose a future research agenda that emphasizes the temporal character and international context of sustainable careers.

### **Towards SMEs' Sustainability Innovations: Unlocking the Potential of Boundary-spanning Infrastructures Within Multi-tier Sustainable International Supply Networks**

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As global supply chains evolve towards complex multi-tier networks, integrating sustainability and innovation becomes imperative. Yet, the specific contributions of boundary-spanning infrastructures, comprising diverse stakeholders beyond traditional supply chain actors, remain underexamined in these international contexts. So, this research examines the role of boundary-spanning infrastructures in fostering sustainability innovations within complex, multi-tier sustainable international supply networks involving SMEs. By focusing on these infrastructures as structured networks of diverse elements, the study explores how their dynamics and tensions, arising from diverse stakeholder interests and institutional logics, influence sustainability innovations. Our qualitative research, employing a multiple-case study design and abductive logic in a real contextual setting, utilizes thematic analysis and semi-structured interviews, focusing on multi-tier international energy supply networks whose focal firms are SMEs located in Finland. This research extends the focus beyond previous research by offering empirical evidence from SMEs within these networks. By elucidating the mechanisms through which infrastructures affect sustainability innovations across multi-tier international sustainable supply networks, this study contributes to both theoretical advancements and practical implications for the research domains.

### **What the Pharmaceutical Industry Tells US about Dependencies in Global Value Chains**

**O. Durhan**

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This paper examines dependencies in global value chains (GVCs) within the context of pharmaceutical industry, focusing on the generic drug segment. The COVID-19 pandemic exposed critical vulnerabilities and dependencies in pharmaceutical supply chains, particularly in the reliance on China and India for active pharmaceutical ingredients (APIs) and finished formulations. Drawing on resource dependence theory (RDT) and supplier-centric GVC governance, we propose a nuanced typology of dependencies in GVCs, categorizing them into interfirm, locational, and strategic dependencies. These dependencies correspond to distinct units of analyses, but also interact across different wavelengths. We use firm-, country-, and product-level data to map the global structure of the generic pharmaceuticals value chain in an exploratory fashion. We then apply our novel typology to the main actors of the generic pharmaceuticals GVC. Our analysis reveals that while developed economies face strategic dependencies on certain pharmaceutical imports, less-developed regions suffer acute vulnerabilities impacting public health. We emphasize the high levels of heterogeneity within the industry, distinguishing between producers of finished formulations and APIs. The findings suggest that the segmented nature of pharmaceutical GVCs necessitates tailored policy responses to mitigate dependency risks. The research contributes to the intersection between international business (IB) and GVC literature.

### **Workplace Physical Activity Interventions for Employees in International Retail Sector: A Literature Review**

**S. S. Salokangas, S. M. Julkunen**

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**Abstract.** The well-being of retail employees is crucial for improving productivity and reducing turnover in companies around the world. Previous research has primarily focused on the impact of workplace conditions, employee engagement, mental well-being and organisational support on employees' overall well-being. This review focused on the literature on physical well-being and sport-based interventions in the workplace. In searches of the EBSCO, Web of Science and Scopus databases as well as Google Scholar, we found only two qualitative and five quantitative articles that fit our inclusion criteria. The central findings indicated that well-being interventions, such as walking and table tennis; flexible work schedules; and employee recognition programmes significantly enhance job satisfaction, reduced stress and improved physical health and well-being. Furthermore, improved physical well-being led to increased productivity. Despite positive outcomes, there is a notable lack of both comprehensive research on the long-term effects and their impacts. Comparison of the effects of diverse retail employee demographics, such as insurance or work culture characteristics. Topic is vital for supervisors, human resource management (HRM) and company leaders because investing in well-being initiatives not only fosters a healthier and more motivated workforce, but also drives better business outcomes as well as employee retention.

## F03.01C: Fresh Perspectives on Internationalization and Globalization

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U406a  
Session Chair: Aleks Niittymies, Aalto University

Competitive Paper Session

### Communities and the Internationalization Process

**J. Cantwell<sup>1</sup>, H. Bathelt<sup>2</sup>**

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Much of the international business literature on industrial location, internationalization and innovation is based on firm- or network-level research, but does not consider the role of professional communities that can be crucial in providing access to knowledge, resources and personal networks. This paper focuses on the role of local communities, the individuals that collectively form them, and on how they connect with international communities and become crucial facilitators of the internationalization processes of firms. In a co-evolutionary perspective, we investigate the role of local professional communities, international professional communities, and their local-global interfaces. In a conceptual survey, we propose that local-international community connections are crucial to the capacity to engage in foreign direct investments, international trade, production and innovation. We explore: who are the members of local professional communities and how do they create knowledge?; where do such communities emerge and how do they develop?; and how are local professional communities reproduced? We conclude by arguing that the interrelationship between local and international communities is a critical part of an environment that facilitates successful corporate internationalization, and this favorable interaction in the relevant industrial environment improves the development prospects of the city-regions in which local communities are located.

### The Role of Personal Values and Nonmarket Strategies in New Venture Internationalization

**T. Leppaaho<sup>1</sup>, N. Coviello<sup>2,1</sup>, L. Oikkonen<sup>1</sup>, I. Zander<sup>3</sup>**

<sup>1</sup>LUT University, Finland; <sup>2</sup>Wilfrid Laurier University, Canada; <sup>3</sup>Uppsala University, Sweden; [ncoviello@wlu.ca](mailto:ncoviello@wlu.ca)

If great strategies can stem from personal values (Rindova & Martins, 2018), why are values so understudied in international business research? We use archival data from the 1930s and 1940s to examine how the personal values of a design company's co-founders are linked to the firm's initial decades of international activity. This reveals a set of six personal values in the founding team and a set of four complementary nonmarket strategies underpinning internationalization. Notably, the nonmarket strategies are values-based, and they differ from those typically addressed in international business research on MNEs.

### EIBA at 50 in a Changing World: An Analysis of Potential Future Courses of Action up to 2050 and Their Implications for IB Research and for EIBA

**V. C. Simões**

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Drawing on EIBA 2024 motto ('It's interesting!') and paraphrasing Davis' (1971), we argue that our endeavor is interesting, as it is "worth studying" and likely to engage the reader's attention. This paper is a spin-off of the EIBA history book (Simões, Cantwell & Gugler, 2024, forthcoming), though with significant twists. It starts with the identification of the characteristics and evolution of the IB context over the 50 years of EIBA's life. This provides the frame to analyse the evolution of IB research and EIB. Based on the previous analysis, we advance four potential courses of action regarding the IB context by 2050. Their implications for both IB research and EIBA are then discussed. The contribution of this paper is three-fold: to put IB research and EIBA history into perspective, by inscribing them in the periods identified in the wider IB context [from a fragmented world to the dawn of globalisation (1974-1988); heading towards globalisation (1989-2011); and globalisation in retreat (2012-2024)]; to advance, on the basis of the evolution of the IB context four potential courses of action up to 2050 ('Slowbalisation'; Partial decoupling; Full decoupling; and Multipolarisation); and to assess their main implications for IB research and EIBA's future.

### Globalization or Deglobalization? How Different Metrics Tell Different Stories

**W. Lin, X. Zhang, W. Ruigrok**

University of St. Gallen, Switzerland; [wei.lin@unisg.ch](mailto:wei.lin@unisg.ch)

The past few years have witnessed a plethora of scholars and practitioners embracing the concept of deglobalization. Our literature review reveals that authors have used different definitions of deglobalization, different metrics, and different levels of aggregation, looking at different institutional origins and different timeframes. To provide a more comprehensive assessment, we performed a series of analyses with metrics commensurable to the conceptualization of globalization on a multi-country dataset consisting of 3,303 unique firms from the top 16 home markets of the Fortune Global 500 firms over the 2001-2022 period (n=35,042). We introduce the difference between equally-weighted degree of internationalization which tracks the evolution of the average firm, and value-weighted degree of internationalization which better captures the evolution at the macroeconomic level. We find that using such distinct metrics leads to different judgements on the development of deglobalization. On the one hand, we identify an overall upswing of globalization for the average firm, a pattern that is robust across different economies. On the other, our analysis of value-weighted degree of internationalization highlights that different economies underwent distinct and even contradictory paths of (de)globalization. We identify the research implications.

## F03.01P: Panel: Rethinking IB Research for the Next 50 Years: What About Engaged IB Scholarship?

*Time:* Friday, 13/Dec/2024: 3:00pm - 4:15pm · *Location:* Otakaari 1, U3  
*Session Chair:* Ari Van Assche, HEC Montréal, Montreal, Canada

Panel

### Panelists

Rob van Tulder (RSM Erasmus University)  
Axele Giroud (University of Manchester)  
Shasha Zhao (University of Surrey)  
Elisabeth Wang (University of Leeds)

### Rethinking IB Research for the Next 50 Years: What about Engaged IB Scholarship?

**R. van Tulder<sup>2</sup>, A. Van Assche<sup>1</sup>, N. Sinkovics<sup>3</sup>, A. Giroud<sup>4</sup>, S. Zhao<sup>5</sup>, E. Wang<sup>6</sup>**

<sup>1</sup>HEC Montréal, Montreal, Canada, Canada; <sup>2</sup>RSM Erasmus University Rotterdam; <sup>3</sup>University of Newcastle; <sup>4</sup>University of Manchester; <sup>5</sup>University of Surrey; <sup>6</sup>University of Leeds; [ari.van-assche@hec.ca](mailto:ari.van-assche@hec.ca)

The world is facing a 'perfect storm' - a combination of largely man-made crises that puts the governance of the global economic, political, social and health system as developed since the 1990s under increasing pressure. The perfect storm confronts engaged IB scholars in their teaching and research activities with fundamental organizational and intellectual choices on what phenomena to focus on and how to link their coverage of multinational strategies to relevant societal outcomes. There is a growing pressure on universities to engage in 'big societal questions'. By focussing exclusively on a neutral position towards grand challenges, management and IB scholars are increasingly reproached by business leaders and policy makers to lose track of societal relevance which lowers their ability to create global societal impact (Doh et al., 2023). This panel considers the extent to which these challenge require a new type of IB scholarship. We will in particular explore what 'engaged IB scholarship' entails and what type of enabling conditions have to be created in order to gain relevance.

## F03.02I: Exporting and Decision-making in Dynamic International Contexts

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U264 K-GROUP  
Session Chair: Tiia Vissak, University Of Tartu

Interactive Paper Session

### Export Channel Choice for SMEs: The Impact of Global Mindset

**I. Kalinic<sup>1</sup>, K. Brouthers<sup>2</sup>, G. Nakos<sup>3</sup>**

<sup>1</sup>European Commission; <sup>2</sup>King's Business School, King's College London; <sup>3</sup>Clayton State University; [igor.kalinic@ec.europa.eu](mailto:igor.kalinic@ec.europa.eu)

Despite decades of research, we know little about how managerial mindsets influence SME export channel choice decisions and how these decisions are altered by the local conditions of a foreign target market. Managerial mindsets are the cognitive mental model managers rely on for processing and evaluating information and making decisions. In this paper we develop and test the notion that, in addition to the influence of transaction cost factors, the global mindset of top managers has a significant impact on the export channels that SMEs use. We also suggest that this relation is sensitive to the level of political instability in the target market. A multinomial regression analysis was used to analyze the responses of a sample of 208 Chinese SMEs. The two hypotheses of the study were supported. In this way we contribute to a better understanding of how managerial thinking can influence the strategic choices that are made and the boundary conditions that exist when SMEs expand abroad.

### Understanding Success and Failure in Finnish MSME Exporters: An Interpretative Phenomenological Approach

**F. Shahzad<sup>1</sup>, T. Vissak<sup>2</sup>**

<sup>1</sup>Hank Univeristy, Finland; <sup>2</sup>University of Tartu Estonia; [faisal.shahzad@hamk.fi](mailto:faisal.shahzad@hamk.fi)

This study contributes to international business literature by exploring how seven Finnish micro, small, and medium-sized enterprises (MSMEs) define and measure success and failure in their export performance using an Interpretative Phenomenological Approach. Through in-depth interviews, the research identifies several core themes, including growth, innovation, sustainability, digital readiness, agility, resilience, and customer satisfaction. Success in international markets was assessed by the capacity to broaden market reach, preserve brand integrity, and adapt to local markets. The findings highlight the importance of high standards in supplier and buyer relationships, emphasizing dependability, quality, and sustainability. The study concludes that Finnish MSMEs perceive success as a holistic integration of growth, customer engagement, innovation, and environmental responsibility, aiming for long-term sustainability and resilience in a dynamic business environment.

### Decision-making Logic Dynamics in a Turbulent Environment: A Study of Two Italian Micro Exporters

**B. Francioni<sup>2</sup>, T. Vissak<sup>1</sup>, N. Nummela<sup>3</sup>**

<sup>1</sup>University Of Tartu, Estonia; <sup>2</sup>University of Urbino Carlo Bo; <sup>3</sup>University of Turku; [tiia.vissak@ut.ee](mailto:tiia.vissak@ut.ee)

This paper aims to find out how the decision-making logic of Italian micro exporters evolved in the turbulent business environment. It focuses on the dynamics of decision-making in a matched-pair case study of two Italian micro exporters active in the medical diagnostics industry, encompassing the period before, during and after the Covid-19 pandemic as it is a suitable example of the volatility, uncertainty, complexity and ambiguity (VUCA) in the business environment that reflected in managerial decision-making. The paper found that in turbulent times (but also before) both firms used a combination of decision-making logics: they mixed causal and effectual decision-making. The two logics developed parallelly to each other: the use of some elements of both effectual and causal logics increased or decreased at the same time.

### The Impact of International Collaborarion on SMEs Innovation and Technology a SLR

**M. A. Nova Alarcon<sup>1</sup>, L. A Ermoleva<sup>2</sup>**

<sup>1</sup>Gsom; <sup>2</sup>Gsom; [mnovalarcon@gmail.com](mailto:mnovalarcon@gmail.com)

SMEs and their ability to

internationalize and innovate are critical drivers of sustainable growth. This Systematic Literature Review (SLR) delves into how inter-firm cooperation shapes innovation and collaboration among SMEs across diverse regions.

This SLR will investigate the dynamics and implications of interfirm cooperation between SMEs in Latin America (LAC) and regions and other regiois. Through a comprehensive review of existing literature on cooperation patterns, case studies, and

empirical evidence, the research to identify trends, challenges, and opportunities for interregional collaboration as driver of innovation.

In particular the methodology of SLR employs a multi-step approach to explore the impact of international collaboration on innovation and technological development in LAC SMEs. First, clear inclusion and exclusion criteria will be established to ensure the selection of relevant, high-quality studies. Whith a thematic analysis will synthesize the

extracted data to identify recurring themes and patterns, ultimately providing a nuanced understanding of the research topic.

That provide insights and tendencies as main drivers on international collaboration for SMEs innovation and technology crucial to understand the dynamic and complexity of the topic and main concepts as innovation process, entrepreneurship and regional development investigation lead to

contributions on the field.

### **Market Entry Strategies in Japan**

**S. Eichentopf**

Dresden University of Technology, Germany; [simon.eichentopf@tu-dresden.de](mailto:simon.eichentopf@tu-dresden.de)

The market entry in Japan has always been perceived as challenging, especially by western companies. Specific market entry barriers, such as keiretsu structures as well as access to local distribution channels and to the local work force, prevented MNCs from succeeding in the Japanese market. Due to these radical changes during the last 30 years, foreign companies are expected to have adapted their market entry strategies. More precisely, the need to develop experiential knowledge, as described in the Uppsala model, should have been decreased, resulting in a turn away from internationalization patterns such as the establishment chain. An empirical study has been conducted, including 38 German companies that had entered the Japanese market. Against the expectations of changed market entry forms and subsequent entry forms, the market commitment has been generally low, making mostly use of exporting activities. However, in line with the theoretical foundation of timing strategies, pioneers show superior performance effects compared to following companies.

### **Dynamic Stability in Business Models of International Firms**

**T. Galkina<sup>1</sup>, I. Atkova<sup>2</sup>, F. Mahmood<sup>3</sup>, P. Gabrielsson<sup>4</sup>**

<sup>1</sup>Aalto University School of Business, Finland; <sup>2</sup>University of Oulu; <sup>3</sup>University of Vaasa; <sup>4</sup>University of Vaasa;  
[tamara.galkina@aalto.fi](mailto:tamara.galkina@aalto.fi)

The growing number of studies at the intersection of business model (BM) research and international business (IB) predominantly look at various change processes within BMs of internationalizing firms. We find this emphasis on change relevant but overgeneralized as it overlooks stability that is essential for staying competitive in new foreign markets. Hence, we aim to examine BMs of international firms and identify changing and stable BMs elements as well as the inter-relations between these elements. We conduct a longitudinal qualitative study of three international firms from Finland. We build on the framework by Onetti et al. (2012) and recognize the changing BM components of focus, modus, and locus. However, we identify a stable core and unchanging element of BM nucleus. We provide a model that depicts how stable nucleus bounds and enacts changes in focus, modus, and locus of a BM of an international firm. These results provide important theoretical implications both for BM research in IB and for BM research in general.



## F03.02P: Panel: Has International Business Succeeded as an Academic Field?

*Time:* Friday, 13/Dec/2024: 3:00pm - 4:15pm · *Location:* Otakaari 1, U6  
*Session Chair:* Jean-Francois Hennart, Tilburg University

Panel

Panelists:

Grazia Santangelo (Copenhagen Business School)  
Alain Verbeke (University of Calgary)  
Sjoerd Beugelsdijk (University of South Carolina)

### Has International Business Succeeded as an Academic Field?

**J.-F. Hennart<sup>1</sup>, G. Santangelo<sup>2</sup>, S. Beugelsdijk<sup>3</sup>, A. Verbeke<sup>4</sup>**

<sup>1</sup>Tilburg University, Netherlands, The; <sup>2</sup>Copenhagen Business School; <sup>3</sup>University of South Carolina; <sup>4</sup>University of Calgary;  
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The goal of the proposed panel is to discuss the present status and likely future of international business (IB) as an academic field. Fifty years after EIBA's foundation, the time seems ripe for an appraisal of where we have been and are going. The panel will start with a short presentation by the organizer, Jean-Francois Hennart, on what the empirical evidence tells us is the present status of IB and its likely future. Hennart will then pose 5 specific questions to a panel of three senior IB scholars, Grazia Santangelo, Sjoerd Beugelsdijk and Alain Verbeke. Then the floor be open to the audience. The background data on IB's status and prospects and the five specific questions are part of the panel submission and have been communicated to the panel members who have agreed to focus on them. I believe that this approach joined to the high quality of the panel members will attract a large audience.

## F03.03C: International Growth Beyond the Ordinary

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U121a  
Session Chair: Dimitrios Georgakakis, University of Leeds

Competitive Paper Session

### Growing Beyond the Home-region: Regional Heads in the Top Management Team as a Driver of Inter-regional Growth in MNEs

S. Tang<sup>1</sup>, D. Georgakakis<sup>2</sup>, W. Ruigrok<sup>1</sup>

<sup>1</sup>University of St.Gallen; <sup>2</sup>University of Leeds; [d.georgakakis@leeds.ac.uk](mailto:d.georgakakis@leeds.ac.uk)

Research has shown that, due to the various challenges associated with the compounded distance of expanding across regional areas, the world's largest multinational enterprises (MNEs) place their economic activity mainly on their home regional area – the so called regionalization phenomenon. We move a step further to argue that a firm's ability to grow outside its home region depends on a key structural strategic leadership form – the presence of executives with regional responsibility (regional heads) in the MNE's corporate leadership. We argue that by having a regional head in the top management team (TMT) at the head office, strategic leaders economize on the bounded rationality (BRat) and bounded reliability (BRel) of growing in host-regions – an aspect that drives them to move away home-regional borders. We also postulate that this effect becomes more pronounced when: (a) the regional head in the TMT is not facing role multiplicity, (b) the MNE is led by a foreign CEO and (c) the region experiences high growth. Data from international automotive companies between 2003-2019 support most of our predictions.

### From Hyper-Globalisation to Fragmentation: An Integrative Framework for Strategic R&D Management in MNCs

S. Haakonsson<sup>1</sup>, D. Slepniov<sup>2</sup>

<sup>1</sup>Copenhagen Business School, Denmark; <sup>2</sup>Aalborg University Business School, Denmark; [ds@business.aau.dk](mailto:ds@business.aau.dk)

Today's tumultuous economic and political landscapes significantly impact multinational corporations (MNCs) and their approach to organizing innovation and technology in their globally distributed research and development (R&D) units. Drawing upon international business, strategy, and innovation literature, this paper employs a case study of a Danish MNC with a long-term presence in China. It presents an integrative framework for managing MNCs' innovation activities in foreign locations increasingly exposed to growing global tensions and bifurcation. This framework encompasses governance mode, mandate, strategic goals, footprint, and innovation output, highlighting the importance of balancing conflicting centripetal forces pushing for more centralized and concentrated MNC operations and centrifugal forces supporting strong global dispersion and openness. From this, a new conceptualization of international organizing emerges—not as a single dominant mode but as an ever-evolving, complex constellation of modes. This finding emphasizes the dynamic nature of balancing these forces and its implications for refocusing MNC management capacity to deal adequately with this balance across business units and geographies.

### Foreign Subsidiary Age and Survival: A Multilevel Analysis

H. Nguyen, R. Strange

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Foreign survival literature emphasizes the critical role of organizational learning capabilities in survival, yet varied impacts of foreign subsidiary age on survival are reported. Elaborating on the organizational learning perspective, we delve into these diverse effects across different subsidiary life stages, examining resource endowments, learning capabilities, liabilities of newness and foreignness, and challenges of senescence and obsolescence. We further propose that subsidiary relatedness modifies the age-survival relationship, influencing resource development and learning capabilities. Our study examines Finnish MNEs and their foreign subsidiary survival from 1970 to 2018 to test these hypotheses. Our findings show survival rates change across life stages, with relatedness shaping these dynamics. This study extends organizational learning theory and informs MNE executives that foreign survival rates are dynamic and influenced by subsidiary relatedness.

### Knowledge Distance and Foreign Survival: An Empirical Study of Finnish MNEs

H. Nguyen, M. Marra

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In this paper, we consider how knowledge distance affects the MNEs' decision to divest their foreign operations. We argue that, given the embedded nature of knowledge in a given context, MNEs aiming to source knowledge in a foreign country characterised by a high level of knowledge distance will be less likely to divest their operations in these countries. We also consider how linguistic distance positively moderates the relationship between knowledge distance and foreign survival. Results from a comprehensive panel of Finnish MNEs and their worldwide subsidiaries reveal robust support for these arguments. This paper extends our understanding of the link between foreign divestment and knowledge distance between the home and host countries.

## F03.04C: GVCs, and Institutions

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U358  
Session Chair: Alex Settles, University of Florida

Competitive Paper Session

### The Relationship between Exogenous Uncertainty and Cross-border Acquisition Equity Share: Moderating Effect of Real Option Capacity

Y. Her, J. Chung

Korea University Business School, Korea, Republic of (South Korea); [jhochung@korea.ac.kr](mailto:jhochung@korea.ac.kr)

Focusing on US multinational enterprises from 2010 to 2020, the study explores the role of the firm-specific real option capacity in determining the equity share in cross-border acquisitions. We find that under high levels of exogenous uncertainty, firms engaged in cross-border acquisitions seek lower equity shares in foreign target firms. We also find that real option capacity strengthens the negative relationship between exogenous uncertainty and equity share in cross-border acquisitions. This study provides insights into the heterogeneous nature of firms' real option-related capabilities and their influence on equity commitment choices in international business contexts, particularly in cross-border acquisitions.

### International Outsourcing under External Shocks

X. Zhang<sup>1</sup>, B. Li<sup>2</sup>, Z. Yu<sup>3</sup>

<sup>1</sup>Brunel University, United Kingdom; <sup>2</sup>University of Massachusetts, Lowell, USA; <sup>3</sup>University of Nottingham, UK;  
[Xufei.Zhang@brunel.ac.uk](mailto:Xufei.Zhang@brunel.ac.uk)

Supply contracts and sales contracts are interconnected in modern manufacturing. It remains unclear how they collectively respond to external shocks. In this paper, we present some interesting empirical findings on how international outsourcing and ordinary international trade (export prices) change under external shocks (exchange rate fluctuations), propose related theory to explain the findings, and explore their implications for business's strategy on how to manage their GVCs and international collaborations more effectively under external shocks.

### Patent Litigation and Geographic Market Entry: The Impact of Experience and Institutions

E. Onoz<sup>1</sup>, M. K. Kumodzie-Dussey<sup>2</sup>

<sup>1</sup>University of Groningen; <sup>2</sup>University of Sussex Business School; [makafuikumodzie@gmail.com](mailto:makafuikumodzie@gmail.com)

Existing studies in the patent litigation literature have focused on firms' behavior in navigating and responding to legal challenges. However, scant attention has been given to the outcomes of patent litigation and crucially, how they influence firms' strategic decisions, particularly when entering diverse geographic markets. Drawing on transaction cost arguments, this study contends that firms' patent litigation outcomes, particularly unfavorable ones, impact entry decisions. Furthermore, by leveraging on the organizational learning literature, we propose that firms learn both experientially and vicariously from their own patent litigation and those of their competitors. These learnings impact firms' market entry decisions when faced with unsuccessful patent litigation outcomes. Additionally, we investigate how intellectual property protection (IP) distance, as a measure of institutional differences between home and host countries, moderates the relationship between unsuccessful patent litigation outcomes and entry decisions. Our findings reveal that high rates of unsuccessful patent litigation is associated with a reduced likelihood of market entry, with learning experience— experiential and vicarious— moderating this relationship. Moreover, the increased IP protection distance between the home and host countries reduces the likelihood of firms' market entry in the presence of high unsuccessful patent litigation outcomes.

## F03.05C: Advertising and Image Across Markets

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U262 KPMG  
Session Chair: Ana Lisboa, Polytechnic University of Leiria

Competitive Paper Session

### Cross-cultural Advertising Research: Antecedents and Effects of the Perceived Value of an Ad

**C. F. Crespo, A. G. Ferreira, F. M. Ribeiro**

CARME, Polytechnic of Leiria, Portugal; [catia.crespo@ipleiria.pt](mailto:catia.crespo@ipleiria.pt)

Assessing what consumers value in an ad is essential for developing effective strategies across cultures. This study applies the advertising value model to analyze consumer perceptions in Portugal and Belarus. Findings indicate perceived informativeness, credibility, favorable predisposition towards advertising (FPTA) as positive antecedents of the perceived value of an ad (PVA), which has a positive influence on brand image, that in turn enhances word of mouth (WOM). Results show that the model allows the evaluation of general perceptions about advertising in diverse mediums and cultures and introduces the new antecedent FPTA. Theoretical and managerial implications are provided.

### International Social Media Advertising: A Three-country Study

**A. Lisboa<sup>1</sup>, B. Ferreira<sup>2</sup>, J. L. Abrantes<sup>2</sup>, B. Silva<sup>3</sup>**

<sup>1</sup>Polytechnic University of Leiria, CARME, Portugal; <sup>2</sup>Polytechnic University of Viseu, CISED, Portugal; <sup>3</sup>Polytechnic University of Leiria, Portugal; [ana.lisboa@ipleiria.pt](mailto:ana.lisboa@ipleiria.pt)

Social media is a part of internet users' lives and became a key element of brands' communication strategies. However, the increasing selectiveness – and even resistance – of consumers to digital content, and boundaries transcending potential of social media bring significant challenges to this purpose. Building on the hierarchy of effects theory and the expectancy-value theory of gratifications, this research examines international social media processes and investigates the moderating role of culture and social media types. To test the hypotheses, survey data from three countries – Portugal, Sweden and UK – and structural equation models were used. Results show that value of SMA mediates the SMA belief–attitude relationship. Further, culture, namely individualism and long-term orientation, moderate the SMA credibility-value and SMA infotainment-attitude relationships. As for social media type, it moderates the link between beliefs and attitudes, with significant differences between the analysed countries. This study provides valuable insights for both brand researchers and managers and unveils interesting future research paths.

## F03.07C1: Opportunities and Challenges Facing Migrant Employees

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U121b Hilti  
 Session Chair: Lena Zander, Uppsala University

Competitive Paper Session

### The Boundary-spanning Function of Migrant Employees in Overcoming SME Internationalization Barriers

F. Alsarhan<sup>1</sup>, S. Bacouel-Jentjens<sup>1</sup>, S. Horak<sup>2</sup>, L. Zander<sup>3</sup>

<sup>1</sup>ISC Paris Business School, France; <sup>2</sup>St. John's University, United States of America; <sup>3</sup>Uppsala University, Sweden; [horaks@stjohns.edu](mailto:horaks@stjohns.edu)

Small and medium-sized enterprises (SMEs) face significant challenges in overcoming internationalization barriers, including the liability of foreignness and outsidership. Although the potential competencies of migrants in SMEs are often overlooked, our study demonstrates how their ability to develop and access informal networks in their home countries can be crucial for successful SME internationalization. By integrating insights from informal network and relational boundary-spanning research into SME internationalization theory and drawing on 20 in-depth interviews with migrant managers from the Middle East and North Africa (MENA) region working in French SMEs, we identify three key migrant roles: “accelerator,” “facilitator,” and “sustainer” These roles enable migrants to overcome barriers to entering MENA markets, facilitating and sustaining business development. Our findings advance SME internationalization theory by refining the importance that a distinct type of informal network (i.e., *wasta*, a culturally embedded informal network pervasive in MENA countries) plays, and highlighting the migrant-owned competencies necessary to activate and utilize *wasta*, which are critical for SME international expansion in the MENA region.

### Do Out-group Social Stereotypes Overshadow In-group National Favoritism When Being Served Abroad?

D. Bourdin<sup>1</sup>, A. M. Garcés Vidal<sup>2</sup>

<sup>1</sup>FHWien der WKW University of Applied Sciences; <sup>2</sup>IMC Krems University of Applied Sciences; [david.bourdin@fh-wien.ac.at](mailto:david.bourdin@fh-wien.ac.at)

We investigate consumers' stereotypes and service quality expectations of employees with a local vs. non-local accent when visiting a foreign country as tourists. Furthermore, we account for consumer- (home country, cultural openness) and situation-specific (accent–service cultural congruence) boundary conditions. For this purpose, we conducted a 3 x 2 online experiment with Austrians and Mexicans and audio scenarios as stimuli. Results suggest that negative social stereotypes (Mexicans look down on Mexican migrant employees abroad) overshadow in-group national favoritism, but that service expectations are unaffected by this. Accent–service cultural congruence plays an important role in this context. The moderating role of tourists' cultural open-mindedness depends on their home country and the considered stereotype dimensions (i.e., superiority, attractiveness, or dynamism). This work is the first attempt at exploring employee accent effects among international visitors of a country. By suggesting that Mexican tourists appear to look down on Mexican migrant employees abroad despite originally being from the same country, our findings call for a multifaceted and more nuanced view of the in-group/out-group dichotomy. It appears that social distance perceptions sometimes outweigh cultural closeness perceptions in the classification of others, which yields important implications for frontline personnel management in culturally diverse firms.

### Fire in the Belly: Highly Educated Migrants' Developmental Deprivation in Their Origin-country and Innovativeness in the Destination-country

L. Zander<sup>1</sup>, E. Akkan<sup>2</sup>, P. Zetting<sup>3</sup>

<sup>1</sup>Uppsala University, Sweden; <sup>2</sup>Kedge Business School, France; <sup>3</sup>University of Turku, Finland; [lana.zander@fek.uu.se](mailto:lana.zander@fek.uu.se)

With an influx of highly educated migrants comes an increase in cultural breadth, ideas, and perspectives in organizations, which in turn is linked to a variety of positive effects and outcomes, such as innovation. In this paper, we study highly educated migrant innovativeness. Building on the idea that migrants' experiences prior to migration, specifically their exposure to hardships and lack of opportunities (what we refer to as “developmental deprivation”) may be a driving force behind generating novel and useful ideas in their destination countries. We draw on self-determination theory and decision-making inclusion literature to develop our hypotheses, which are supported in a study of highly educated migrants from 45 countries working in the private and public sectors of Sweden. First and foremost, there is a significant relationship between high levels of developmental deprivation and high levels of innovativeness in the destination country. In addition, to be included in decision-making is critical for high innovativeness among those migrants who have not experienced developmental deprivation to any larger degree. However, for those who have experienced developmental deprivation in their origin country, their innovativeness is higher at low levels of decision-making inclusion. Contributions, limitations and future research are discussed before concluding the paper.

### Unlevel Playing Fields: Home Country Status and Managerial Dismissal

M. Mueller<sup>1</sup>, T. Reus<sup>2</sup>

<sup>1</sup>Copenhagen Business School; <sup>2</sup>Rotterdam School of Management, Erasmus University; [mm.egb@cbs.dk](mailto:mm.egb@cbs.dk)

The managerial labor market is becoming increasingly global, but whether and how managers' home countries affect their evaluations remains unclear. This article argues that the status of a manager's home country affects the likelihood of that manager being dismissed. Managerial performance is difficult to assess, and employers often rely on organizational performance cues to evaluate managers. To what extent managers cause a performance shortfall, however, is ambiguous. Due to this causal ambiguity, we argue that employers tend to rely on ascribed status as a proxy for managerial ability. Managers from high-status countries may, in turn, be held to a lower performance standard than managers from low-status countries. In the event of a performance shortfall, managers from low-status countries may thus be more likely to be dismissed than equally performing managers from high-status countries. We test this hypothesis using data from the German men's football league, the Bundesliga. Our findings suggest that ascribed status plays a significant role in managerial dismissal decisions. However, our findings also suggest that this home country status bias weakens with employers' exposure to migrant workers.



## **F03.07P: Panel: The Changing Position of Women in IB Research: Developing Future Potential**

*Time:* Friday, 13/Dec/2024: 3:00pm - 4:15pm · *Location:* Otakaari 1, U356 ALMA MEDIA  
*Session Chair:* Maria Elo, University of Southern Denmark

Panel

Panelists:

Erica Kovacs (Indiana University)  
Tamar Almor (College of Management)  
Ulf Andersson (Mälardalen University)  
Dana Minbaeva (King's Business School)  
Meryem Aziz-Alaoui (Université Jean Moulin Lyon 3)

### **The Changing Position of Women in IB Research: Developing Future Potential**

**M. Elo<sup>1</sup>, E. Kovacs<sup>2</sup>, T. Almor<sup>3</sup>, U. Andersson<sup>4</sup>, D. Minbaeva<sup>5</sup>, M. Aziz-Alaoui<sup>6</sup>**

<sup>1</sup>University of Southern Denmark, Denmark; <sup>2</sup>Indiana University, Kelley School of Business; <sup>3</sup>College of Management, Faculty of Business; <sup>4</sup>Mälardalen University; <sup>5</sup>King's Business School, King's College London; <sup>6</sup>Université Jean Moulin Lyon 3, France;  
[Melo@sam.sdu.dk](mailto:Melo@sam.sdu.dk)

As we look forward to the next 50 years of international business research, it is imperative to consider the role of women in this evolving field. Our WOMEIBA panel aims to discuss the changing options for career and research development for women as IB scholars and experts. First, as these roles, perspectives and potentials of women in international business are very diverse, contextual and even developmental-related, we wish to shed light on the different trajectories and how those could be managed for more equality. It is a well-known fact that the academic talent pipeline has a gender leakage as careers progress, but at the same time there are increasing numbers of women filling the early scholarly positions, many of whom are looking to advance their careers in academia. Second, as international business engages with grand challenges of our times, women and not only men, are becoming more important in tackling those challenges and developing respective knowledge. Thus, we wish to exchange views on key challenges and opportunities at different career stages and propose strategies for fostering a more inclusive, diverse, and supportive environment for women in international business.

## F03.07P2: Panel: Language in IB and Management: Perspectives for the Next 50 Years

*Time:* Friday, 13/Dec/2024: 3:00pm - 4:15pm · *Location:* Otakaari 1, U5  
*Session Chair:* Guro Refsum Sanden, BI Norwegian Business School

Panel

Panelists:

Hilla Back (Aalto University)  
Wilhelm Barner-Rasmussen (Åbo Akademi University School of Business)  
Johanna Niskavaara (Aalto University)  
Danielle Taylor (Université Paris 1 Panthéon-Sorbonne)  
Janne Tienari (Hanken School of Economics)  
Susanne Tietze (Sheffield Hallam University)

### Language in IB and Management: Perspectives for the Next 50 Years

**P. Lecomte<sup>1</sup>, G. R. Sanden<sup>1,2</sup>, H. Back<sup>3</sup>, W. Barner-Rasmussen<sup>4</sup>, J. Niskavaara<sup>3</sup>, D. Taylor<sup>5</sup>, J. Tienari<sup>6</sup>, S. Tietze<sup>7</sup>**

<sup>1</sup>GEM&L; <sup>2</sup>BI Norwegian Business School; <sup>3</sup>Aalto University School of Business; <sup>4</sup>Åbo Akademi University School of Business and Economics; <sup>5</sup>Université Paris 1 Panthéon-Sorbonne; <sup>6</sup>Hanken School of Economics; <sup>7</sup>Sheffield Hallam University;  
[guro.r.sanden@bi.no](mailto:guro.r.sanden@bi.no)

Over the past three decades, the significance of language in international business (IB) and management has increased substantially and the now mature stream of 'language-sensitive IB research' recognizes the crucial role of language in shaping various aspects of international business operations and outcomes. With this panel, we take stock of this body of research while looking ahead and reflecting upon future directions in the field. The panelists consist of a combination of senior and junior scholars, all working with language and linguistic diversity in various capacities. Through a combination of presentations and interaction with the panelists, we will discuss topics that are central not only to the future of language-sensitive research and business, but also to issues of sustainability and societal impact in a world characterized by increased polarization and grand challenges associated with migration, in particular. As we look towards the next 50 years in IB, there is much potential for language research to illuminate our understanding of what goes on inside international business organizations. We hope to engage and involve the audience with inspiring discussions on the future of language-sensitive IB research and its implications on both business and society.



## F03.08C: Innovation and IB

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U405a  
Session Chair: Per Servais, Linnaeus University

Competitive Paper Session

### Unlocking Innovation: Success Factors of R&D Collaborative Projects Related to Health Digitalization

S. W. Hegerty<sup>1</sup>, A. M. Kowalski<sup>2</sup>, M. S. Lewandowska<sup>2</sup>, D. Majcherek<sup>2</sup>, M. A. Weresa<sup>2</sup>, M. Fronc<sup>2</sup>

<sup>1</sup>Northeastern Illinois University; <sup>2</sup>SGH Warsaw School of Economics, Poland; [mlewando@sgh.waw.pl](mailto:mlewando@sgh.waw.pl)

The study delves into factors shaping the success of Horizon 2020 research projects, particularly in health digitalization, offering crucial insights into R&D project innovation dynamics. 1,162 projects, which are classified as projects from the health section of Horizon 2020, were selected for analysis. Two modelling techniques are applied, depending on the data specificity of the outcome categories: negative binomial regression and zero-inflated negative binomial regression. Our findings emphasize the significance of collaborative networks, expressed as the number of participants compared to project budget size, for driving success across various outcome categories. Notably, while peer-reviewed publications enhance project outcomes, they divert resources from the generation of alternative outputs. Collaborative partnerships, rather than geographical or technological factors, are pivotal for project innovation. These findings challenge assumptions about the impact of co-financing and geographical diversity on project outcomes. Balancing finance resource allocation and supporting diverse knowledge dissemination among participants are crucial for maximizing project impact. Ultimately, the study underscores the importance of collaborative dynamics, resource allocation strategies, and project management in driving R&D project innovation, particularly in health digitalization under Horizon 2020. These insights inform project management, funding strategies, and policy interventions to foster innovation and research excellence in health digitalization and beyond.

### International Business and Digital Transformation as Drivers of Sustainable Business Model Innovation

A. Rodríguez<sup>1</sup>, A. T. Tavares-Lehmann<sup>2</sup>

<sup>1</sup>Universidad Carlos III de Madrid, Spain; <sup>2</sup>CEF.UP, FEP, University of Porto; [alicia.rodriguez@uc3m.es](mailto:alicia.rodriguez@uc3m.es)

The dual transition to a sustainable and digital world compels firms to innovate their business models if they want to be competitive. However, the understanding of how international business, digital transformation and sustainable business model innovation (SBMI) are related is still very limited with scarce and fragmented empirical evidence. In this study, we aim to deepen these relationships. First, as regards the link between international business and the development of SBMI, we examine two distinct mechanisms and we discuss pull and push factors. One is through the firm's participation in a GVC and the other happens via a firm's exposure to international markets through exports. Second, as regards digital transformation, we discuss twofold roles: one related to how digital transformation may directly promote the development of SBMI (acting as a driver), and the other how the adoption of digital technologies may enhance the link between internationalization and SBMI (acting as an enabler). Our empirical findings, based on a large sample of European and non-European firms, support the proposed positive direct relationships. Contrary to our expectations, digital transformation weakens the relationship between international exposure (both in terms of GVC participation and exports) and the development of SBMI.

### How Do CEOs' Educational Backgrounds Promote Green Innovation in Chinese Companies? Insights from an Imprinting Theory Perspective

Q. Gao<sup>1</sup>, X. Bao<sup>1</sup>, Z. Zhang<sup>1</sup>, X. Zhuang<sup>2</sup>, D. Huang<sup>1</sup>, L. Zijie<sup>3</sup>

<sup>1</sup>Beijing International Studies University, China, People's Republic of; <sup>2</sup>Myongji University, Republic of Korea; <sup>3</sup>University of International Business and Economics, China; [2022110289@stu.bisu.edu.cn](mailto:2022110289@stu.bisu.edu.cn)

Green innovation is regarded as an essential way to achieve sustainable development strategy in China. However, the role of Chief Executive Officers' (CEOs') majors and educational backgrounds have been little attention. Using data of Chinese public companies from 2013 to 2022 (amounting to 7,457 firm-year observations) and adopting imprinting theory, we show reliable evidence that a positive association between CEOs' environment-related major and green innovation performance. The CEOs' educational levels are also positive influence on corporate green innovation. Further outcomes confirm that the positive correlation is more pronounced when CEOs with longer tenure. Specifically, based on resource-based view, it is shown that government subsidies positively moderate this association between CEOs' educational levels and green innovation. Collectively, the observations in this study provide not only theoretical significance but also practical suggestions for company green innovation in China context.

### Digital Internationalization in Cultural Industries: Transferring Value of Digital Cultural Fsa Across Locations

I. Mihailova<sup>1</sup>, A. Ojala<sup>2</sup>

<sup>1</sup>University of Eastern Finland, Finland; <sup>2</sup>University of Vaasa, Finland; [irina.mihailova@uef.fi](mailto:irina.mihailova@uef.fi)

This paper explores how firms in digital cultural sectors address idiosyncratic challenges associated with the distinctive nature of their products due to their authentic and symbolic characteristics and succeed in the international expansion. Specifically, we draw attention to the concept of value of cultural digital offerings and explore how it is transferred internationally. Theoretically, we build on the traditional internationalization literature and attempt to develop a conceptualization of novel type of firm-specific advantage (FSA), labeled as cultural FSA. Empirically, we conduct an explorative case research in the setting of two cultural segments in Finnish context: video gaming and gamified digital education. This study expands the understanding about how cultural products' internationalization can enrich assumptions about different types of FSA. Furthermore, it extends the knowledge about digital internationalization by showing the role and the extent of the use of non-digital mechanisms in the expansion of the entirely digital offerings. Lastly, this research sheds light on the relevance of the liability of foreignness and localization consideration for digital cultural internationalization.

## F03.09C: Interactions Between Firms and Institutions

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U8, 2nd floor  
Session Chair: Asmund Rygh, University of Manchester

Competitive Paper Session

### Structural Bargaining Power in MNE-state Bargaining: A Matching Approach

**L. Tinhof<sup>1</sup>, T. Lindner<sup>1,2,3</sup>, S. Dorobantu<sup>4</sup>**

<sup>1</sup>WU Vienna; <sup>2</sup>Copenhagen Business School; <sup>3</sup>University of Innsbruck; <sup>4</sup>New York University; [laurenz.tinhof@wu.ac.at](mailto:laurenz.tinhof@wu.ac.at)

MNE-state bargaining theory explains how the benefits of foreign direct investment (FDI) are divided between multinational enterprises (MNEs) and host economies. Extant theory relies on the use of outside options – the second-best utilization of the resources committed to an FDI project – to bound the bargaining space between MNE and state. In practice, however, the second-best option for a specific FDI project frequently is another FDI project, with its value distribution in turn depending on the value distribution of the original project. We propose a solution to this circular reasoning, by reinterpreting MNE-state bargaining as a matching game between an industry's MNEs and host countries. This resolves the issue of circularity and clarifies that the structure of an FDI market has a significant influence on each side's bargaining power. We propose that an industry's geographic and corporate concentration and the heterogeneity of its production functions determine its structural bargaining power balance. Relying on recent advances in maximum score estimation, we estimate structural bargaining power in 2203 industry-years between 2013 and 2023 covering a total of 101,785 FDI events and find support for our hypothesis.

### Environmental Regulations and Firm Clean Innovation: Domestic and Foreign Firms' Strategies in the European Union

**G. Berends, V. Scalera**

University of Amsterdam, Netherlands, The; [g.h.j.berends@uva.nl](mailto:g.h.j.berends@uva.nl)

We examine how domestic and foreign firms strategically respond through clean innovation to the same environmental regulation change in a regional market. We leverage the unique context of the European automotive industry and its first mandatory CO2 emission standards regulation for new passenger cars adopted in 2009. Using an array of estimations and operationalizations, we find that foreign firms respond by introducing substantially more clean innovation than domestic firms. This effect is even stronger in the presence of high regulatory uncertainty associated with the heterogeneous implementation of the regulation across the countries in the regional market. Our proposed rationale is that foreign firms are more responsive, because less capable of resolving regulatory uncertainty and in a greater need to maintain their legitimacy than domestic firms.

### How Does the Interrelationship of Institutional and Firm-level Conditions Lead to High Firm Performance? A Configurational Approach Using fsQCA

**A. Oliveira<sup>1,2</sup>, F. Carvalho<sup>2</sup>, N. R. Reis<sup>1</sup>**

<sup>1</sup>School of Technology and Management - Polytechnic Institute of Leiria; <sup>2</sup>Faculty of Economics - University of Coimbra; [alexandre.oliveira@ipleiria.pt](mailto:alexandre.oliveira@ipleiria.pt)

The configurational nature of institutions views the interrelationship of institutions as configurations that influence firms' behavior and success, even though firms differ in their ability to deal with each institutional configuration. However, our understanding of how institutional and firm-level conditions complement each other, and influence firms' performance remains scarce. We argue that firms achieve high firm performance by relying on the complementary and substitutive benefits provided by the effective institutional configurations, and by relying on firms' specific advantages as mechanisms to cope with ineffective institutional configurations. Thus, we employ an inductive theoretical approach using fsQCA on a dataset of EU firms. Our results advance a theoretical framework with different combinations of institutional and firm-level conditions that yield different pathways toward high firm performance. We contribute to further understanding the institutional complexities on firms' performance, namely advancing it is contingent on the firms' ability to deal with the institutional configuration.

## F03.09P1: Panel: The Rise of the Global South and Its Implications for IB Research and Teaching

*Time:* Friday, 13/Dec/2024: 3:00pm - 4:15pm · *Location:* Otakaari 1, U7 PWC  
*Session Chair:* Marin Marinov, Aalborg University

Panel

Panelists:

Rudolf Sinkovics (Durham University)  
Tony Fang (Stockholm University)  
Stefano Elia (Politecnico di Milano)  
Tian Wei (Fudan University)

### **The Rise of the Global South and Its Implications for IB Research and Teaching**

**M. A. Marinov<sup>1</sup>, R. R. Sinkovics<sup>2</sup>, T. Fang<sup>3</sup>, S. Elia<sup>4</sup>, T. Wei<sup>5</sup>**

<sup>1</sup>Aalborg University, Denmark; <sup>2</sup>Durham University, The United Kingdom; <sup>3</sup>Stockholm University, Sweden; <sup>4</sup>Politecnico di Milano, Italy; <sup>5</sup>Fudan University, China; [marinov@id.aau.dk](mailto:marinov@id.aau.dk)

There has been a growing and persistent narrative in political and economic spheres consulting that the Global South experiences an ever-increasing economic ascent. Consequently, the rise of the Global South is currently considered as a major factor in contemporary economic and political areas worldwide having started and perpetuating significant challenges and changes to the existing world order. The countries in the Global South challenge and change the world economic and political systems via infuriating the current institutional structures; means and directions of international interactions, including all areas of IB activities; as well as the established international rules and their implementation. Consequently, the above stated issues challenge the established IB paradigms, interfere with trade and investment flows, the functioning of the global supply and global value chains, just mention but a few. All of them set new requirements to IB research with subsequent implications for IB teaching. Current review of extant publications exemplifies that, rather than using the Global South to signify a rigid grouping of nations, it is more appropriate to refer to it as an initial, yet flexible, principle to direct our understanding of the changing international economy and world order.

## F03.11C: Building Resilience in International Operations

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U249  
Session Chair: Vera Kunczer, Luiss Guido Carli

Competitive Paper Session

### Emerging Markets Divergence: The International Resilience and Local Sensitivity of the Corporate Network in Peru

**M. Cordova**

Tecnologico de Monterrey, Mexico; [miguel.cordova@tec.mx](mailto:miguel.cordova@tec.mx)

Informal power structures behave differently in Latin America from the rest of the world. Firms' directors tend to create informal mechanisms for control and influence, establishing ties with other companies by sitting on their boards. These corporate connections are called Interlocking Directorates (IDs). This study is focused on the analysis of the Peruvian corporate network of IDs, and its evolution during 2000, 2005, 2010, and 2015. The sample includes 5,591 board seats, 2,689 directors, and 298 different firms distributed over the four periods mentioned. The study uses social network analysis to get the main structure and characteristics of the Peruvian corporate network over time. Main findings suggest the existence of an evolving Peruvian corporate network of large firms connected through IDs. In addition, the research results provide evidence that this Peruvian corporate network of IDs would be resilient to global economic crises, while being more sensitive to local political crises. Insights on how power structures in emerging economies could be affected by international affairs are discussed.

### Innovation and Performance in Emerging Markets: Findings from a Bibliometric Study

**C. Feraboli<sup>2</sup>, E. Hilgert<sup>2</sup>, A. Zen<sup>2</sup>, F. Prévot<sup>1</sup>**

<sup>1</sup>Kedge Business School, France; <sup>2</sup>Universidade Federal do Rio Grande do Sul, Brazil; [frederic.prevot@kedgebs.com](mailto:frederic.prevot@kedgebs.com)

The purpose of this paper is to map and assess the conceptual development of the literature on the relationship between innovation and performance in emerging countries (EMES). A bibliometric analysis was performed using RStudio, Bibliometrix and Biblioshiny packages to accomplish it. It was assessed 756 articles published between 1996 and 2023 in the Web of Science and Scopus databases. The main findings are that research on innovation and performance in EMES has two main theoretical foundations that stand out: the resource-based-view and dynamic capabilities, the absorptive capacity and knowledge-based theory, and a third strand relative to the institutional view. These reinforce the necessity, in EMES, to develop their resources and capabilities to get a better performance, the firm's capacity to absorb external knowledge and commercialize this knowledge to have a greater performance in EMES and its complexity and the importance of this institutional framework to improve the innovation and performance of companies in these economies. A framework was developed from these results to help the evolution of the concepts and applicability in future research.

### Emerging Market Manufacturers' Upgrading in Global Value Chains: Exploring Economic, Social, and Environmental Dimensions from a Processual Perspective.

**M. I. Rahman**

University of Auckland, New Zealand; [mrah822@aucklanduni.ac.nz](mailto:mrah822@aucklanduni.ac.nz)

Emerging market manufacturers (EMMs), typically positioned at the lower end of global value chains (GVCs), confront numerous challenges, including how to address environmental degradation and social instability. In response to environmental issues, such as biodiversity loss, clean water scarcity, and air and soil pollution, EMMs must navigate a complex landscape where economic viability intersects with environmental responsibility. In this study, we explore how EMMs gradually upgrade their GVC position to capture greater value and enhance competitiveness. Using a recursive approach to theorizing temporal processes, we propose a framework that integrates economic, social, and environmental dimensions, portraying GVC upgrading as a three-step cyclical process. We suggest that within GVCs, EMMs begin by refining their products and processes to raise value creation and appropriation. Subsequently, they adapt flexibility to perform either upstream or downstream functions, ultimately transferring their capabilities and knowledge to another node within the value chain to forge extended connections. We also explore the expected outcomes and challenges EMMs face at each stage. By illuminating the dynamic interplay among several dimensions, we aim to advance conceptualizations of EMMs' GVC upgrading processes and offer insights for policymakers and practitioners in developing countries to foster sustainable development within GVCs.

## F03.11C2: Institutions and Non-Market Strategies of Emerging Market Firms

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U261 OP  
Session Chair: Daniel S. Andrews, Georgia State University

Competitive paper sessions

### From Past to Present: Political Capabilities and South-South Geopolitics

**S. Tonn Goulart Moura, T. Lawton, D. Tobin**

Cork University Business School - UCC; [stephaniemr600@gmail.com](mailto:stephaniemr600@gmail.com)

When does geopolitics negate political capabilities? This paper examines how evolving home-host country relations shape foreign direct investment (FDI) strategies of multinational enterprises (MNEs), focusing on the interplay of political capabilities in the context of South-South geopolitics. Analyzing 877 greenfield investments from 2003 to 2019, our findings reveal that MNEs' political capabilities increase the likelihood of FDI when investing in countries that share the same colonizer with their home countries. However, we also find that political affinity in current home-host country relations diminishes the value of these political capabilities, demonstrating a substitutability effect. This study contributes to international business and international relations literature by highlighting the contrasting value of political capabilities for historical and present-day geopolitical landscapes in the global South.

### Managing Corruption During Political Upheaval: From a Centralized Autocracy to a Decentralized Democracy

**C. ROELL<sup>1</sup>, F. Arndt<sup>2</sup>, w. Ng<sup>3</sup>, T. Rajwani<sup>4</sup>**

<sup>1</sup>UNSW business school; <sup>2</sup>University of Guelph; <sup>3</sup>IDRAC Business school; <sup>4</sup>University of Surrey; [c.roell@unsw.edu.au](mailto:c.roell@unsw.edu.au)

We examine how multinational enterprises (MNEs) respond to changing corruption practices in a sudden transition of political systems in an emerging market. We draw on the political science and corporate political activity literatures in explaining how local subsidiary firms of MNEs (subsidiaries) adapted their political activities during the transformation of Indonesia's political landscape from an autocratic regime (1967-1998) to a democratic and decentralized system. Based on multiple qualitative case studies of Western European subsidiaries, we found that MNEs adapted their political strategies to manage evolving power structures in an environment of arbitrary and pervasive corruption. Under Suharto, MNEs sought to develop relations with his regime, while also seeking to avoid informal transaction costs. From 1998, MNEs began to conduct survival strategies by partnering with competitors, leveraging political networks, and outsourcing corrupt practices. Later, however, MNEs developed alternatives to ethically suspect political strategies, for example by leveraging government partnerships that focused on environmental sustainability, supporting national interests, and forming relationships with local communities. We show that corruption in transitioning political systems is a dynamic, evolving phenomenon. In this landscape, MNEs have more room for active agency in managing corrupt demands in ethical ways than the literature has suggested.

### Intellectual Property Regimes and Ownership Strategies in Cross-border Acquisitions by Emerging Market Multinationals

**J. M. Lee, C. Wei**

Yonsei University, Korea, Republic of (South Korea); [j.m.lee@yonsei.ac.kr](mailto:j.m.lee@yonsei.ac.kr)

The ownership decision in cross-border acquisitions (CBAs) is a critical strategic choice for emerging market multinational enterprises (EMNEs) operating in countries with varying intellectual property rights (IPR) regimes. This study integrates insights from transaction cost economics, institutional theory, and the springboard perspective to examine the ownership levels EMNEs choose when acquiring companies in countries with stronger IPR regimes than their home country. We argue that EMNEs are more likely to secure a higher ownership stake when the target firm is in a host country with a more robust IPR regime compared to their home country. However, this relationship is negatively moderated by the degree of IPR robustness differences between home and host countries. Additionally, the study introduces a three-way moderation effect, suggesting that state-ownership may mitigate this negative moderating impact. State-owned EMNEs tend to maintain higher ownership stakes, even when acquiring firms in countries with highly stringent IPR regimes than their home country, compared to private firms. Overall, this study provides a more nuanced understanding of the ownership strategies employed by EMNEs in the context of CBAs across different IPR regimes.

### Establishment Mode and the Direction of Institutional Distance: Insights from Emerging Market Multinationals

**D. Quer**

University of Alicante, Spain; [diego.quer@ua.es](mailto:diego.quer@ua.es)

Past research suggests that institutional distance has asymmetric impacts on decisions made by multinational enterprises (MNEs) depending on the direction of the distance. A positive distance refers to an institutionally more developed host country, while a negative distance is associated with an institutionally weaker target country. Drawing on the directionality logic of institutional distance, this article investigates these asymmetric effects on Chinese MNEs' decisions on establishment mode. This study analyzes the influence of the direction of institutional distance on the choice between acquisitions and greenfield investments as an establishment mode. It also addresses the potential effect of the Belt and Road Initiative (BRI) and state ownership as moderators. The empirical research uses data from 1,162 foreign direct investments by Chinese firms during 2013-2022. The results show that Chinese MNEs will be less likely to prefer acquisitions over greenfield investments as positive institutional distance increases. Moreover, this negative association is lower in BRI countries and higher for state-owned enterprises.

## F03.12C: Fostering Innovation and Interculturality, and Reflection in IB Education

Time: Friday, 13/Dec/2024: 3:00pm - 4:15pm · Location: Otakaari 1, U259  
Session Chair: Eva Alföldi, University of Delaware

Competitive Paper Session

### The Paradoxes of Artificial Intelligence in Management Education: What We Learn from Providing Human and AI Feedback to Student Global Virtual Teams

**E. Tavoletti<sup>1</sup>, R. Stephens<sup>2</sup>, L. Dong<sup>3</sup>, V. Taras<sup>4</sup>**

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This study investigates paradoxes presented by artificial intelligence (AI) in management education as revealed by the experience of a large-scale exercise in which students work in global virtual teams (GVTs). While the role of AI is growing exponentially in most fields, with a simultaneous increase in demand for students to develop competencies in using AI, the role of artificial intelligence (AI) in management education remains controversial. Often, AI is partially or completely forbidden to students because it is considered unethical or harmful to creativity and learning. This situation creates an increasing tension between AI's growing potential and the limitations and hesitations associated with its adoption. We employ an experimental design to compare the satisfaction, performance and creativity of students randomly assigned to one of four experimental conditions: 1) feedback received from humans, 2) feedback received from AI with students told the feedback was generated by AI, 3) feedback received from AI but students are not told that AI created the feedback, and 4) no feedback provided (control group). Our findings deepen and magnify the paradoxes surrounding the adoption of AI in management education by showing both the value and the hazards of using AI to provide feedback on student work.

### The Influence of X-culture Participation on Career Development and Employability: Insights from Greek Private College Students

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X-Culture is a global collaboration project designed to enhance students' cross-cultural competence and global skills through global virtual team experiences. Adopting the framework of 'employability capital' proposed by Peeters et al. (2019) and complementing it with 'psychological capital' (Luthans et al., 2014), this study examines the impact of X-Culture participation on career development and employability among Greek private college graduates. Data was collected and analyzed from in-depth interviews with 14 former X-Culture participants. The findings reveal a positive influence of X-Culture in students' employability capital especially on their soft skills, such as communication, teamwork, and cultural adaptability and awareness. However, the project's direct impact on employability varied, with some participants experiencing limited benefits. Nonetheless, all participants noted the development of key competencies contributing to long-term career success. There was also an evident influence of X-Culture on students' psychological capital especially on the components of self-efficacy, resilience and optimism. This study underscores the value of international virtual team projects in preparing students for the global job market, emphasizing the need for such experiences in higher education curricula.

### International Innovation Camps Fostering Cross Sector Collaboration Towards Tackling Grand Challenges

**J. V. Mumford<sup>1</sup>, P. Zetting<sup>1</sup>, S. Fürst<sup>2</sup>, M. Storm<sup>1</sup>, M. Aleem<sup>1</sup>**

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A critical theme in international business and innovation pedagogy is preparing future business leaders and policymakers to address and solve the "Grand Challenges" of today. These challenges necessitate coordinated and sustained efforts from diverse stakeholders toward clearly defined goals, with solutions often emerging from social and technological innovation. Consequently, international business education, particularly in innovation, serves as a starting point for tackling these Grand Challenges. This paper examines the role of international business programs in addressing Grand Challenges through short-term international educational exchanges that promote multi-stakeholder, cross-sector collaboration, specifically through business innovation camps. We present insights from two three-week international innovation camps held in 2023 and 2024, a collaboration between two business schools – one in Finland and one in Mexico. These camps aimed to develop innovative solutions for the global issue of overweight and obesity using design thinking. Students engaged with representatives from Finnish and Mexican businesses, researchers, and experts, facilitating design thinking and service prototyping. The camps provided immersive, experience-based learning for students and offered development opportunities for instructors and external stakeholders. Overall, the camps enabled productive and creative interactions among diverse stakeholders, fostering solutions that would be unlikely achievable in other settings.

### Psychological Distance and Higher Education

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To get a better understanding of how psychological distance plays a role in teaching, a literature review was conducted with the specific aim to look at contributions about psychological distance related to higher education. Based on the findings four general areas can be considered as central when teaching IB. 1) The psychological distance affects how students think about things. Low distance encourages thoughts that are concrete and, in a context, whereas high distance makes it easier to generalize and be abstract. 2) Using our second language increases the psychological distance and affects how we think about moral and ethical issues. 3) The ability to focus increases with higher distance, whereas motivation was better with lower distance. A tradeoff might

be necessary. 4) In order to develop pro-environmental behaviours and attitudes among the students the psychological distance should be reduced toward those issues.

### **Catching Them All: A Multifaceted Assessment Structure to Promote Reflective Capabilities in Entrepreneurship Education**

**C. Galliano**

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This paper explores a pedagogical approach to entrepreneurship education, emphasising the interplay of action and reflection. The paper argues for the significance of structured reflection alongside action-based learning, proposing a multifaceted assessment structure that extends beyond traditional reflective portfolios. The approach incorporates effectuation theory and the concept of enactment in assignments like the Group Pitch, where students develop business ideas, and the Essay and Investor Report, which involves interviewing entrepreneurs and adopting an investor's perspective. This method fosters continuous reflection and improvement. Critical reflection is central to the pedagogy, enhancing students' metacognitive skills and ethical leadership qualities. Learning logs and various interactive experiences support the development of these skills. Success is gauged through high student engagement, advancement in reflective skills, and authentic experiences, as evidenced by positive feedback and sustained interactions with industry experts. The paper highlights the role of critical reflection in entrepreneurship education for promoting lifelong learning, adaptability, and a global entrepreneurial mindset, making it particularly relevant for an international business audience.



## F04.01C: Enriching Insights from Other Disciplines to Drive IB Research

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U249  
 Session Chair: Renan Henrique-Oliveira, FGV EAESP

Competitive Paper Session

### Workplace Support for Refugee Employees: A Multiperspective Triangulation

**R. Pesch<sup>1</sup>, E. Ipek<sup>2</sup>**

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Recent surges in refugee movements have prompted corporate efforts to address this global, grand challenge. However, the multifaceted obstacles faced by refugees, including language barriers, vocational training needs, discrimination, and mental health issues, necessitate tailored support from employers. Despite this imperative, research on workplace support for refugees remains limited. To shed light on why support can be beneficial but also detrimental, this study investigates the perceptions of support needs and the adequacy of support practices among refugee employees and their support providers. Employing a multiperspective approach, the authors conducted 53 semi-structured interviews with refugee employees, supervisors, and colleagues across 25 distinct support relationships. By triangulating their diverse viewpoints, this study reveals patterns of convergence and divergence between perceptions of support needs and practices expressed by support providers and refugee employees. Three distinct workplace support constellations emerge, elucidating how support can empower refugee employees while also revealing instances where well-intended support may inadvertently disempower them and negatively affect their well-being. This research challenges the literature on the support paradox and enriches the emerging research on refugee employment. These insights were implemented in practitioner workshops to provide valuable guidance for designing effective support practices.

### Ethnocentrism Versus Inclusion: Voices and Collaboration in Multicultural Research Settings for Future International Business Research

**L. Zander**

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I respond to the Call by the EIBA organizers of how we can push the boundaries of our field to make it impactful for the future. Considering the culturally diverse nature of our academic community, an incomparable resource, I propose that to continue to develop important, relevant, and inspiring research, we should open up to more voices from cultural others and encourage more research to be done in multicultural teams. Studies are typically carried out by those who are similar, often in nationality, ethnicity, and spoken language, and work together. However, we know that differing perspectives, knowledge, and experience from diverse cultural backgrounds has the potential to generate extraordinary outcomes in multicultural work settings as cultural diversity is connected to avoidance of group-think, creativity, and innovativeness. I outline and model negative and positive facets of ethnocentrism that could hinder or enable idea-generation, as well as positive and negative aspects of inclusion and inclusive leadership that typically are expected to act as an antidote to ethnocentrism and open up to new voices joining the conversation, but also has negative repercussions. The model is intended to problematize the potential of drawing more substantially on cultural variance in future International Business research.

### The Power of Reflexive Contextualization in International Business Research

**C. N. Kom, D. R. Sharpe**

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This paper considers the potential of reflexive contextualization methodologies to support research addressing some of the grand challenges in international business research.

Whilst discussions on the significance of reflexivity in social science research have taken place in numerous disciplines, it is relatively recent in International Business literature. It is a significant methodological discussion as reflexivity has been characterized as iterative, inclusive, and globally regarded as an indicator of quality in the conduct and reporting of qualitative research that can enhance the societal impact of the field of International Business.

This paper begins by examining the concepts of reflexivity and reflexive contextualization, as used in the literature. It discusses how reflexivity and reflexive contextualization can be relevant for research in IB and the opportunities that reflexive contextualization can present to the researcher in IB. Drawing on empirical examples from fieldwork, the paper looks at how reflexive contextualization can be achieved.

It contributes a framework for qualitative International Business researchers to address their subjectivity and consciously navigate shifting identities, interactions, and the multifaceted context of the research phenomenon.

### Why Do We Resist Equality, Diversity, and Inclusion? Rethinking EDI from an Evolutionary Psychology Perspective

**H. Gajewska-De Mattos<sup>1</sup>, R. Harikkala-Laihininen<sup>2</sup>, J. Clegg<sup>1</sup>**

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Equality, Diversity and Inclusion (EDI) is widely considered essential to effective management for the good of the organization, yet it encounters resistance within MNEs. Drawing on evolutionary psychology and archaeology, we examine why EDI—a policy that should be in tune with the natural human predisposition for sharing and caring—is resisted. We discover that the basis for productive collaboration between individuals today is strategic, predicated upon a controlling and holding resource-regulation strategy serving self-interest and personal gain. This is inimical to human evolutionary emotions-based collaboration in which any deviation from EDI was transitory and self-correcting. The now normal unequal rewards and perceived systemic unfairness and injustice within firms is exacerbated within MNEs, which operate internationally under conditions of pronounced and variable inequality, within and between locations. We redirect EDI research from its focus on the pursuit of diversity towards the managerial level, to correct systemic inequities afflicting both diverse and non-diverse. Replacing prevalent dominance-seeking

leadership by those meriting leadership through their personal prestige can re-establish the sense of systemic fairness and justice essential to self-regulating EDI—“EDI-Plus”. We argue that this is the only way of organizing firms to achieve genuinely sustainable EDI.

## F04.02C: Entrepreneurial Behavior and People in International Business

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U264 K-GROUP  
Session Chair: Igor Kalinic, European Commission

Competitive Paper Session

### Empowering SMEs for Global Ventures: The Role of Leadership Self-Efficacy and the Moderating Effects of Cultural Intelligence and Emotional Intelligence in Foreign Market Entry Mode

**A. Mammadov, A. E. Wald**

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Small and medium-sized enterprises (SMEs) are increasingly driven to internationalize to remain competitive. However, SME owner-managers, who are the key decision-makers, face numerous challenges in managing cross-cultural complexities, which can hinder successful international market expansion. Previous research often neglects the pivotal role of owner-managers in SME internationalization models. This study investigates the role of Leadership Self-Efficacy (LSE) in shaping the foreign market entry mode choices of SMEs, while considering the moderating effects of Cultural Intelligence (CQ) and Emotional Intelligence (EQ). Drawing on upper echelons theory, we propose that high LSE among SME owner-managers fosters more ambitious and risk-taking entry strategies. Our research emphasizes that CQ and EQ are essential in navigating the complexities of internationalization, enabling managers to effectively manage diverse cultural environments and stakeholder relationships. Data were collected from 399 SME owner-managers in Norway and Azerbaijan, utilizing binary logistic regression analysis to test the hypothesized relationships. The findings reveal that owner-managers with high LSE are more likely to choose equity-based entry modes, such as joint ventures or wholly-owned subsidiaries, particularly when they also exhibit high levels of CQ and EQ. This study advances theoretical understanding by highlighting the significance of specific managerial competencies in enhancing international expansion efforts.

### Gender Equality Increases the Representation of Women in Employer Entrepreneurship and Reduces IT in Solo Self-employment: A Cross-country Study

**J. Kleinhempel, J. Mata**

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Which countries exhibit the largest gender disparities in entrepreneurship—and what is the role of gender equality in these disparities? We argue that a multifaceted approach that distinguishes between different types of entrepreneurship is warranted to better understand the cross-national variation in entrepreneurial gender gaps. Our phenomenon-driven study documents that gender disparities are substantially more pronounced in employer entrepreneurship than in solo self-employment and that the two constructs are only weakly related to one another across countries. This has important implications for the role of gender equality: it is positively associated with women representation in employer entrepreneurship and negatively with women (over-)representation in solo self-employment. Unpacking gender equality, we find that informal institutional de facto gender equality plays a larger role than formal institutional de jure gender equality. Our findings draw attention to the multifaceted nature of entrepreneurial gender disparities and their institutional roots, which hold important implications for entrepreneurship theory and policy, as well as international business scholarship on cross-national gender disparities.

### Internationalization in Entrepreneurially-driven Firms: Rethinking the Exploitation-exploration Paradigm

**I. Kalinic<sup>1</sup>, C. Forza<sup>2</sup>, J. Clegg<sup>3</sup>**

<sup>1</sup>European Commission; <sup>2</sup>University of Padova; <sup>3</sup>Leeds University Business School; [igor.kalinic@ec.europa.eu](mailto:igor.kalinic@ec.europa.eu)

In this paper, we challenge the dominant wisdom about the need to combine both exploitation and exploration for the successful management of the internationalization process. From our analysis of five case SMEs, we find that during the internationalization of production, firms react to the changing external environment not only by adapting their strategies but also by implementing a number of incremental changes long after their initial entry into the foreign market. The continuous pace and the radical scope of change suggest that entrepreneurially-driven SMEs focus on the exploitation of incremental adaptations distributed over time based on existing knowledge. These adaptations lead to radical organizational renewal without the explorative introduction of new means.

### International Entrepreneurship or Entrepreneurial Internationalization – What Is Entrepreneurial in Firm Internationalization?

**N. Åkerman<sup>1</sup>, P. Servais<sup>2</sup>**

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This paper aims at increasing the theoretical precision when using the international entrepreneurship and entrepreneurial internationalization concepts. In particular, the paper addresses the apparent interchangeable use of these concepts. The paper utilizes international exchange relationships, value chains, and learning to explore their respective ontologies, thereby developing a framework that facilitates a distinction between the concepts. Using this framework suggests that international entrepreneurship can be understood as the exploitation of international exchange opportunities in the value chain, while entrepreneurial internationalization can be understood as the exploration of these opportunities, also outside the current planned value chain.

## F04.02I: Challenging Business Environments and Risks in Internationalization

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U262 KPMG  
Session Chair: Iris Saittakari, Aalto University School of Business

Interactive Paper Session

### Calculated Losses, Significant Gains: The Affordable Loss Principle and the International Orientation

**S. Ferrari, S. L. de Vasconcellos**

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This article aims to identify the relationship between the Affordable Loss Principle and International Orientation, moderated by psychic distance. Examining this relationship provides insights into entrepreneurs' decision-making processes and risk tolerance in international ventures. The analysis of small and medium-sized enterprises highlights particular nuances, while recent research suggests employing the effectuation process lens for understanding entrepreneurial decisions in an international orientation. With this study, we want to contribute to practical strategies for small and medium-sized companies and advance theoretical frameworks, bridging the gap between entrepreneurship theory and international business studies. This understanding is essential to promote international entrepreneurship, foster new business creation, and contribute to economic development.

### Establishing SME Alliances in Large Emerging Markets: The Importance of Local Legitimacy

**C. DE MATTOS<sup>1</sup>, L. SALCIUVIENE<sup>2</sup>, T. BURGESS<sup>3</sup>**

<sup>1</sup>University of Huddersfield, United Kingdom; <sup>2</sup>University of Birmingham, United Kingdom; <sup>3</sup>University of Leeds, United Kingdom; [c.demattos@hud.ac.uk](mailto:c.demattos@hud.ac.uk)

SMEs are increasingly being enticed by overseas expansion opportunities. In this context, alliances are a feasible strategic option for SMEs. Yet, studies looking at how some soft issues (e.g. local legitimacy) affect the SME entry strategy into emerging markets are scarce. This is particularly the case regarding the SME's potential for alliances with local firms. We propose a conceptual model and proposition regarding the effect of local legitimacy on alliance formation. More specifically, we look at the effect of local legitimacy in attracting a suitable alliance partner. We provide implications for practitioners and policy makers.

### Double Jeopardy: The Dual Liability of Foreignness for Firms from Sanctioned Country

**L. Ermolaeva, D. Rudakova, D. Fefelov, D. Klishevich, O. Garanina**

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The study aims to investigate the relationship between the liability of foreignness (LOF), business model adaptation and performance outcomes of Russian small and medium-sized enterprises (SMEs) with international operations in the post-2022 environment. The research poses two research questions: How does the liability of foreignness affect company performance? What is the role of business model adaptation in the relationship between the liability of foreignness and performance outcomes of Russian companies with international operations in the post-2022 environment? The analysis using structural equation modeling (SEM) revealed that LOF has a significant negative impact on company performance. At the same time, LOF positively affects business model adaptation, indicating that companies adapt their business models in response to challenges related to foreign status. In turn, it was found that business model adaptation mitigates the negative impact of LOF on company performance, suggesting that SMEs that adapt their business models are better able to cope with the negative consequences of foreign status. Additionally, the study showed that LOF increases with the company's international experience, and Russian companies with international operations in countries included in the list of countries that joined sanctions are more likely to face the effects of LOF.

### Small Business Internationalization in the Nordic Space Industry

**E. A. Melo, M. Punnala, A. Ojala**

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The Nordic region has the potential to become a hub for space innovation in Europe, with an ecosystem of startups and established companies pushing the boundaries of satellite technology, space exploration, and space-based applications. This region has a long tradition for space research and exploration, dating back to the 1960's with Denmark and Sweden. However, small space firms in this region face various challenges to internationalize. Strict regulations, international and national laws covering technology development, satellite launches and operations, pose challenges for small firms to expand globally beyond the startup phase. Additionally, the high capital and technology costs makes it difficult for these firms to internationalize. Despite these challenges, there are promising opportunities for these firms to grow and internationalize. The goal of this study is to understand the internationalization process for these space firms and present a model of the internationalization processes. This paper employs qualitative research methodology, combining interviews, case studies, and literature analysis.

### Ecuadorian SMEs Export Activities and Environmental Strategies: Analyzing Their Relationship

**M. A. Cervantes Figueroa, I. Plaza Peña**

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Abstract: The aim of this chapter is to light how the relationship between firms' internationalization and environmental responsibility. We expected firms with export activities might adopt proactive environmental strategies, eco-innovation plans, and

improve environmental performance. A sample of 100 exporting Ecuadorian SMEs was used to test these relationships. The results show that export ratio does not influence or have a significant relationship with the adoption of environmental strategies, eco-innovation plans, and environmental performance. However, top management commitment and organizational learning capability have shown a positive link with the three dependent variables.

## F04.03P: Panel: Charting Directions for Future Research on MNEs

*Time:* Friday, 13/Dec/2024: 4:45pm - 6:00pm · *Location:* Otakaari 1, U3  
*Session Chair:* Jacqueline Mees-Buss, University of New South Wales

Panel

Panelists:

Eleanor Westney (MIT Sloan School of Management)  
Ulf Holm (Uppsala University)  
Ulf Andersson (Mälardalen University)  
Mikael Eriksson (Stockholm School of Economics)  
Perttu Kähäri (Aalto University)

### Charting Directions for Future Research on MNEs

**J. Mees-Buss<sup>1</sup>, E. Westney<sup>2</sup>, U. Holm<sup>3</sup>, U. Andersson<sup>4</sup>, M. Eriksson<sup>5</sup>, P. Kähäri<sup>6</sup>, U. Zander<sup>5</sup>**

<sup>1</sup>University of New South Wales, Australia; <sup>2</sup>MIT Sloan School of Management, Schulich School of Business; <sup>3</sup>Uppsala University; <sup>4</sup>Mälardalen University; <sup>5</sup>Stockholm School of Economics; <sup>6</sup>Aalto University; [j.meesbuss@unsw.edu.au](mailto:j.meesbuss@unsw.edu.au)

Research on large Multinational Enterprises (MNEs) has been at the core of International Management (IM) since the 1980s, with notable contributions from scholars such as Doz, Prahalad, Hedlund, Bartlett and Ghoshal. Their collaborative efforts shaped our understanding of MNEs in the 20th century. But when in the 21st century, globalization, financialization, new technologies, and a changing geopolitical landscape started to transform MNEs, IB researchers were slow to recognize the magnitude and complexity of the changes in MNE organization and the growing diversity among MNEs. Hence, in 2016 a group of IM researchers gathered in Helsinki to re-focus on the evolving nature of MNEs, debating the need for new approaches and examining how environmental and organizational changes affect MNE structure, value creation and managerial tensions.

Our panel seeks to reconvene some of the key contributors to the 2016 debate to assess the continued relevance for future research on MNEs of the issues and themes that we identified eight years ago, and to discuss whether the changes in the global landscape since that time raise new challenges and themes. Our objective is to contribute to the shaping of a highly relevant and interesting research agenda on MNEs for the future.

## F04.04I: Resilience, Circularity, and AI

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U358  
 Session Chair: Stefan Schmid, ESCP Business School, Berlin

Interactive Paper Session

### Artificial Intelligence and Global Value Chains: A Review of the Multidisciplinary Literature

Y. Li<sup>1</sup>, A. Ojala<sup>1</sup>, R. Hasan<sup>1</sup>, A. Rialp-Criado<sup>2</sup>, W. Xu<sup>3</sup>

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This paper provides a comprehensive review of the literature on integrating artificial intelligence (AI) into global value chains (GVCs) and its significant implications for international business operations. Using the Antecedents-Processes/Decisions-Outcomes (A-P/D-O) framework, this review explores AI's multifaceted impacts on GVCs across various disciplines. The literature review includes peer-reviewed articles from reputable academic databases, focusing on the intersection of AI and GVCs.

The findings indicate that AI adoption in GVCs is primarily driven by technological advancements, competitive pressures, and the strategic need for operational efficiency and innovation. Key insights highlight AI's role in improving supply chain management, optimizing production processes, and enhancing market analysis through predictive analytics, real-time data exchange, and automation. Additionally, AI supports innovation, promotes sustainability, and strengthens firms' competitive positions within GVCs. However, notable research gaps remain. Future studies should investigate AI's contributions to sustainability in GVCs, ethical considerations, sector-specific challenges, and the role of policy frameworks in facilitating AI integration. Addressing these gaps will provide a deeper understanding of AI's strategic implementation in GVCs, ensuring responsible and equitable outcomes.

### Exploring Strategic Organizational Resilience in International Business: A Quantitative Literature Review

V. N. Z. Lehmann, D. Morschett

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Amid a backdrop of global and regional crises, resilience of multinational enterprises has become a focal point for practitioners and scholars of international management. However, opinions among academics about the definition and conceptualization of resilience continues to differ (Conz & Magnani, 2020). This paper addresses the lack of research on resilience of international management (Essuman et al., 2023) and the fragmented state of the literature in the field (Thalassinos et al., 2023). This study provides an overview of the body of research by providing a topological and temporal depiction of the study field's cognitive and social structure, highlights, and clusters of thematic subfields. The objectivity of the study was achieved through the use of a performance analysis, using citation rates and publication venues (Cucari et al., 2023) as well as through a bibliographic mapping process based on co-citation and co-words (Donthu et al., 2021) using VOS Viewer and CReXplorer. Despite the methodological challenges inherent in this research, the resulting visualization uncovers distinct research streams and gaps, offering profound insights for future studies in the field. Besides others, the most important thematic clusters in resilience are built around "ambidexterity and business innovation", "corporate strategies", and "change management and innovation".

### Multinationals in Transnational Social Spaces and Communities: Circular Economy Transition in Global Value Chains

M. Rana<sup>1</sup>, M. Allen<sup>2</sup>

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Much of the existing literature on MNEs and the transition to a circular economy (CE) tends to adopt an economic perspective considering MNEs to be key protagonists pushing for a more CE. Those literatures tend to downplay how socio-economic relations amongst MNEs and a broad range of other national & transnational actors', known as transnational-social-space (TSS), shape MNEs and supplier's effort to move towards a CE. Drawing on the concepts of TSS and transnational communities (TC) we examine how the multi-tier organisational and global-stakeholders' collective initiative complements MNEs effort to move their supply chains to a CE. Using two TSSs in Bangladesh's apparel industry as embedded case studies, our study explores three drivers: (i) actors shared purposes, (ii) shared cognition and logics, and (iii) symbolic change and transformation, which shape TSS's effort to move MNEs supply chain towards a CE, leading TSS to a TC. The TSS and TC concepts facilitate an embedded and contextualized view of MNEs, placing MNEs as one amongst a group of actors; instead, a central actor, who come together to work on a common, yet sometimes contested goal. We, thus, explore the 'drivers' of CE transition in GVCs, and present an alternative perspective to IB literature.

### Do Resilience and Sustainability Play a Trade-off Game? An Analysis on the Relationship between Industrial Policies and Investment Decisions of MNEs in the Lithium-Battery Global Value Chain

P. De Ponti<sup>1</sup>, S. Elia<sup>2</sup>, L. Piscitello<sup>2</sup>

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Focusing on the GVC of lithium batteries (LBs), this paper analyses the relationship between the major industrial policies adopted in the last decade and inward FDI in three major regions for the LB industry (the EU, the US and China).

First, we present a comprehensive recollection of the industrial policy instruments designed and implemented over the period 2012-2022, and we propose a tentative taxonomy for their classification. Second, we analyse the relationship between the emergence and the evolution of active policy instruments and the investments undertaken by MNEs in the different stages of the LB value chain, in the three regions considered.

Our results show that industrial policies have played a key role in shaping the LB GVC configuration, especially in the EU and the US, as they have fostered greenfield investments in midstream cells and packs manufacturing. Our evidence contributes to the debate regarding the potential tensions arising between the pursuit of resilience and sustainability objectives in industrial policy, arguing their coexistence is not discouraging inward investments flows. Moreover, we analyse similarities and differences

in the strategic approaches towards the pursuit of technology sovereignty in the regions considered, and discuss their efficacy and repercussions.



## F04.06C: Careers in Context: Diversity, Digitalisation and Disruption

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U250a Finavia  
 Session Chair: Vesa Suutari, University of Vaasa

Competitive Paper Session

### Opportunity in Disguise? Examining Career Paths of Female Directors Following Glass Cliff Assignments

**X. Zhang, W. Lin, W. Ruigrok**

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The glass cliff phenomenon, which denotes the greater tendency of women than men to be placed on precarious leadership positions, has attracted huge scholarly interest since the notion's inception. By framing women-held upper echelons roles as "cliff", the glass cliff scholarship thus far has concentrated on uncovering how systematic biases towards women extend into higher-end labor markets, manifested as the "think crisis, think female" association in director appointment process and a greater exposure to courtesy stigma in consequence to their affiliation with crisis-stricken firms. This paper adopts a different angle to explore the potential upsides of glass cliff assignments. Based on a large-scale matched sample of Chinese listed firms, our analyses reveal that 1) preferential selection of women to top corporate ranks is not universal but rather contingent on the configurations of crisis situations and that 2) directorships in distressed firms may increase directors' future employability but this effect is largely enjoyed by men. Our findings contribute to the glass cliff literature in two ways. First, we clarify the boundary conditions of the glass cliff phenomenon. Second, we show strong evidence of double standards for competence.

### The Impact of Corporate Political Activities on Board Gender Diversity: The Moderating Role of Gendered Culture

**A. Shoham<sup>1</sup>, S. Lee<sup>2</sup>, S. Tarba<sup>3</sup>, P. Ghauri<sup>3</sup>**

<sup>1</sup>Temple University, United States of America; <sup>2</sup>Penn State Great valley; <sup>3</sup>University of Birmingham; [amir.shoham@temple.edu](mailto:amir.shoham@temple.edu)

Relying on institutional theory, we contribute to the growing literature on corporate political activity (CPA) and board gender diversity (BGD) by examining the impact of CPAs on BGD. We utilized an extensive international sample to find that the firms engaged in CPAs, such as lobbying and political contributions, tend to appoint more women to the board. More gender-diverse boards stem from the strong social reputation benefits associated with BGD and are so needed by policymakers in helping the firm. By integrating the informal institutional element of culture, we found that the positive effect of CPA on BGD is negatively moderated by gendered culture as captured by grammatical gender marking as an important contingency factor. Additionally, we show that the social reputation of the firm mediates the impact of CPA on BGD. We subjected our results to a battery of empirical robustness tests, including causality analysis.

### Determinants of Organizational Citizenship Behavior in the Context of Double-loop Pressures: Exploring Artificial Intelligence Adoption under Geopolitical Disruptions

**M. Latukha<sup>1</sup>, A. Tumentseva<sup>2</sup>, L. Rysakova<sup>2</sup>, H. Scullion<sup>3</sup>, A. Panibratov<sup>1</sup>**

<sup>1</sup>Leonard de Vinci Pole University, Ecole de Management; <sup>2</sup>St Petersburg State University, Graduate School of Management; <sup>3</sup>Hull University; [lianarysa@mail.ru](mailto:lianarysa@mail.ru)

The adoption of artificial intelligence (AI) creates environmental pressures on organizations affecting employees' behavior and their willingness to contribute to companies' success. Moreover, within the context of geopolitical instability, firms may encounter additional enforcements resulting in reconsideration of existing managerial practices as the responses to new realities. We apply Organizational Citizenship Behavior concept (OCB) to discuss how AI pushes organizations to revise OCB determinants strengthening these efforts by environmental disruptions using the data from 101 firms that operate in the sanctioned Russian market. Specifically, we discuss how the AI-enhanced OCB' determinants effect firm performance and innovation capabilities of companies operating in the geopolitical disruptive context. We argue that double-loop pressures create unique research settings enabling us to unpack emergent interplay between different sources of environmental pressures and organizational responses related to employees' behaviors. One of the most significant contributions is the redefinition of determinants of OCB in terms of dual-loop pressures. Additionally, the research illustrates the significant impact of AI-enhanced OCB on organizational innovation and performance.

### The Digital Facets of Social Capital and Their Influence on Individuals' Career Success in International Careers Landscape

**R. Mello<sup>1</sup>, V. Suutari<sup>2</sup>**

<sup>1</sup>University of Vaasa, Finland; <sup>2</sup>University of Vaasa, Finland; [rodrigo.mello@uwasa.fi](mailto:rodrigo.mello@uwasa.fi)

How do expatriates leverage their social capital (SC) to achieve long-lasting career success (CS) in an increasingly digital world? This study addresses this question by integrating three theoretical perspectives on SC: the nature, structure, and content of social ties. Furthermore, the paper discusses the increasing role of digitalisation of social ties expedited by the COVID-19 pandemic. Drawing on a thematic analysis of 32 semi-structured interviews of expatriates, we report how SC plays a pivotal role in shaping their CS. The study also observes how digitalisation has transformed SC, emphasising its implications in the international career context. From this exploration, the importance of 'e-bridging SC emerges.' We further delineate how digitalisation catalyses the emergence of digital 'career brokers mechanisms' connecting expatriates to diverse and dispersed social groups and the 'digital affordance-driven ties' that guide expatriates in gauging the worth of those groups for their careers.

## **F04.07P1: Panel: Leveraging Insights from Academic Career Transitions to Rethink IB Scholarship: CYGNA 10th Anniversary Panel**

*Time:* Friday, 13/Dec/2024: 4:45pm - 6:00pm · *Location:* Otakaari 1, U5  
*Session Chair:* Ciara O'Higgins, University of Deusto

Panel

Panelists:

Carole Couper (Birmingham Business School)  
Joanna Karmowska (Oxford Brookes University)  
Dan Ha Le (University of Turku)  
Dorota Piaskowska (University College Dublin)  
Natalie Victoria Wilmot (University of Lincoln)

### **Leveraging Insights from Academic Career Transitions to Rethink IB Scholarship: CYGNA 10th Anniversary Panel**

**C. O'Higgins<sup>1</sup>, C. Couper<sup>2</sup>, J. Karmowska<sup>3</sup>, D. H. Le<sup>4</sup>, D. Piaskowska<sup>5</sup>, N. Wilmot<sup>6</sup>**

<sup>1</sup>University of Deusto, Spain; <sup>2</sup>Birmingham Business School, UK; <sup>3</sup>Oxford Brookes University, UK; <sup>4</sup>Turku School of Economics, Finland; <sup>5</sup>University College Dublin School of Business, Ireland; <sup>6</sup>Lincoln International Business School, UK;  
[ciara.ohiggins@deusto.es](mailto:ciara.ohiggins@deusto.es)

CYGNA – Women in Academia Network's main objective is to promote interaction among female academics and to provide a forum for learning, support, and networking. As such, through its activities, CYGNA aims to generate conversations about how we can collectively rethink academia and academic work to make it more inclusive and to guarantee a greater and more positive impact on the academic community itself as well as on the firms and societal actors we study. For this reason, this year's 50th anniversary conference theme of "Rethinking IB research for the next 50 years" makes EIBA the ideal space to celebrate CYGNA's 10th anniversary with a panel discussing these issues. The proposed panel seeks to stimulate a conversation about how academics can leverage the learning from the "real-life experiences of scholars" (Jones & Bartunek, 2021, p. 335), in particular around their career transitions (e.g. cross-border transitions, leadership transitions and transitions from industry to academia), to make IB scholarship more interesting, more relevant and more transformative.

## F04.08C: AI in International Business

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U406a  
Session Chair: Rakibul Hasan, University of Vaasa

Competitive Paper Session

### **Can Artificial Intelligence Write International B2B Sales Messages as Well as Humans?**

**M. Gabrielsson, M. Gabrielsson**

HANKEN School of Economics, Finland; [mika.gabrielsson@hanken.fi](mailto:mika.gabrielsson@hanken.fi)

Our study is the first one to look at how well messages written by artificial intelligence can be used to book appointments compared to humans when examining the approach phase of the Dupinski's B2B sales process in an international context. We found that a message written by artificial intelligence is already equally effective in comparison to human beings in converting sales meetings. Furthermore, we found that while humans are significantly better at creating emails with general arguments, ChatGPT is equally effective at writing messages as human beings with a specific segmented message. The results show that artificial intelligence is capable of writing very human-like text even in a real business context, which has strong managerial implications. We conclude by suggesting exploring other possible phases of the international B2B sales process that could be streamlined using AI.

### **Information Overload, Perceived Distance, and Artificial Intelligence: An Experimental Study**

**A. Vergeiner, T. Lindner, H. Pühr**

Vienna university of economics and business, Austria; [andrea.vergeiner@wu.ac.at](mailto:andrea.vergeiner@wu.ac.at)

Managerial decision-makers are confronted with an increasing amount of information that has the potential to enhance strategic decision-making. However, an overwhelming amount of information leads to information overload, challenging their cognitive capabilities and adversely affecting decision quality. This study explores the impact of information overload on decision quality in international investment decisions, examining how perceived distance and the incorporation of artificial intelligence advice influence this relationship. Utilizing a sample of 625 participants, our findings indicate that information overload affects decision quality, with perceived distance intensifying this negative effect. However, integrating AI advice emerges as a significant mitigator, substantially improving decision quality by counteracting the effects of information overload. This research contributes to the international business literature by empirically demonstrating the adverse effects of information overload and perceived distance on decision quality and the efficacy of AI advice in alleviating these challenges, thereby enhancing international investment decision-making.

### **International VS. Product Diversification and Artificial Intelligence: An Experimental Study**

**A. Vergeiner, T. Lindner**

Vienna university of economics and business, Austria; [andrea.vergeiner@wu.ac.at](mailto:andrea.vergeiner@wu.ac.at)

Over the last decades, research in international and product diversification has been extensive, yet limited attention has been given to the preference of firms between these options and the information processing of managers during this decision-making process. This study addresses this gap by further exploring how experiential knowledge can be substituted by information provision via artificial intelligence. Utilizing an experimental approach and a sample of 584 U.S.-based participants with management experience, our findings indicate a managerial preference for international diversification over product diversification, driven by perceptions of higher investment attractiveness. Furthermore, AI advice was found to reduce the investment gap between related and unrelated diversification strategies. Additionally, the impact of AI was more pronounced for product diversification compared to international diversification, suggesting that experiential knowledge is more likely to be substituted by AI-provided information in the decision-making process for product diversification. This study contributes to international business literature by integrating information processing theory into the current literature on diversification strategies, highlighting AI's potential to enhance strategic decision-making. The results underscore the need for further empirical research on AI's role in managerial cognition and decision-making processes in diversified business contexts.

## F04.08C1: Digital Internationalization

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U261 OP  
Session Chair: Irina Mihailova, University of Eastern Finland

Competitive Paper Session

### Traditional and Digital International Marketing Capabilities of Internationalizing SMEs: A Review and Research Agenda

**A. Z. Berky, D. Dikova**

Vienna University of Economics and Business, Austria; [attila.zsolt.berky@wu.ac.at](mailto:attila.zsolt.berky@wu.ac.at)

We investigated the impact of digitalization on the marketing capabilities of internationalizing SMEs. Using a systematic literature review, we analyzed traditional, digital, and international SMEs. Our findings reveal how these different types of firms exhibit different levels of internationalization and digitalization in terms of their static, dynamic, and adaptive marketing capabilities. Our analysis resulted in a three-dimensional categorization of the literature based on firm type, level of digitalization and internationalization, and marketing capability type, from which we derived suggestions for future research. We supplemented our findings with a qualitative study of the least studied firm type in the literature: born digital international firms. Our qualitative findings supported our three-dimensional categorization framework and helped us formulate additional propositions for research on digital international marketing capabilities of SMEs.

### Big Data Analytics and the Degree of Internationalization: An Attention-based View of Organizational Learning

**C. Vu, X. He, J. Lengler**

Durham University, United Kingdom; [chi.t.vu@durham.ac.uk](mailto:chi.t.vu@durham.ac.uk)

This study investigates the role of Big Data Analytics (BDA) in shaping firms' internationalization strategies. Drawing on organizational learning theory and attention-based view, the research explores how BDA facilitates both learning processes crucial for firms expanding into global markets. Using dataset covering 250 US publicly listed firms, the study identifies a U-shaped relationship between BDA implementation and the degree of internationalization. Moreover, managers' attention to BDA moderates this relationship, strengthening the U-shaped impact of BDA implementation on the degree of internationalization. Our research adds novel insights and findings on the role of BDA in international business.

### A New Diagnostic Tool for Measuring Digitalization

**M. Farhana, E. Yildiz**

Mälardalen University, Sweden; [mosarrat.farhana@mdu.se](mailto:mosarrat.farhana@mdu.se)

The pervasive influence of digitalization on contemporary business is undeniable. While its transformative potential is widely acknowledged by academic scholars, a robust measurement of digitalization remains elusive. Existing research often conceptualizes digitalization as a unified construct, neglecting its multidimensional nature. Our study addresses this gap by developing a psychometrically sound scale to measure digitalization. To obtain a generalizable scale, our study develops and validates 19 items, classifying them into four dimensions defining the construct of digitalization. By delineating and operationalizing the key dimensions underpinning digitalization (i.e., digital communication technology, digital in situ technology, digital data analytics technology, and digital networking technology), this research offers a finer-grained understanding of how firms leverage digital technologies. A validated scale will enhance the rigor of future research and provide valuable insights for practitioners seeking to optimize their digital strategies. Ultimately, this study aims to contribute to the field's theoretical and managerial advancement by providing a comprehensive and reliable measurement tool for digitalization.

### Digitalization and Internationalization: Trends, Themes and Future Directions. A Systematic Literature Review

**A. Rahimipour Anaraki<sup>1</sup>, G. Batsakis<sup>1,2</sup>, G. Azar<sup>3</sup>**

<sup>1</sup>Brunel University London, United Kingdom; <sup>2</sup>Alba Graduate Business School, Greece; <sup>3</sup>Middlesex University London, United Kingdom; [amir.rahimipouranaraki@brunel.ac.uk](mailto:amir.rahimipouranaraki@brunel.ac.uk)

This paper systematically reviews the relationship between digitalization and internationalization through a comprehensive review of the literature. Using Bibliometric and thematic analyses, we map the intellectual landscape, identifying key journals, influential papers, and research trends. Our thematic analysis highlights key themes within digitalization and internationalization, providing a structured overview of their complex interactions and strategic implications for global business practices. The findings indicate that digitalization often drives internationalization, though it can also act as a dependent or mediating variable. Specifically, digitalization is portrayed as an independent driver in most cases, with internationalization depending on its advancement. The study emphasizes the need for further research on the reciprocal influence of internationalization on digitalization and the impact of country-specific characteristics such as technology readiness and cultural distance. This research enriches the understanding of how digital technologies are transforming international business practices and provides a framework for future studies, offering valuable insights for scholars and practitioners in international business.

## F04.09C: IB, Sanctions and Trade Wars

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U7 PWC  
 Session Chair: Filip De Beule, University of Leuven

Competitive Paper Session

### Pulling the Plug or Rerouting the Connection – Do MNEs Maintain Auxiliary Subsidiaries to Sustain International Business under Economic Sanctions?

J. Graneros<sup>1</sup>, J. H. Fisch<sup>1</sup>, B. Schmeisser<sup>1,2</sup>

<sup>1</sup>University of Economics and Business Administration of Vienna, Austria; <sup>2</sup>Norwegian School of Economics;  
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Amid increasing geopolitical tension, governments divert to restrictive measures to enforce their foreign policy. To weaken the economies of target countries, sanctions may also impact the international operations of investors from the sender country, prompting them to divest subsidiaries in target countries despite sometimes heavy losses. According to macroeconomic findings, however, the overall effect of economic sanctions on subsidiary divestment is only limited. Firms may have strategies to avoid subsidiary divestments under sanctions, e.g., using new routes for the flow of goods and capital through auxiliary subsidiaries. As such strategies will only show at the micro level, we examine the relation between sanctions and foreign subsidiary divestments on a sample of Western MNEs and their affiliates in countries of the former Warsaw Pact, some of which had been targeted by EU's sanctions in our observation period from 2012 to 2022. We find that economic sanctions do increase subsidiary divestments in target countries; however, the presence of auxiliary subsidiaries in commercial friendshoring locations or offshore financial centers reduces the likelihood of such divestments to a significant extent.

### Speeding up Deglobalization: The Effect of Sanctions on Firms' Divestment Strategy

A. Andronovich, J. Müllner

WU (Vienna University of Economics and Business), Austria; [anna.andronovich@wu.ac.at](mailto:anna.andronovich@wu.ac.at)

Sanctions represent a non-military form of response to specific events and challenges originating from abroad, which contravene the established norms and values of the imposing country or countries. Recent developments in international politics and the intensification of sanctions have spurred increased research on the impact of these sanctions across various fields, including International Business. The general stream of the current paper is international firms' divestment from sanctioned countries under institutional disruptions, political risk, and uncertainty caused by the imposition of sanctions. The overarching research inquiry is built upon the institutional triality concept and revolves around the examination of factors influencing the decision-making process of companies regarding divestment from or persistence in the target market. We employ hierarchical logistic regression on a panel dataset of international firms that either operate within or withdraw from the Russian market from 2022 to 2024. We explore and explain the effect of country-level factors with regards to follow-the-leader strategy, such as sanctions compliance and political affinity towards the US as well as firm-level factors, such as the firm's dependency on the US market.

### Caught between the Fronts: A Legitimacy-based View on Western Firms' Response to the Ukraine War

L. Vandepoele<sup>2</sup>, G. Wernicke<sup>1</sup>

<sup>1</sup>HEC Paris, France; <sup>2</sup>University of Mannheim, Germany; [wernicke@hec.fr](mailto:wernicke@hec.fr)

We study Western firms' response to an exogenous increase in political risk through Russia's invasion of Ukraine. Building on the legitimacy-based view of political risk, we predict that Western firms with greater business exposure to Russia face heightened political risk in both their home countries and Russia and are thus more likely to exit Russia after its invasion of Ukraine. We further theorize that increasing public attention and greater support for Ukraine to Ukraine in Western firms' home countries amplify the relationship between Western firms' business exposure and their inclination to exit Russia. We empirically test our arguments in the context of Russia's invasion of Ukraine in February 2022, which, in the eyes of Western countries, morally delegitimized Russia as a business partner and, therefore, increased legitimacy threats for Western firms with business activities in Russia. The results from these tests are in line with our arguments.

### Two's a Crowd: The Impact of Us-China Trade War on Third Countries

Q. T. Dang<sup>1</sup>, P. Jasovska<sup>2</sup>, H. Rammal<sup>3</sup>, S. Velasquez<sup>1</sup>

<sup>1</sup>RMIT Vietnam; <sup>2</sup>University of Technology Sydney Business School, Australia; <sup>3</sup>University of Adelaide, Business School, Australia; [pavlina.jasovska@uts.edu.au](mailto:pavlina.jasovska@uts.edu.au)

Economic sanctions are a policy tool a country's government uses to penalize another country for violating international laws or norms. Third countries can get indirectly involved if they have trading relationships with any sanctioning or sanctioned countries. And such an impact can be significant. Existing literature has provided ample evidence of the scale and scope of these impacts and how they change the institutional landscape of countries involved in the trade war and those of third-country status. Yet the distinct responses of the third countries and their business remain undertheorized as the literature tends to undermine the unique impact of sanctions as a form of temporary institution. This paper investigates Vietnamese timber exporters in the context of US-China economic sanctions. We found that third countries' businesses encountered both positive and negative impacts of the sanctions and employed four strategies: aligning, aspiring, influencing, and insulating. Our key contributions are how and when third-country firms intertwine reactive and anticipatory strategies. Moreover, we bring to the fore the notion of temporality – a core feature of sanctions as a coercive measure – instigating firm strategies that are more selective rather than full compliance.

## F04.10C: Topics in Environmental Management

Time: Friday, 13/Dec/2024: 4:45pm - 6:00pm · Location: Otakaari 1, U8, 2nd floor  
 Session Chair: Jonathan Doh, Villanova University

Competitive paper sessions

### Multinational Corporations' (MNCs') Fashion Brands' Environmental Sustainability Perception, Its Antecedents and Influence on Consumer Behavior

**A. Napiórkowska, A. Grudecka, M. Witek-Hajduk**

SGH Warsaw School of Economics, Poland; [anna.napiorkowska@sgh.waw.pl](mailto:anna.napiorkowska@sgh.waw.pl)

This paper investigates relations between antecedents (attitudes towards sustainability, subjective norms referring to sustainability, perceived behavioral control and perceived multinational corporations' – MNCs environmental sustainability) and their influence on purchase intentions. Authors refer to the theory of planned behavior (TPB) as relatively little studies are based on TPB referring to its all assumptions, although it is suitable for studies on consumer behavior with regard to sustainability. This study enriches TPB by adding additional construct, i.e. perception of MNC's fashion brands' environmental sustainability. A sample of 551 fashion brands' consumers from European Union (EU), India and USA was surveyed, and gathered data were analyzed with PLS-SEM. According to this research, consumers' negative attitudes towards sustainability, subjective norms referring to sustainability and perceived behavioral control have influence on perception of MNC's environmental sustainability, and next – the latter influence consumers' purchase intentions. In turn, positive attitudes towards sustainability have no statistically significant influence. This study contributes to the body of literature on sustainability with regard to MNCs and consumers' environmental sustainability perception of these corporations, and its relation with consumer behavior. It also offers insights useful for managers.

### Can Green Cross-border Mergers and Acquisitions Attract Investors? A Signaling Theory Perspective

**J. Li, Z. Zhang, Z. Li**

University of International Business and Economics, China, People's Republic of; [cong0204@foxmail.com](mailto:cong0204@foxmail.com)

Green cross-border merger and acquisition (green M&A) offer a rapid path for firms to obtain green resource and green technologies. Drawing on signaling theory, this paper studies whether investors are attracted to green M&A. Results show that the stock market performance of green M&A is better than that of non-green M&A. Moreover, when corporate accounting quality is high, green M&A has better stock market performance, that is, investors have a more positive attitude towards green M&A. However, when corporate diversification is high or the level of environmental investment is high, investors' attitude towards green M&A will be negatively affected. This paper provides a better understanding of green M&A and has theoretical contribution to signaling theory.

### Green Innovation and Environmental, Social, and Governance Performance of EMNEs: Why Are Political Affiliations Important?

**Q. Gao<sup>1</sup>, D. Huang<sup>1</sup>, X. Bao<sup>1</sup>, Z. Zhang<sup>1</sup>, X. Zhuang<sup>2</sup>**

<sup>1</sup>Beijing International Studies University, China, People's Republic of; <sup>2</sup>Myongji University, Republic of Korea;  
[2020221142@stu.bisu.edu.cn](mailto:2020221142@stu.bisu.edu.cn)

Using panel data from 2009 to 2021 of Chinese A-share listed companies and employing quantitative regression with double fixed effects, this study investigates how corporate green innovation affects environmental, social, and governance (ESG) dimensions. It also examines the moderating role of political affiliations in 34,132 firm-year observations. The study concludes that green innovation significantly enhances corporate ESG performance. Establishing a Party Organization negatively moderates the social performance enhanced by green innovation but positively moderates the governance performance enhanced by green innovation. The ratio of Party Members at the Management Level negatively moderates the social performance enhanced by green innovation but positively moderates the governance performance enhanced by green innovation. The ratio of State-Controlled positively moderates environmental and governance performance but negatively moderates social performance due to green innovation. Green innovation enhances ESG performance more significantly in eastern regions than in less developed regions. The findings of this research discuss the results of the CSR performance of firms at various levels, offer more effective suggestions for firm development and government policies, and provide insights into the effects of political affiliations on firms and their related development simultaneously.

## F04.10P2: Panel: MNEs' Societal Impact: What Do We Know, Where Do We Go?

*Time:* Friday, 13/Dec/2024: 4:45pm - 6:00pm · *Location:* Otakaari 1, U6  
*Session Chair:* Axele Giroud, University of Manchester

Panel

Panelists:

Pervez Ghauri (University of Birmingham)  
Jorge Carneiro (FGV Sao Paulo School of Business Administration)  
Marleen Wierenga (Norwegian University of Science and Technology)  
Khajida van der Straaten (Rotterdam School of Management)

### **MNEs' Societal Impact: What Do We Know, Where Do We Go?**

**A. Giroud<sup>1</sup>, K. van der Straaten<sup>2</sup>, P. Ghauri<sup>3</sup>, J. Carneiro<sup>4</sup>, M. Wierenga<sup>5</sup>, A. Santos-Paulinos<sup>6</sup>**

<sup>1</sup>University of Manchester, United Kingdom; <sup>2</sup>Erasmus University, The Netherlands; <sup>3</sup>University of Birmingham, United Kingdom; <sup>4</sup>FGV São Paulo School of Business Administration, Brazil; <sup>5</sup>Radboud University, The Netherlands; <sup>6</sup>UNCTAD, Switzerland; [axele.giroud@manchester.ac.uk](mailto:axele.giroud@manchester.ac.uk)

The objective of this panel is to engage in a critical discussion and present state-of-the art research and government actions on Multinationals' Societal Impact, focusing on how these firms can contribute to more inclusive and sustainable development for all stakeholders whilst achieving economic return for shareholders. The panel will focus on challenges of poverty, marginalisation and inequality, and how firms address these societal challenges. Panelists will present MNEs' interactions with poor marginalised communities (e.g., addressing issues of education, health and growing local entrepreneurial capacity at grassroots level), and strategies to address different types of inequalities (e.g., gender and wage inequalities), before engaging in a critical conversation on how MNEs actions can lead to positive but also potentially negative societal impact.

## F04.12P: The World We Want; the Education We Need

*Time:* Friday, 13/Dec/2024: 4:45pm - 6:00pm · *Location:* Otakaari 1, U119 DELOITTE  
*Session Chair:* John Raymond Dilyard, St. Francis College

Panel

### **The World We Want; the Education We Need**

**J. R. Dilyard<sup>1</sup>, E. Wang<sup>2</sup>, N. Sinkovics<sup>3</sup>, H. Reichstein-Scholz<sup>4</sup>, L. Liu<sup>5</sup>, S. Pruthi<sup>6</sup>, I. Martinez<sup>7</sup>, S. Saxhena<sup>8</sup>, T. Fang<sup>9</sup>**  
<sup>1</sup>St. Francis College, United States of America; <sup>2</sup>University of Leeds; <sup>3</sup>University of Newcastle; <sup>4</sup>Hamburg School of Business Administration; <sup>5</sup>University of Edinburg; <sup>6</sup>San Jose State University; <sup>7</sup>Unifranz University; <sup>8</sup>Heriot Watt University; <sup>9</sup>Stockholm University; [jdilyard@gmail.com](mailto:jdilyard@gmail.com)

If we as business educators want a safer, more equitable, more secure, more environmentally conscious and sustainable world, we need to be able to prepare our students to help build one. This is a grand challenge, however it is largely acknowledged that how business practitioners have been trained thus far has both contributed to the less safe, less equitable, less environmentally conscious and sustainable world we have now and has not prepared them to fix it. Clearly, business needs a new way of thinking and new ways of doing, but at the same time business educators (indeed, really, all educators) need a new way of teaching, one which prepares students to address highly complex and highly interconnected issues. As this indeed could be one of the most important issues facing international business over the next fifty years, the various and unique perspectives offered by the experienced scholars and educators in this panel will discuss possible ways in which how international business students can be better prepared to the grand challenges ahead.



## F04.12P1: Panel: Teaching Blockchain in International Business

*Time:* Friday, 13/Dec/2024: 4:45pm - 6:00pm · *Location:* Otakaari 1, U356 ALMA MEDIA  
*Session Chair:* Aušrinė Šilenskytė, University of Vaasa

Panel

Panelists:

Rudolf Sinkovics (Durham University)  
Jurgita Butkeviciene (Vilnius University)  
Eduardo Acosta Llano (University of Oulu)  
Olli Kuivalainen (LUT University)

### Teaching Blockchain in International Business

**A. Šilenskytė<sup>1</sup>, R. R. Sinkovics<sup>2</sup>, J. Butkeviciene<sup>3</sup>, E. Acosta Llano<sup>4</sup>, O. Kuivalainen<sup>5</sup>**

<sup>1</sup>University of Vaasa, Finland; <sup>2</sup>Durham University, UK; <sup>3</sup>Vilnius University, Lithuania; <sup>4</sup>University of Oulu, Finland;

<sup>5</sup>Lappeenranta-Lahti University of Technology, Finland; [ausrine.silenskyte@uvasa.fi](mailto:ausrine.silenskyte@uvasa.fi)

In recent years, terms like Web3, blockchain, crypto, distributed ledger technology, tokens, and NFTs have become increasingly prevalent in international business news. However, these concepts are often difficult to understand and explain, presenting a unique challenge for educators in International Business (IB). Research on blockchain-based businesses within IB is still in its nascent stages, offering limited guidance for educators tasked with teaching these critical yet highly complex innovations to their students. In line with the conference theme “That’s Interesting!” this panel offers insights on new, interesting topic that is under-explored and yet needs to be brought to the IB classrooms reflecting on the emerging phenomenon and contemporary innovations in the field of IB. This panel aims to address the topic of blockchain in IB and challenges related to its complexity by providing IB educators with insights and strategies for effectively integrating blockchain concepts into the IB curricula. The panel will discuss how blockchain as an advanced technology can be integrated in various parts of the IB curriculum: learning goals, teaching/learning content and methods, and the assessment.

## **F04.13P: Panel: Artificial Intelligence: Advancing IB Research and Theory or a Mythical Mirage?**

*Time:* Friday, 13/Dec/2024: 4:45pm - 6:00pm · *Location:* Otakaari 1, U1  
*Session Chair:* Diletta Pegoraro, Politecnico di Milano

Panel

Panelists: Nguyen Duc Cuong (Alliance Manchester Business School)  
Marianna Marra (University of Sussex)  
Elsahn Ziad (Lancaster University)

### **Artificial Intelligence: Advancing IB Research and Theory or a Mythical Mirage?**

**D. Pegoraro<sup>1</sup>, D. C. Nguyen<sup>2</sup>, M. Marra<sup>3</sup>, Z. Elsahn<sup>4</sup>**

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Research methodology serves as the foundation upon which theories are built, tested, and refined, and its importance is receiving increased scholarly attention in international business (IB). At the same time, the widespread diffusion and adoption of artificial intelligence systems have challenged existing research practices, presenting both opportunities and challenges. On the one hand, AI systems can serve as virtual research collaborators that promise to unlock unparalleled efficiency gains as they help streamline our research by automating data analysis, generating insights, and assisting in the write-up of findings. Conversely, these systems can also work against us by diminishing our ability to engage in creative theorising and critical thinking, that may lead to a reliance on algorithmic practices and outputs that reduce the depth and originality of IB scholarship. In this panel, we explore these issues and stimulate debate around efficiency versus originality, methodology integrity and transparency and theory development. In engaging in these themes, we aim to chart a path forward that balances the benefits of AI while safeguarding the integrity and creativity that are the hallmarks of IB scholarship.

## S05.01P: Panel: Recognizing and Embracing Linguistic Diversity in IB Research

*Time:* Saturday, 14/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U3  
*Session Chair:* Carole Couper, Birmingham Business School

Panel

Panelists:

Kaisa Koskinen (Tampere University)  
Susanne Tietze (Sheffield Hallam University)  
Eleanor Westney (MIT Sloan School of Management)  
Rebecca Piekkari (Aalto University)  
Patrick Shulist (Aalto University)

### Recognising and Embracing Linguistic Diversity in IB Research

**C. Couper<sup>1</sup>, K. Koskinen<sup>2</sup>, P. Shulist<sup>3</sup>, S. Tietze<sup>4</sup>, E. Westney<sup>5</sup>, R. Piekkari<sup>3</sup>**

<sup>1</sup>Birmingham Business School, United Kingdom; <sup>2</sup>Tampere University, Finland; <sup>3</sup>Aalto University, Finland; <sup>4</sup>Sheffield Hallam University, United Kingdom; <sup>5</sup>York University, Canada; [c.couper@bham.ac.uk](mailto:c.couper@bham.ac.uk)

For the past three decades, the IB field has recognized that regardless of context – whether the MNE, global value chains, entrepreneurial firms, or cross-cultural teams – the key advantage of working across borders lies in the potential to leverage differences for innovation. However, this requires recognizing that a difference exists and that it is consequential. Compared to differences in location advantages or organizational capabilities, linguistic differences have been much less recognized in IB as consequential. Recently, however, the differences across natural languages (German, English, Chinese) have been acknowledged in the IB field, and IB scholars have started to pay more attention to the challenges of working across languages and coping more effectively with them. However, as we will argue in this panel, far less attention has been paid to the rewards of embracing linguistic differences as a way of generating new knowledge and theorize from it.

## S05.02C: Exports, Entry Modes and Foreign Market Extensions

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U249  
Session Chair: Anisur R. Faroque, University of Vaasa

Competitive Paper Session

### What Determines SME Export Growth in Transition Economies? The Role of Infrastructure, Digitalisation and Innovation Capabilities

J. Edeh<sup>1</sup>, A. D. Olarewaju<sup>2</sup>, S. Kusi<sup>3</sup>

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The role of macro-level factors has been identified as pivotal to firm performance. Yet, there is little focus on how home country infrastructure influences the export growth of small and medium-sized enterprises (SMEs) in latecomer economies such as transition countries. This paper addresses this concern by arguing that the relevance of home country infrastructure on SME export growth depends on the dynamic interactions of enterprise capabilities. We empirically test this assertion with a sample of 8663 firms from 16 transition economies. Using the Structural equation modelling (PLS-SEM) technique, we find that home-country infrastructure does not promote SME export growth. Additionally, we find that home-country infrastructure dampens the digitalisation of export-oriented SMEs. Moreover, we provide evidence suggesting that SMEs can benefit from digitalisation by leveraging innovation capabilities in their export growth strategies. The findings of this study strongly indicate that policy actions targeting infrastructure improvement in transition economies will enhance SME capabilities and export performance.

### Entrepreneurial Implications of Market Orientation: Unveiling Proactive and Responsive Market Orientation's Entrepreneurial Odyssey in Exporting Firms

A. R. Faroque<sup>1</sup>, A. Rahman<sup>2</sup>, E. Appiah<sup>1</sup>, J. Ahmed<sup>3</sup>

<sup>1</sup>University of Vaasa, Finland; <sup>2</sup>Hanken School of Economics; <sup>3</sup>North South University; [anisur.faroque@uwasa.fi](mailto:anisur.faroque@uwasa.fi)

This study delves into the critical role of market orientation (MO) in international entrepreneurship, particularly in the context of exports. While previous research emphasizes the positive impact of MO on firm performance, this study examines its entrepreneurial implications, highlighting the overlooked dimensions of opportunity recognition and exploitation in an international business context. By differentiating between proactive and responsive MOs, this study elucidates how each dimension uniquely contributes to firm performance through these entrepreneurial mechanisms. Furthermore, it examines the moderating effects of export assistance and environmental dynamism on these relationships, providing a holistic view of MO's role in entrepreneurial outcomes within international markets.

### When Agency Theory Weds Prospect Theory! How Does VC-Entrepreneur's Dyadic Interplay Impacts Internationalization of an Entrepreneurial Firm

R. S. Sinha<sup>1</sup>, M. Nandakumar<sup>2</sup>, M. Battisti<sup>3</sup>

<sup>1</sup>NEOMA Business School, France; <sup>2</sup>Indian Institute of Management Kozhikode, India; <sup>3</sup>Grenoble Ecole De Management, France; [raisiddhantsinhap@gmail.com](mailto:raisiddhantsinhap@gmail.com)

This work theorizes about the dyadic interplay between entrepreneurs and VCs and how these individual-level interactions lead to firm-level outcomes such as the initial decision to internationalize. We integrate agency and prospect theories to explain how different risk preferences (competing and non-competing) combinations between entrepreneurs and VCs can reduce or increase agency effects and the subsequent effect on the propensity to internationalize. Using prospect theory's utility curve, we connote the reference point as an individual aspiration to show how higher entrepreneurial aspiration (reference point shifting) helps avoid agency effects and increases the propensity to internationalize. Based on six different scenarios, we provide several testable propositions and future research directions that can enrich international entrepreneurship theory and practice.

## S05.02C1: Agility in International Companies

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U356 ALMA MEDIA  
Session Chair: Susana C. Silva, Universidade Católica Portuguesa

Competitive Paper Session

### Dynamic Capabilities and Digital Transformation in Chinese International SMEs: Agility and Crisis Management Throughout the COVID-19 Pandemic

**J. Li, A. Rialp Criado, M. T. Bolivar Ramos**

Universitat Autònoma de Barcelona, Spain; [Jiao.Li@autonoma.cat](mailto:Jiao.Li@autonoma.cat)

The purpose of this study is to investigate the mechanisms and strategies used by international SMEs to respond to crises. It specifically examines how international SMEs leverage dynamic capabilities for digital transformation and assesses whether they possess higher-order dynamic capabilities when facing rapid and unexpected international environmental changes. Utilizing a qualitative approach grounded in case studies of eight managers from China who experienced accelerated or initiated digital transformation plans during the COVID-19 pandemic, we find that dynamic capabilities based on digital technologies are continuously strengthened and refined during the crisis, evolving into second-order dynamic capabilities—namely, agility—thereby facilitating more effective crisis management. We also reveal these capabilities' different focal points and forms at various crisis stages—namely, preventive and proactive, innovative and flexible, and reflective and strategic. This research contributes by offering a new theoretical framework that links digital technology with organizational agility in international SMEs, emphasizing the evolution of dynamic capabilities throughout crises. It also offers suggestions on how managers can effectively guide digital transformation processes and manage crises to enhance agility and resilience for sustainable development.

### Same Song, Different Verse: Strategic Agility and International Vision in International New Ventures

**D. Macedo, N. F. Crespo**

ISEG - Lisbon School of Economics & Management, Portugal; [ncrespo@iseg.ulisboa.pt](mailto:ncrespo@iseg.ulisboa.pt)

Recent global events have brought attention to significant challenges across social, economic, political, and environmental dimensions. Health and war crises have sparked extensive discussions within the business community on navigating uncertainty and volatility. In response, businesses are increasingly emphasizing the need for strategic agility to adapt swiftly to dynamic market conditions, particularly crucial in competitive international markets. Effective adaptation requires organizational structures that integrate diverse perspectives to interpret global trends and respond proactively. Embracing an international perspective enables companies to align their strategies with the varied needs of global markets. International New Ventures (INVs) exemplify this by leveraging their agility to innovate continuously and sustain competitiveness amidst disruptions. This study examines how strategic agility and international vision contribute to firm performance. Using structural equation modelling on 289 Portuguese new ventures, it explores their impact on international business model adaptation and international performance. The findings enrich theoretical understanding of organizational dynamics and offer practical insights for optimizing strategies in dynamic global environments.

### Enhancing Internationalization through Organizational Agility and Culture

**M. C. S. Santos<sup>1</sup>, R. C. Meneses<sup>2</sup>, S. C. Silva<sup>3</sup>**

<sup>1</sup>Faculdade de Economia - Universidade do Porto, Portugal; <sup>2</sup>Faculdade de Economia - Universidade do Porto, Portugal;

<sup>3</sup>Universidade Católica Portuguesa, Portugal; [ssilva@ucp.pt](mailto:ssilva@ucp.pt)

Recognizing the critical role organizational culture plays in preparing a company's responsiveness to daily changes, this research aims to elucidate how different cultural attributes and organizational agility influence the internationalization process. Using the Competing Values Framework (CVF), which categorizes organizational culture into Clan, Adhocracy, Market, and Hierarchy types, we examine the direct and mediated effects of these cultural types on company agility and international expansion.

Data from internationalized companies was collected with a focus on their organizational culture, agility, and internationalization specifics, and analysed with Partial Least Squares Structural Equation Modeling (PLS-SEM) to validate measurement models and test hypotheses, and complemented by Necessary Condition Analysis (NCA) to identify essential cultural and agility conditions for successful internationalization.

Findings indicate that there is no direct or indirect impact of cultures on organizational agility and internationalization. However, in the NCA model, it is possible to see that a certain level of agility, a certain level of each of the cultures and motivations to internationalize lead to the success of Internationalization.

This study contributes to the understanding of the role of organizational culture and organizational agility in the internationalization of companies, offering insights for companies that aim to prosper in a globally dynamic environment.

### The Central Role of Business Model Innovation in the Relationship between Redundancy and Agility with the Degree of Internationalisation. The Case of the Food and Beverage Industry

**L. A. Millán-Tudela, B. Marco-Lajara, E. Poveda-Pareja, J. Martínez-Falcó**

University of Alicante, Spain; [luisantonio.millan@ua.es](mailto:luisantonio.millan@ua.es)

In this paper we analyse the role that business model innovation (BMI) plays in the relationship between the dynamic capabilities of redundancy and agility with the level of international presence of firms, measured by their degree of internationalisation (DOI). For this purpose, a sample of 179 organisations belonging to the Spanish food and beverage (F&B) industry was used. Applying the PLS-SEM methodology, the results show the importance of BMI as an element for channelling the existing positive effects of redundancy and agility on the level of international presence. As a consequence, this work demonstrates the need for companies not only to develop a wide and varied set of resources, both tangible and intangible, but also to carry out the necessary actions to design and implement business models that move away from the usual proposals in the sector, as their notorious influence on international expansion has been proven.



## S05.02C2: The Changing International Operating Context Firms

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U121b Hilti  
Session Chair: Elena Sivolapova, University of Turku

Competitive Paper Session

### Context-sensitive Approaches to Evaluating International Entrepreneurial Opportunities: A Non-linear Perspective

**E. Sivolapova, N. Nummela, P. Zettinig**

University of Turku, Finland; [elena.sivolapova@utu.fi](mailto:elena.sivolapova@utu.fi)

This study investigates the pursuit of international entrepreneurial opportunities (IEO), challenging the traditionally linear perception of this process. By utilizing the abductive process research approach and a critical realist lens, we evaluate IEOs within various contexts over time aiming for both iterative and flexible theorizing. The research explores the reciprocal interaction between entrepreneurs and their environments, examining how contexts shape opportunity pursuit and its evaluation, which affect favourable business strategies. In turn, opportunity pursuit influences the way entrepreneurs perceive surrounding environments and act upon that perception. Our findings reveal that opportunity pursuit is a non-linear process which is deeply influenced by integration with context. We highlight three main contributions to opportunity theory: the multiplicity of contexts and their effects, path dependence, and the reconsideration of temporality in opportunity pursuit. The study advocates for a paradigm shift towards recognizing the complex, non-linear nature of entrepreneurial opportunity evaluation, moving away from oversimplified traditional models. Our research advances the IEO discourse by identifying inefficiencies in current debates and suggesting pathways for further investigation.

### Disentangling Psychic Distance and Its Role in Firm Internationalization

**H. E. Yildiz<sup>1</sup>, A. Safari<sup>1</sup>, S. Morgulis-Yakushev<sup>2</sup>**

<sup>1</sup>Malardalen University, Sweden; <sup>2</sup>Uppsala University, Sweden; [emre.yildiz@mdu.se](mailto:emre.yildiz@mdu.se)

Psychic distance has been conceptualized, defined, and operationalized differently by different scholars. It has also been used to explain different firm outcomes in international markets, such as firms' degree of internationalization and market performance. This has led to inconsistency in findings; hence, some have questioned the importance of psychic distance. Our paper aims to unpack some of these disagreements and inconsistencies. We do this by conceptually exploring that psychic distance is a multilevel construct, including difficulties with country and business distance. These levels should affect the firm degree of internationalization and performance. However, we further hypothesize that country distance should have a stronger effect on a firm degree of internationalization. In comparison, business distance should have a stronger effect on firm performance. Based on a quantitative study, we found empirical support for our predictions.

### Venture and Market Uncertainty: The Moderating Effect of Human Capital on Equity Crowdfunding Investors' Decisions

**D. Berliner<sup>1,2</sup>, R. Shneor<sup>2</sup>, V. Capizzi<sup>3</sup>, T. Almor<sup>1</sup>**

<sup>1</sup>College of Management; <sup>2</sup>University of Agder; <sup>3</sup>Universita' Bocconi; [danielber@colman.ac.il](mailto:danielber@colman.ac.il)

While uncertainty and human capital are treated as factors independently impacting equity crowdfunding investors' decisions, literature on business angels and venture capital suggests that there is an interaction effect between the two. In focusing on this gap, the current study provides the first empirical evidence for the existence of an interaction effect between these indicators, where human capital moderates the negative effect of uncertainty on equity crowdfunding investors' decision-making. Moreover, we show that this interaction effect is also evident in high market uncertainty conditions as analysed both before and after the COVID-19 outbreak. We test these effects by analysing a proprietary dataset of 13,362 individual unaccredited investor-investment decisions made between July 2018 and December 2020, in technology-based venture equity crowdfunding campaigns.

### 'We Need to Play Safe': SME Internationalisation in a Munificent Environment

**H. Younis<sup>1</sup>, J. Karmowska<sup>2</sup>**

<sup>1</sup>London South Bank University, United Kingdom; <sup>2</sup>Oxford Brookes University, United Kingdom; [jkarmowska@brookes.ac.uk](mailto:jkarmowska@brookes.ac.uk)

In response to the calls for better understanding of impact of the non-Western business environment on business, this article explains how small and medium-sized enterprises (SMEs) respond to resource-abundant rather than usually studied resource-constraint conditions. The evidence from six SMEs in Qatar exposes the role of munificent environment in enabling SMEs' early and proactive internationalisation. We also explain why SMEs in this munificent national context prefer to internationalise through low commitment entry modes and how such environment constrains SMEs' progression to advanced modes. The work contributes to the current understanding of the role of context in SME internationalisation and outlines implications for management practice.

## S05.02I: Coping Mechanisms and Capabilities in Turbulent Times and Environments

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U358  
Session Chair: Tamara Galkina, Aalto University School of Business

Interactive Paper Session

### Coping with Inter-organizational Knowledge Sharing Uncertainties in International Small Firms: A Resource Dependence Perspective

**S. Talukder, W. Barner-Rasmussen**

Åbo Akademi University School of Business and Economics, Finland; [wilhelm.barner-rasmussen@abo.fi](mailto:wilhelm.barner-rasmussen@abo.fi)

This longitudinal study applies resource dependence theory to explore how decision-makers in international small firms cope with uncertainty related to knowledge sharing with other firms. International small firms depend on other firms for knowledge that is critical for their survival, and must hence be able to cope with knowledge sharing uncertainty in the inter-organizational relationships with these other firms. Extant research has explored strategies for identifying and dealing with barriers to knowledge sharing and has also shed some light on the sources of knowledge sharing uncertainty. However, less attention has been paid to how knowledge sharing uncertainties are perceived, assessed and coped with. We help fill this research gap by following 19 Finnish international SMEs over a period of 3 years. Our findings indicate that small firm decision-makers simultaneously strive to avoid excessive dependence on external knowledge and try to shape key exchange partners' engagement in knowledge sharing by assessing knowledge sharing gaps, developing alternative knowledge sources, and influencing inter-organizational knowledge sharing relationships. These findings shed new light on inter-organizational knowledge dependence, knowledge sharing uncertainties, and SME decision-makers' role therein.

### Unpacking Dynamic Capabilities: The Effect of Sensing, Seizing and Transforming on Firm's Performance During COVID-19 Pandemic

**D. Klishevich, L. Ermolaeva**

St. Petersburg University, Russia; [d.klishevich@gsom.spbu.ru](mailto:d.klishevich@gsom.spbu.ru)

This study aim is twofold: 1) to uncover the effect of sensing, seizing, and transforming capabilities on firm's performance during COVID-19 pandemic; 2) to reveal how internationalization affected firm's performance during pandemic and whether dynamic capabilities can mitigate this effect.

We collected 204 questionnaires from CEO or senior managers of Russian SMEs operating both domestically and internationally in March-April 2022. We used structural equation modelling (SEM) method to test the obtained data. The results confirmed our hypothesis on different effects of sensing, seizing, and transforming on firm's performance during COVID-19 pandemic. Transforming capabilities turned out to be crucially important for firm's performance, whereas sensing and seizing were insignificant. Nevertheless, all three DC dimensions (sensing, seizing and transforming) showed indirect positive effect on the performance of internationalized firms. We also found that internationalization negatively affects SMEs performance during crisis. The contribution of the study is threefold: first, we contribute to DC studies by uncovering the role of each DC's microfoundations in managing firm's performance; second, we explore how internationalization influence on firm performance during COVID-19 pandemic and how DC are able to change this effect; and third, we shed light on scarcely explored Russian context, representing an interesting laboratory for research

### The Impact of Multidimensional Capabilities on Firm Performance – a Case-study about an International E-tail SME

**A. Safari, E. Rovira Nordman, S. Melén Hånell**

Mälardalen University, Sweden; [sara.melen.hanell@mdu.se](mailto:sara.melen.hanell@mdu.se)

Purpose: To investigate, through a multidimensional approach, how an internationalizing e-tail SME cultivates certain capabilities that enhance its e-commerce and performance.

Design/methodology: The paper is based on longitudinal, single-case data from an internationalizing electronic retail (e-tail) SME in Sweden.

Findings: The findings imply that while capability development, in general, is important for e-tail SMEs, the development of digitalization and marketing capabilities have the most significant impact on overall performance for these kinds of retailers.

Originality: By extending knowledge about how three types of capabilities (internationalization capability, digitalization capability, and marketing capability) can be developed in tandem, this study contributes to international marketing research on how e-tail SMEs can work with capability development to boost their performance.

### The Impact of Service Capability and Entrepreneurial Passion on the Relationship between Exploration Strategy and Service Innovation

**S. Sayed, M. Dayan**

United Arab Emirates University, United Arab Emirates; [skhalid@uaeu.ac.ae](mailto:skhalid@uaeu.ac.ae)

This study examines the interplay between exploratory strategy, service design capabilities, and service innovation in entrepreneurial start-ups in the UAE, using the Resource-Based View (RBV) and dynamic capability perspectives as the theoretical foundation. The research surveyed 500 startups from the Khalifa Fund and Sheraa databases, achieving 165 valid responses. Findings indicate that exploratory strategy significantly boosts both service innovation and the service design capabilities of founding teams. Furthermore, service design capabilities directly enhance service innovation and mediate the link between exploratory strategy and service innovation. Interestingly, founding team passion does not moderate the direct relationship between exploratory strategy and service innovation. However, lower levels of passion strengthen the relationship



between service design capabilities and service innovation, as well as the indirect link from exploratory strategy to service innovation through these capabilities.

The study underscores the importance of investing in service design capabilities through targeted training and collaboration. It also challenges the conventional view on entrepreneurial passion, suggesting an optimal level is crucial for balancing creativity and objective analysis in innovation. Practical implications call for policymakers and incubators to foster exploration and continuous learning environments, enhancing start-ups' innovation potential.

### **Sustainable Success: Strategies for High-Performing SMEs in Traditional Manufacturing GVCs**

**J. Pla-Barber<sup>1</sup>, A. Botella<sup>2</sup>, A. Pallás Rocafull<sup>3</sup>**

<sup>1</sup>University of Valencia, Spain; <sup>2</sup>University of Valencia, Spain; <sup>3</sup>University of Valencia, Spain; [jose.pla@uv.es](mailto:jose.pla@uv.es)

This paper, grounded in the Configurational Theory, introduces a model for high-performing small and medium-sized enterprises (SMEs) to effectively address the new environmental challenges in traditional manufacturing Global Value Chains (GVCs). Based on a sample of 246 manufacturing companies, our model emphasizes five key strategic development axes: customization of products and services to meet diverse customer needs; commitment to sustainability through eco-friendly practices; forging strategic partnerships for ongoing knowledge acquisition and innovation; adopting blended manufacturing strategies that balance local and international production for optimal flexibility; and enhancing international commitment by improving distribution channels and market reach. This integrated model serves as both a foundation for systematic empirical investigation and a practical guide for managerial practice. Its dynamic and comprehensive approach provides valuable insights for policymakers and industry stakeholders, aiming to support the growth and development of SMEs in the manufacturing sector amidst evolving global challenges.

### **Antecedents and Consequences of International Branding Capability in SMEs**

**H.-H.S. Chang**

National Taichung University of Education, Taiwan; [stellachang@mail.ntcu.edu.tw](mailto:stellachang@mail.ntcu.edu.tw)

The influence of firms' branding efforts on international business has been well documented. However, conceptualization and operationalization of international branding capability remains neglected, and empirical validation evidencing the effect of branding in SME internationalization remains underexplored. This research serves as a first attempt to develop a conceptualization of international branding capability, in the context of internationalizing SMEs, and explore the factors that drive it, as well as the consequences. Using surveys of a large data set collected from managers of international SMEs in an advanced emerging market, the study empirically verified the effect of international branding capability on entrepreneurial SMEs' value creation (i.e., brand equity), which thus translates into superior performance. Additionally, international branding capability was found to be influenced by a specific set of international marketing capabilities – international marketing resource orchestration and construction of international market knowledge. This research pioneers study on examining the mechanisms underlying the building of strong brands for SMEs' international expansion, thus increasing the generalizability of prior study findings focusing on large firms. Senior managers are advised to adopt the parsimoniously-developed scale to assess the effectiveness of their firm's brand-building capability for business expansion in international markets.

## S05.05C: Global Customer Relationships and Perceptions

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U121a  
Session Chair: RALUCA MOGOS DESCOTES, ULCO (Université du Littoral, Côte d'Opale), LEM

Competitive Paper Session

### International Customer Engagement: Using Bibliometric Analysis to Advance Future Opportunities

**F. Li<sup>1</sup>, B. Chabowski<sup>2</sup>**

<sup>1</sup>University of Leeds; <sup>2</sup>The University of Tulsa; [jovio333@hotmail.com](mailto:jovio333@hotmail.com)

Research emphasizing international customer engagement (ICE) has increased considerably recently given the globalization of technology and the subsequent complex variety of tastes, needs, and wants that have emerged in the marketplace. As there is a relative scarcity of ICE applications in the international marketing domain, this study evaluates the topic in considerable detail by introducing its intellectual structure through citation and co-citation analysis. Multidimensional scaling is used to introduce a network configuration of the ICE literature with bibliometric information taken from the Web of Science database. Utilizing over one decade of data, the intellectual structure of ICE research is used as a foundation to advance an integrative framework to assist in the identification of possible future research directions for the domain. Taken together, this approach is intended to advance the ICE topic in multiple directions to develop the field.

### Building Strong Bonds: Exploring the Role of Importers' Psychological Ownership in Importer-Exporter Relationships

**R. MOGOS DESCOTES<sup>1</sup>, O. KANTARUK PIERRE<sup>2</sup>**

<sup>1</sup>ULCO (Université du Littoral, Côte d'Opale), LEM CNRS Research Center, France; <sup>2</sup>ICN Business School, CEREFIGE Reserach Center, France; [raluca.mogos@univ-littoral.fr](mailto:raluca.mogos@univ-littoral.fr)

This research investigates the application of the psychological ownership concept in the context of importer-exporter relationship (IER) management. Building on Kim et al.'s (2024) finding that relationship building is a core aspect of psychological ownership, this study aims to explore the relationships between importers' psychological ownership towards their exporting partners and IER-based relational capital. A qualitative exploratory study with 14 French importers from various industries revealed five dimensions of psychological ownership, as identified by Jussila et al. (2015) in their meta-analysis: importers' responsibility and territoriality, importers' efficiency, importers' identity, and importers' belongingness feeling towards the exporter partner. Our findings also show that these dimensions are linked to elements of IER-based relational capital, including trust, commitment, and the reciprocity norm.

### How Perceived Stakeholder Orientation Affects Consumers' Perceived Firm Innovativeness Across Nations

**N. Jacobs, B. Swoboda**

Trier University, Germany; [jacobsn@uni-trier.de](mailto:jacobsn@uni-trier.de)

Firms' perceived innovativeness can grant MNCs a distinct competitive advantage among consumers. While stakeholder orientation has been shown to drive innovation, little is known about how and why perceptions of firm orientations toward different stakeholder groups, e.g., customers, employees, and society, drive consumers' perceptions of firm innovativeness in certain countries, but not in others. To expand this research stream, the authors apply information integration theory rationales and analyze the influence of perceived stakeholder orientations toward customers, employees, and society on perceived firm innovativeness across 22 countries. They additionally study the role of country development in these effects. Using multilevel structural equation modeling, they uncover varying effects of perceived stakeholder orientations on firm innovativeness and varying moderations of the development of a country. The insights provide direct suggestions for decision-makers seeking to understand how perceived firm stakeholder orientations affect consumer-perceived firm innovativeness in different countries.

## **S05.05P: Panel: The Role of Multinationals in Addressing Macro-level ESG Ambitions: Incorporating Complexities and Revisiting Underlying Assumptions in IB Research**

*Time:* Saturday, 14/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U1  
*Session Chair:* Birgitte Grøgaard, BI Norwegian Business School

Panel

Panelists:

Liena Kano (University of Calgary)  
Gilbert Kofi Adarkwah (HEC Montreal)  
Luciano Ciravegna (INCAE Business School)

### **The Role of Multinationals in Addressing Macro-level ESG Ambitions: Incorporating Complexities and Revisiting Underlying Assumptions in IB Research**

**B. Grøgaard<sup>1</sup>, L. Kano<sup>2</sup>, G. K. Adarkwah<sup>3</sup>, T. Hutzschenreuter<sup>4</sup>**

<sup>1</sup>BI Norwegian Business School, Norway; <sup>2</sup>University of Calgary, Canada; <sup>3</sup>HEC Montreal, Canada; <sup>4</sup>Technical University of Munich; [birgitte.grogaard@bi.no](mailto:birgitte.grogaard@bi.no)

There is a lively and important debate on the role of multinational enterprises (MNEs) in addressing macro-level ESG ambitions. The focus on MNEs' contributions to environmental pollution has particularly intensified, with concerns raised regarding MNEs' lacking emphasis on their environmental footprints. Common criticism of MNEs include pollution generated by geographically spread value chains involving long-distance transportation of input materials and finished products, the ability of MNEs to move production to contexts with lax environmental regulation, and increasing concerns of over-usage of non-renewable natural resources. This panel aims to generate a discussion about how we as IB scholars can contribute constructively to this dialogue. While we certainly agree that many (if not most) MNEs can 'do better', we want to encourage IB scholars to move beyond the 'blame game' and instead contribute to an in-depth understanding of complexities that may hinder progress, and how firms and societies can work to resolve these.

## **S05.06P: Panel: A Perspective on 50 Years of Management Process Research in IB: From CK Prahalad to Avenues for Future Research**

*Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U7 PWC  
Session Chair: Yves Doz*

Panel

Panelists:  
Catherine Welch (Trinity College)  
Eero Vaara (Said Business School)

### **A Perspective on 50 Years of Management Process Research in IB: From CK Prahalad to Avenues for Future Research**

**Y. Doz<sup>1</sup>, C. Welch<sup>2</sup>, E. Vaara<sup>3</sup>**

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Fifty years ago, in 1974, CK Prahalad, then a doctoral student at Harvard Business School, engaged in the first significant process study of the management of strategic redirection in MNCs. Since then, starting with Yves Doz, there has been significant process research in IB on the management of multinational companies. During those decades qualitative process research methods on organizations have been developed, formalized and applied but seldom specifically on multinational management.

The objective of this panel is to review and provide a perspective both on the work of CK Prahalad, as a precursor whose contributions opened the way for further research and on the current status and relevance of management process research in researching multinationals today.

## S05.071: Collaborative Employee Behaviors and Global Team Work

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U264 K-GROUP  
 Session Chair: Marjaana Gunkel, Free University of Bozen-Bolzano

Interactive Paper Session

### Fostering Innovative Work Behavior through Socially Responsible and Well-being Oriented HRM Practices

**D. Kucherov<sup>1</sup>, A. Lisovskaia<sup>2</sup>, V. Tsybova<sup>1</sup>**

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This study examines the impact of socially responsible HRM practices on innovative work behavior. The study is based on a sample of 142 companies operating on the Russian labor market. The research model was tested using the partial least squares structural equation modeling. Our results revealed the mediating role of well-being-oriented HRM practices in explaining the relationship between socially responsible HRM practices and innovative work behavior. At the same time, we did not find support for the direct effect of socially responsible HRM practices on innovative work behavior.

### Emotional Intelligence and Performance in Global Virtual Teams: The Mediating Role of Team Identification

**H. T. K. Do<sup>1</sup>, M. Gunkel<sup>1</sup>, V. Taras<sup>2</sup>**

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The ever more increasing popularity of global virtual teams (GVTs) has brought attention to the importance of team identification in these diverse and geographically dispersed work settings. This study examines the relationship between emotional intelligence (EQ), team identification, and performance outcomes in GVTs, drawing on social identity theory as a theoretical framework. Employing data from 2,024 international participants collaborating in 443 GVTs from 37 countries, we conducted multilevel structural equation modeling to examine the direct and indirect effects of EQ dimensions on team identification and performance. Our findings reveal that the EQ dimensions, except for self-emotional appraisal, positively influence team identification in GVTs. Furthermore, we find that team identification mediates the relationship between certain EQ dimensions (others' emotional appraisal, regulation of emotion, and use of emotion) and team performance, but not individual performance. This study contributes to the understanding of team identification and performance in GVTs, providing valuable insights for human resource managers seeking to optimize the effectiveness of their GVTs.

### Lifting the Burden of Distance: An Employee-level Investigation of the Role of Geographic Distance in Collaborative Projects

**T. P. Hakkarainen<sup>1</sup>, A. Colicev<sup>1</sup>, T. Pedersen<sup>2</sup>**

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Collaborative projects increasingly rely on employees working at geographic distance (EGD). However, the relationship between EGD and employee-level outcomes is yet to be fully understood. We propose that EGD can carry attention and information search costs, which increases working hours and delays in project completion. Next, we postulate and test three theoretically derived moderators: multi-project work, specialization, and seniority. As expected, multi-project work increases the burden of distance while specialization and seniority mitigate it. Our findings imply that while geographic distance harms employee well-being and project completion, employees with senior and specialized roles and fewer simultaneous projects fare better than others.

### Expertise in Action: An Empirical Study of Action-based Expertise in Global Collaboration

**T. P. Hakkarainen<sup>1</sup>, J. Angouri<sup>2</sup>**

<sup>1</sup>University of Liverpool Management School, United Kingdom; <sup>2</sup>University of Warwick; [tuuli.hakkarainen@liverpool.ac.uk](mailto:tuuli.hakkarainen@liverpool.ac.uk)

Flexible global work challenges the underlying assumptions of static expertise in multinational corporations (MNCs). While two well-established forms of passive and projected expertise still lay the critical foundation of expertise, we argue that they need to be complemented with a more active approach. Combining insights from 21 semi-structured interviews in three MNCs and linguistic analysis of meeting observations in one of the MNCs, we illustrate how expertise is established and negotiated continuously and thus propose a novel concept of action-based expertise. With our findings, we add a nuanced understanding of the role of a strategically important workforce in MNCs – global experts – and how proactive and adaptive approaches are needed in the increasingly fragmented global work.

### Does Multi-tasking Improve Performance? Examining the Mediating Role of Procrastination and the Moderating Effect of Country Differences

**N. Y. Kim**

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This study examines the evolving understanding of procrastination within organizational behavior, challenging the traditional view of it being solely negative. While procrastination has been linked to decreased productivity and missed deadlines, recent research suggests it can also have neutral or positive effects, such as reducing anxiety and enhancing creativity. The study integrates the concept of temporal personality, focusing on polychronicity (preference for multitasking) and monochronicity (preference for focusing on one task at a time), to explore how these orientations interact with procrastination and influence performance. The primary research question investigates whether procrastination positively or negatively affects performance in organizational settings. The study hypothesizes that polychronicity is positively related to procrastination, while monochronicity is negatively related. Additionally, it examines the impact of procrastination on in-role and extra-role performance and explores country differences and counterproductive work behaviors. By proposing a theoretical framework and conducting an extensive literature

review, this research aims to provide a nuanced understanding of procrastination's role in the workplace and offer valuable insights.

### **Emotional Tides in Global Virtual Teams: Unpacking Negative Emotions through Affective Events Theory and the Theory of Constructed Emotion**

**S. AHMADI**

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Global virtual teams (GVTs) have emerged as a significant phenomenon since 2000 for a variety of both positive and negative reasons (Lynden, 2024). The proliferation of GVTs has elevated the importance of managing such teams effectively. A critical element of this management concerns the interpersonal relationships among team members, particularly their communications. These interactions often trigger events (stimuli) that can generate negative emotions among team members, potentially due to misunderstandings, existing dynamics during meetings, workload stress, and the unique nature of social connections in such teams. In this qualitative study, through interviews with 53 GVT members from diverse companies and nationalities, I explore this process using the Affective Events Theory (AET) and the Theory of Constructed Emotion (TCE) to explain the emergence of these negative emotions partially through each theory.

## S05.09P: Panel: Foreign Direct Investment and Sustainable Economic Development

*Time:* Saturday, 14/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U5  
*Session Chair:* Khadija van der Straaten, Rotterdam School of Management, Erasmus University

Panel

Panelists:

Gabriel R.G. Benito (IB Norwegian Business School)  
Marcus M. Larsen (Copenhagen Business School)  
Ari Van Assche (HEC Montreal)  
Soni Jha (Purdue University)

### Foreign Direct Investment and Sustainable Economic Development

**K. van der Straaten<sup>1</sup>, G. Benito<sup>2</sup>, M. M. Larsen<sup>3</sup>, A. Van Assche<sup>4</sup>, S. Jha<sup>5</sup>**

<sup>1</sup>Rotterdam School of Management, Erasmus University, Netherlands, The; <sup>2</sup>BI Norwegian Business School, Norway;  
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The field of international business (IB) has a long history of examining the nexus between FDI and economic development, with diverging views on its causal direction, mechanisms, and outcomes. However, the focal questions and levels of analysis have substantially changed over time, leading to the question of whether a new paradigm shift has emerged in our thinking about how FDI affects economic development. The aim of the panel is to answer this question by re-examining the FDI-development nexus through contemporary and state-of-the-art insights. We focus on how FDI affects sustainable economic development in developing countries. We first discuss how the knowledge and realities of the underlying mechanisms and boundary conditions have evolved far beyond those considered in earlier IB literature, including the boundary conditions incorporated in the SDGs. We will then propose and discuss a research agenda on IB and development to advance the debate on the impact of MNEs on their broader social context.

## S05.10C1: Green Governance and Global Sourcing

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U261 OP  
 Session Chair: Xiaoshi Kinnunen, Aalto University

Competitive Paper Session

### Multinational Banks and Global Partnerships: A Systematic Review of Literature with Research Directions for SDG17

M. W. Kamihanda<sup>1</sup>, M. M. Torres<sup>2</sup>, M. A. Noll<sup>3</sup>, M. d. M. Sousa<sup>3</sup>, W. P. Costa<sup>3</sup>, O. A. Ojubanire<sup>4</sup>, H. El Bekri<sup>1</sup>

<sup>1</sup>UEMF, Business School, Morocco; <sup>2</sup>Kent Business School, UoK, UK; <sup>3</sup>Instituto Federal Goiano, GO, Brasil; <sup>4</sup>Department of Consumer Sciences and Hospitality Management, Obafemi Awolowo University, Nigeria; [m.torres@kent.ac.uk](mailto:m.torres@kent.ac.uk)

Multinational Banks (MNBs) have the potential to drive sustainable growth by prioritising capital allocation, social responsibility, financial inclusion, and fostering a culture of sustainability. Global partnerships are essential in advancing these objectives. Despite their importance, the contribution of MNBs to Sustainable Development Goal 17 - Partnerships for the goals (SDG17) still needs to be explored. This study employs a Systematic Review of Literature (SLR) using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) methodology (Page et al., 2021b,a) to identify, screen, and evaluate relevant literature from 2015 to 2023. While some studies illustrate the positive impacts of MNBs on sustainability through financial inclusion, infrastructure development, and capacity-building initiatives, other studies highlight challenges such as governance and funding constraints that impede effective SDG implementation. Additionally, this review uncovers a notable gap in the literature regarding the formal involvement of MNBs in SDG17, i.e., Banking Social Responsibility (BSR), with few studies addressing this aspect directly.

### The Influence of Cognitive Biases on the Trade-off between Resilience and Sustainability in Global Sourcing

G. Grassi, C. Di Stefano, M. Guida, F. Caniato, S. Elia, A. Moretto

Politecnico di Milano, Italy; [cristina.distefano@polimi.it](mailto:cristina.distefano@polimi.it)

The convergence of factors such as climate change, geopolitical tensions, and recent global disruptive events has heightened the complexity of international procurement decisions. Adopting a behavioral lens, this study explores how individual characteristics and cognitive biases influence procurement managers' decision-making processes in navigating the trade-off between resilience and sustainability. By examining these biases and their impact on managers' strategic evaluations, this research seeks to fill a critical gap in understanding managerial decision-making process within the context of international market dynamics. Preliminary findings reveal that age and industry-specific factors significantly shape procurement managers' strategic decisions. This paper aims to offer practical insights for firms, aligning managerial tendencies with organizational goals and guiding decision-making amid uncertainties in the global business arena.

### Challenges of Sustainability Governance in a Developing Country: Immiserizing Growth Revisited

F. Hatani, R. Namatovu

Copenhagen Business School, Denmark; [fa.egb@cbs.dk](mailto:fa.egb@cbs.dk)

This study explores how a firm's foreign operation that was motivated by a notion of sustainability fell short of advancing sustainable development in the host country and considers contributing factors to the shortcomings. It draws on the framework of sustainability governance from the global value chain perspective while revisiting the concept of immiserizing growth.

The paper adopts a case study design relating to a Japanese hand sanitiser manufacturer, Saraya, and its FDI in Uganda. Saraya's scope for sustainability and its approach to the host-country context are analysed through content analysis of archival data.

Although Saraya has been successful in promoting its business in Uganda alongside hand-washing campaigns focusing on hygiene practices, its narrow scope of sustainability has failed to address wider issues at the macro level, especially on sugarcane farmers who are positioned at the bottom of the value chain.

The paper provides a unique case of Japanese FDI in Africa, which is largely understudied. Our study demonstrates the case firm's efforts and shortcomings through its FDI that was intended to contribute to sustainability. By considering the context-specific factors, the study also sheds light on the nexus between value chains and poverty in the host country during the coronavirus pandemic.

### Emerging Market Multinational Enterprises' CSR Implementation under Cross-border Institutional Complexity: The Dynamics of Institutions and Institutional Works

W. Li

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Amidst the heightened imperative for multinational enterprises (MNEs) to implement substantial corporate social responsibility (CSR) actions, they encounter a multifaceted array of fragmented environmental and social laws, regulations, and expectations across different countries. This heterogeneity poses considerable challenges to crafting CSR strategies that are both effective and compliant within local jurisdictions. This study examines how emerging market MNEs (EMNEs) address the complexities of cross-border institutional environments by engaging in institutional works to manage and mitigate conflicts at the micro/local level. Through a multi-case analysis of ten Chinese MNEs operating in Australia, we identify two key home-country meso-level constraints and eight distinct practices of institution creation, maintenance and disruption employed by these subsidiaries, ranging from delineating boundaries and responsibilities to decoupling organization from implementation. These practices help reconcile internal conflicts and adapt operations to effectively - or ineffectively - implement localised CSR practices in developed host markets. Based on our findings, we propose a typology that enriches the theoretical understanding of the convergence versus divergence in MNE CSR by integrating the dimensions of home-based meso-level institutions and institutional works into the formation of cross-border CSR strategies.





## S05.10C3: Politics Meets Sustainability

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U259  
Session Chair: Axele Giroud, University of Manchester

Competitive Paper Session

### Corporate Philanthropy in Times of War: Why Do Corporations Donate?

V. Girschik, J. Hotho, J. Lutz

Copenhagen Business School, Denmark; [jho.msc@cbs.dk](mailto:jho.msc@cbs.dk)

Humanitarian relief efforts increasingly depend on corporate philanthropy and corporate donations. In times of war, however, corporate philanthropy is complicated because stakeholders may interpret corporate donations as politically partial. Corporate donations may therefore impact corporations' relations with warring countries, endanger corporate assets and operations, and affect corporate reputations both positively and negatively. Using a unique dataset of humanitarian pledges by Europe's 300 largest corporations following Russia's 2022 invasion of Ukraine, we examine when corporations give in times of war and why many made humanitarian pledges while others did not. Our fsQCA analysis reveals different pathways to corporate giving in the context of interstate armed conflict and suggests that corporations pledging donations consider social, strategic, and mimetic bandwagon-related factors in conjunction. The findings extend the understanding of corporate philanthropy by revealing how the politicized context of armed conflict complicates motivations for corporate donations and demonstrates how corporations' economic interests can both enable and hinder corporate philanthropy in times of war.

### Unveiling the Deep Side of Political Connections: Mitigating CSR Decoupling Driven by Undisclosed Executive Compensation in China's Corporate Landscape

N. Fang<sup>1</sup>, N. Kim<sup>2</sup>, C. C. Chung<sup>2</sup>

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Our study explores the intricate relationship between political connections, undisclosed executive compensation, and corporate social responsibility (CSR) decoupling within emerging economies. Analyzing 3,912 firm-year observations from 2010 to 2021, we reveal that political connections combined with undisclosed executive compensation significantly increase CSR decoupling due to unethical practices like bribery. We propose that state ownership, foreign ownership, and transparency can mitigate this effect. State ownership enhances government monitoring, aligning firms' interests with societal goals, while foreign ownership introduces global ethical standards, reducing the gap between stated and actual CSR practices. Enhanced transparency in corporate governance discourages unethical behavior and promotes accountability. Our findings challenge the assumption that political connections inherently lead to substantive CSR due to government scrutiny, highlighting instead the potential for ethical lapses when executives receive undisclosed compensation. This research enriches Cognitive Dissonance Theory by demonstrating organizational dissonance and extends stakeholder theory by examining diverse monitoring roles. Additionally, it emphasizes the importance of transparency and ethical accountability in executive compensation. Practically, our study offers insights for investors, regulatory bodies, and companies in emerging markets, advocating for genuine CSR efforts and ethical business practices to improve corporate governance.

### Responsible Leadership and Ethical Corporate Principles: An Analysis of Exit Decisions of Nordic Companies from Russia

V. Avioutskaa<sup>1</sup>, F. Roth<sup>2</sup>

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This paper explores the construct of organizational identity, used by top managers as a cognitive filter to interpret environments and align corporate behavior with stakeholder expectations. Focusing on foreign market exit decisions, it analyzes the influence of societal and organizational values on strategic responses to external shocks, according to a theoretical and configurational multiplicity approach, to conduct fuzzy-set qualitative comparative analysis on European and Nordic companies. The results contribute to foreign ethical divestment literature, by revealing that various configurations shape decisions to exit from the Russian market in response to its invasion of Ukraine. Both moral and economic factors play a crucial role in these decisions. Nordic companies, reflecting higher ethical standards, align with the expectations of their home societies and the Nordic socioeconomic model. The study also highlights the impact of organizational values on corporate reactions to geopolitical events, in addition to the traditional exit antecedents that influence the choice of exit routes.

## S05.111: Microfoundations of Doing Business in the Emerging Markets

Time: Saturday, 14/Dec/2024: 9:00am - 10:15am · Location: Otakaari 1, U262 KPMG  
Session Chair: Bersant Hobdari, Copenhagen Business School

Interactive Paper Session

### Original Versus Situational: Founder Education, Performance Feedback, and Firm R&D Search

**R. Gao**

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Behavioral theory of the firm (BTOF) explains how organizations make adaptations by learning from performance feedback, while theory remains underdeveloped in illuminating firms' strategic origins (or "gene"), from which to make the adaptations. Incorporating insights from imprinting theory, our study advances the BTOF framework by identifying a strategic origin that shapes firms' institutionalized search and by exploring interactions of institutionalized and situational search. In the context of China's transitioning economy, we theorize that 50s-70s firm founders who received college education in science and technology (S&T) in the early years of China's institutional transitions were imprinted with a strong belief in S&T importance, which constitutes their firms' strategic origin in innovation and thus shapes institutionalized R&D search. We further explore how such imprinting influence is contingent on situational adaptation driven by performance feedback. Using panel data on 556 Chinese listed firms with 50-70s founders in technology-oriented industries in 2006–2016, we find that firms with S&T-educated founders make greater R&D search than firms without S&T-educated founders. Moreover, the positive influence of founder S&T education is generally stronger in response to higher negative and positive performance feedback.

### Generalist Versus Specialist Executives' Impact on FDI Motivation: The Interplay between Board Chair-CEO and CEO Power

**A. Kayaci<sup>1</sup>, P. Greve<sup>2</sup>**

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Chief Executive Officer (CEO) human capital plays a significant role in both CEOs' strategic decisions and their selection and compensation processes. As executive leadership is more likely to be a prominent determinant of firms' strategic direction in the EMs, considering the interrelatedness of CEO generalist experience and chair generalist experience and CEO power can provide important granular insights on the internationalization behavior of EM firms. In this study, we try to understand how CEO and Chair human capital specificity (generalist vs. specialist) and CEO power have an impact on the FDI motivation of Turkish MNEs. The study is based on a sample of 85 completed cross-border mergers and acquisitions by Turkish MNEs for the years 1997-2021. We found that while generalist CEOs move with an exploration-based FDI motivation, specialist CEOs pursue an exploitation-based FDI motivation. Moreover, CEO tenure has a strengthening power on generalist CEO and exploration motivation and a weakening effect on specialist CEO and exploitation motivation. We tried to contribute to the strategic leadership and upper echelons domain by investigating how key decision-makers' human capital impact strategic decisions with regard to internationalization and FDI motivations.

### OFDI and Innovation Performance of Emerging Market Firms: The Role of Political Connections

**C. Meng<sup>1</sup>, C. M. Sousa<sup>1</sup>, J. Chen<sup>2</sup>**

<sup>1</sup>Molde University College, Norway; <sup>2</sup>Leeds University Business School; [can.meng@himolde.no](mailto:can.meng@himolde.no)

This study examines the impact of political connections on the outward foreign direct investment (OFDI) of emerging market firms. It also explores how political connections interact with OFDI to influence firms' innovation performance. By developing four research propositions, this study has three contributions. First, it enriches the resource dependence theory literature in the context of international business. Second, it provides a more profound theoretical understanding of political connections by distinguishing political connections in terms of local and central political connections. Third, it provides a more holistic understanding of the influence of political connections on OFDI by examining both the propensity of politically connected firms to undertake OFDI actions, and the innovation efficacy of these actions.

### Building a Profitable Value Chain for a Regional Distributor-company of a Consumer Electronics MNE in the Context of Uae

**S. Wu<sup>1</sup>, L. Salciuviene<sup>1</sup>, C. De Mattos<sup>2</sup>**

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Regional agents stand between consumer electronics manufacturers and consumers in the United Arab Emirates (UAE). Agents play a crucial role for the original factory, with regional agents required to develop the market, manage accounts, provide financial support, and offer technical assistance to consumers. Taking a case study approach, we examine the operational situation of a regional distributor-company in the consumer electronics industry in terms of value chain and profit model in the UAE region. Specifically, we look into the value chain composition of a focal UAE-based distributor-company and identify its profit model. In this study, we detail the value activities of each link in the internal and external value chains. We first explore the vertical value chain of the regional distributor and then we reveal the nuances of the internal value chain of this distributor in the consumer electronics industry. We believe that our study offers valuable insights for business managers aiming to enter the UAE market by highlighting the importance of the construction of a comprehensive vertical and internal value chain and their link with the profit elements. Future research may consider using financial data to enhance the objectivity of research findings.

### Doing 'good' to Offset 'bad': The Moderating Role of Stakeholder Complexity in Emerging Markets

**J. LU<sup>1</sup>, H. TAN<sup>2</sup>**

<sup>1</sup>City University of Hong Kong, Hong Kong S.A.R. (China); <sup>2</sup>Tongji University; [jane.lu@cityu.edu.hk](mailto:jane.lu@cityu.edu.hk)

We identify corporate social irresponsibility (CSIR) as an important impetus to corporate social responsibility (CSR), supplemental to the impetuses depicted in CSR literature. Drawing on the stakeholder perspective, we develop a model on the

influences of stakeholders on the choice of two CSR strategies, investments in pollution control and corporate philanthropy, to offset CSIR. Our analysis of original survey data from 880 private manufacturing firms in China shows a positive association between CSIR and CSR. We find that the degree of family shareholding strengthens the effect of CSIR on corporate philanthropy, while government linkage strengthens the effect of CSIR on pollution control. The local and international communities strengthen the effect of CSIR on both dimensions of CSR. But, the moderating effect of the international community is stronger than that of the local community. These findings shed new insights into CSR and the stakeholder complexity in emerging markets.

### **Is Informal Entrepreneurship a Channel for FDI? Empirical Evidence from Nigeria and South Africa**

**N. Kahyalar<sup>1</sup>, G. Okafor<sup>2</sup>**

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The paper examines the relationship between the informal economy and foreign direct investment (FDI) in South Africa and Nigeria. In particular, the paper attempts to discuss the informal economy as a determinant of the FDI. Nigeria and South Africa are the two largest economies in terms of nominal GDP in Africa. And, the informal sector is also an integral part of these countries and plays a key role in economic growth. This paper proposes a theoretical framework based on Dunning's (1981) classic OLI paradigm to analyse the relationship between the informal economy and FDI. The results show that the informal economy has a positive and significant relationship with FDI.

## **S05.14P: EIBA Recollections and Visions: Helsinki, 35 Years Later - The Role of Reijo Luostarinen in EIBA's Turnaround**

*Time:* Saturday, 14/Dec/2024: 9:00am - 10:15am · *Location:* Otakaari 1, U6

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

Panel

### **EIBA Recollections and Visions: Helsinki, 35 Years Later - the Role of Reijo Luostarinen in EIBA's Turnaround'**

**V. C. SIMÕES<sup>1</sup>, J.-F. HENNART<sup>2</sup>, C. KOTTARIDI<sup>3</sup>, F. SANNA-RANDACCIO<sup>4</sup>, I. WEICHERT<sup>5</sup>**

<sup>1</sup>ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon, Portugal; <sup>2</sup>Tilburg University;

<sup>3</sup>University of Piraeus; <sup>4</sup>University of Rome; <sup>5</sup>University of Tübingen (Germany); [vcs@iseg.ulisboa.pt](mailto:vcs@iseg.ulisboa.pt)

The EIBA History Panels are aimed at sharing recollections about EIBA's past as well as visions for EIBA's future. More specifically, the Panels have three main objectives: (1) to provide younger generations with information and 'stories' about the history of EIBA and visions for its future; (2) to allow older members from the audience to remind moments they have lived and provide their own remembrances; and (3) to elicit a debate to generate new ideas regarding the future of EIBA.

This panel will address the role of Reijo Luostarinen and EIBA Helsinki-1989 in completing EIBA's turnaround. It will also discuss the similarities and differences in the IB context in 1989 and 2024. This will enable to develop visions for the future of EIBA.

Panelists will include, besides the Panel Chair, two EIBA Fellows (Francesca Sanna-Randaccio and Jean-François Hennart), the co-organiser of EIBA Piraeus-2025 (Constantina Kottaridi) and a young scholar, co-winner of the CBS Prize in 2023 (Ilka Weichert).

This will be a great occasion to think about the past and the future of EIBA while honouring Reijo Luostarinen's contribution. For sure, attendees will say at the end, with a smile, 'It's Interesting!'

## S06.01I: Sustainability and Methodological Innovations

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U358  
 Session Chair: Susanne Tietze, Sheffield Hallam University

Interactive Paper Session

### Born Sustainable SMEs: A Systematic Literature Review.

V. Tarnovskaya<sup>1</sup>, S. Melén Hånell<sup>2</sup>

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This paper builds on the assumption that smaller firms that operate on sustainable business models at outset have the capacities to innovate and drive change proactively on a national and international scope. In the literature, this special breed of SME has been labelled “Born Sustainable Firms” (BSFs). The purpose of this study is to conduct a systematic review of the literature and delve into the organizational characteristics, innovative practices, and ecosystems of partners that distinguish Born Sustainable SMEs as recognised by the literature as the key characteristics of these firms. It aims to uncover how these firms embed environmental and social considerations into their DNA, the innovative approaches they adopt to address sustainability challenges, and how their network of partners (on an international and national level) supports or constrains their sustainable development objectives.

### Distributive Justice in Business and Management: A Review and Research Agenda

A. Rygh<sup>1</sup>, S. Bhankarully<sup>2</sup>, V. Jez<sup>3</sup>, M. Goyer<sup>4</sup>

<sup>1</sup>University of Manchester, United Kingdom; <sup>2</sup>Manchester Metropolitan University, United Kingdom; <sup>3</sup>Western Norway University of Applied Sciences, Norway; <sup>4</sup>University of Birmingham, United Kingdom; [asmund.rygh@manchester.ac.uk](mailto:asmund.rygh@manchester.ac.uk)

Economic inequality is a major societal concern with implications for business and management. Recent literature in business and management demonstrated multifaceted effects of business on inequality, as well as effects of inequality on business operations. This paper argues that an important next step for this literature will be to consider the moral dimension of inequality and engage with questions of distributive justice – the different theories and principles for a just distribution of economic goods and burdens in society. A systematic literature review is conducted to map the literature on topics related to distributive justice in business and management across various sub-fields. We find that the bulk of the literature has focused on distributive justice in an organisational justice context, studying the drivers and outcomes of the distributive justice perceptions of organisational actors. A smaller set of literature considers the role of business for societal-level distributive justice. Philosophical theories of distributive justice are used in some studies, with John Rawls’ Theory of Justice being the most widely used. Based on the review, the paper discusses the step from organisational justice to societal-level distributive justice in management and explores potential benefits and challenges of increased engagement with philosophical distributive justice theories.

### Navigating Liability of Foreignness: A Bourdieuan Analysis of Immigrant Entrepreneurship in V.S. Naipaul’s *A Bend in the River*

R. Gupta<sup>1</sup>, A. Arslan<sup>2</sup>

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This paper is one of the pioneering academic studies which has used fiction (novel) as a context to analyse liability of foreignness (LOF); a concept which has been significantly studied and analysed so far in the extant literature. The paper presents arguments concerning how use of fiction has potential to enrich understanding of such a multifaceted concept. The current work-in-process paper uses the novel “A Bend in the River” by Nobel Laureate V.S. Naipaul as a setting to present the immigrant entrepreneurs navigation of individual, structural and contextual factors by analysing their journey through Bourdieu’s social capital theory. Specifically, Bourdieu’s arguments concerning field, capital and habitus are used to analyse navigation of LOF by immigrant entrepreneurs in the chosen novel.

### The IB Researcher as Translator: Methodological Challenges and Opportunities for Advancing Rigor

M. T. Khan<sup>1</sup>, N. V. Wilmot<sup>2</sup>, F. Darabi<sup>3</sup>, D. R. Sharpe<sup>1</sup>

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This paper aims to highlight the challenges associated with the agency required from the IB researcher to make decisions related to translation of data, in particular when moving between languages using different alphabets. We argue that translation is a value laden process where the translator has an agentic role, making decisions in the translation process that need to be unpacked and made transparent to achieve methodological rigor.

We draw on an empirical study carried out in the Urdu language in Pakistan to highlight the methodological challenges and opportunities in transcription and translation between languages. We highlight a particularly unexplored implication of translation within the management literature as being the very act of transcription itself, which is a first step in transforming data from the oral to the written, and demonstrate how choices made by the researcher at this stage can influence the entire analytical process.

Building on this experience, the paper presents a framework to guide IB researchers dealing with multilingual data, particularly as it relates to transcription and translation processes. Furthermore, we discuss how such a framework provides a space in which to break open broader epistemological questions about how translation decisions affect our knowledge production processes.

### Glocalization as Cultural Refraction: An Ethnographic Study of Vietnamese Young Consumers’ Foreign Product Consumption

A. NGUYEN

University of Rouen Normandy, France; [minhan.iae@gmail.com](mailto:minhan.iae@gmail.com)

Research on the cultural aspects of glocalization in the International Business field often uses the metaphor of 'flow' to describe the global consumer cultures. Despite the theoretical and empirical richness, by grounding on the global–local dyad, previous works reached an impasse in (1) explaining the formation of various global cultural forms within a local context and (2) the dynamic local institutions that co-evolve with interactions between local actors. This research project proposes using the 'wave' metaphor as an alternative perspective for studying glocalization. We study how Western and non-Western pop music are refracted when they pass through the Vietnamese youthscape. The findings from our seven-year ethnographic study show that young Vietnamese consumers experience Western and non-Western pop music as gender-based structures, based on which they deal with their socialization and individualization to fit with the transition of the Vietnamese market. Surprisingly, the global-local dyad has been replaced by other dyads, such as mainstream/marginal tastes and young consumers/government in the diffusion/adoption of Western and non-Western pop music.

## S06.02C: The Roles of Institutions and Policies within Internationalization

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U262 KPMG  
Session Chair: Noemie Dominguez, iaelyon School of Management

Competitive Paper Session

### Domestic Public Procurement as a Stimulus for SME Internationalization

**A. Burger<sup>1</sup>, D. Dikova<sup>2</sup>, I. Koleša<sup>1</sup>, A. Jaklič<sup>1</sup>**

<sup>1</sup>Faculty of Social Sciences, University of Ljubljana, Slovenia; <sup>2</sup>Vienna University of Economics and Business, Austria;  
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Despite the opportunities offered by the European Union (EU), its single market and globalization at large, most European SMEs still largely depend on their domestic markets. While internationalization incentives and support for SME growth are well explored, there is no evidence of how SMEs' relations with local governments and their participation in public procurement (PP) influence subsequent internationalization. We apply the Resource Based View (RBV) to investigate how participation in domestic PP affects the upgrading of SMEs' resources and capabilities, which in turn influences their export performance, by distinguishing between regional and global international focus. We analyze a sample of 599,616 Slovenian SME firm-year observations in the period from 2014 to 2022, which represents all Slovenian SMEs. The results show that SMEs involved in PP report significantly higher subsequent export revenues than firms not involved in PP, but the results are stronger for regionally focused internationalization. These results can contribute to further theory development in the area of PP and international entrepreneurship, and guide future research in the field.

### Is the Glass Half Full or Half Empty? Underestimating Vs Overestimating Institutional Distance and the Importance of Managers' Cognitive Traits

**G. Azar<sup>1</sup>, G. Batsakis<sup>2</sup>, R. Drogendijk<sup>3</sup>, C. M. P. Sousa<sup>4</sup>**

<sup>1</sup>Middlesex University London; <sup>2</sup>The American College of Greece, Brunel University London; <sup>3</sup>University of Groningen; <sup>4</sup>Molde University College; [g.azar@mdx.ac.uk](mailto:g.azar@mdx.ac.uk)

This study examines the effect of managers' misperceptions of country differences, i.e. underestimating and overestimating formal and informal institutional distance, on foreign location choice. Further, we examine the moderating role of managers' cognitive styles as the underlying reason behind managerial misperceptions of institutional distance that inevitably affect a foreign location's attractiveness. Drawing data from a vignette experiment on 208 international managers originating in China, our research findings enrich our understanding of how and why managerial misperceptions of institutional distance influence foreign market attractiveness and underscore the significance of cognitive traits in rectifying such misperceptions.

### How Do Informal Institutions Affect Entrepreneurs' Behaviors in Morocco and France?

**N. Dominguez, M. Aziz-Alaoui**

iaelyon School of Management, France; [noemie.dominguez@univ-lyon3.fr](mailto:noemie.dominguez@univ-lyon3.fr)

This study focuses on the role of informal institutions on entrepreneurial dynamics in France and Morocco. Drawing upon the institutional theory, we explore the interplay of informal institutions, entrepreneurship and gender. Based on 26 semi-structured interviews, this study aims to uncover the influence of informal institutions on entrepreneurs' business endeavors alongside institutional change. Key findings include the significance of family, trust, and reciprocity, as well as the critical role of one's patronym in leveraging *wasta* in Morocco. Informal institutions persist even in developed environments while formalizing institutions in emerging countries inadvertently heightens industrial rivalry and escalates *wasta* usage.

### Franchising Across Borders: Key Factors Shaping Global Entry Mode Decisions

**V. Baena<sup>1</sup>, J. Cerviño<sup>2</sup>**

<sup>1</sup>Universidad Europea de Madrid, Spain; <sup>2</sup>University Carlos III of Madrid, Spain; [veronica.baena@universidadeuropea.es](mailto:veronica.baena@universidadeuropea.es)

Franchising serves as a pivotal strategy for companies venturing into international markets, balancing rapid expansion with controlled brand management. This study explores the factors influencing entry mode decisions among Spanish franchisors operating globally. Drawing on a comprehensive dataset from the Spanish Franchise Association and Tormo & Asociados, which covers 52 sectors and 305 franchise chains across 140 countries as of late 2022, the research identifies key drivers such as international experience, brand awareness, and host country characteristics, including cultural distance, geographical distance, economic development, corruption, political stability, unemployment rates, and the efficiency of contract enforcement. It also considers industry type (product vs. service). The study employs a multinomial logistic regression model to analyze how these factors shape the selection of entry modes: direct franchising, master franchising, joint ventures, and direct investment. By integrating insights from international business and franchising literature, this paper enhances the understanding of the nuanced strategies employed by Spanish franchisors in diverse global contexts. The findings offer practical implications for franchisors seeking to optimize their international expansion strategies amidst varying market conditions and regulatory environments.



## S06.02P: Panel: Cosmopolitan and Inclusive Business Contexts: An Antecedent for Developing International Business

*Time:* Saturday, 14/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U6  
*Session Chair:* Maria Elo, University of Southern Denmark

Panel

Panelists:

Susana C. Silva (Universidade Católica Portuguesa)  
Susanne Emma Johanna Sandberg (Linnaeus University)  
Claudine Gaibrois (Bern University of Applied Sciences)  
Yi Wang (University of Southern Denmark)  
Maria Ivanova-Gongne (Åbo Akademi University)

### **Cosmopolitan and Inclusive Business Contexts: An Antecedent for Developing International Business?**

**M. Elo<sup>1</sup>, S. Silva<sup>2</sup>, S. Sandberg<sup>3</sup>, M. Ivanova-Gongne<sup>4</sup>, Y. Wang<sup>1</sup>, C. Gaibrois<sup>5</sup>, W. Degbey<sup>6</sup>**

<sup>1</sup>University of Southern Denmark; <sup>2</sup>Universidade Católica Portuguesa; <sup>3</sup>Linnaeus University; <sup>4</sup>Åbo Akademi University; <sup>5</sup>Bern University of Applied Sciences; <sup>6</sup>University of Vaasa; [Melo@sam.sdu.dk](mailto:Melo@sam.sdu.dk)

There are debates about the era of de-globalization, rise of nationalism, but also about alternatives like poly-globalization. As international business activities are increasingly influenced by “friend-shoring” and geopolitics, the question of open and inclusive business and entrepreneurship becomes a concern. What does open and cosmopolitan business contexts mean and how do these elements impact Small- and Medium-sized Enterprises (SMEs), entrepreneurial firms and migrant or diasporic businesses? While mainstream International Business research typically addresses big multinational enterprises and challenges they encountered during internationalization, the role of small businesses and different business actors remains relatively underexplored. Migrant businesses or countries of origin that are underdeveloped face numerous challenges. New businesses and entrepreneurs from abroad foster innovation and growth and increase international trade. Thus, it is crucial to discuss how cosmopolitan and inclusive business contexts continue to develop under current challenges, such as geopolitical shifts. We discuss developments of cosmopolitan and inclusive business contexts shaping the global markets from different disciplinary views and various regions, including Europe, Africa and Asia. By integrating insights from experts on Portuguese, Swedish, Russophone, African, and Chinese businesses and entrepreneurship, we foster a deeper understanding of how inclusivity and cosmopolitanism can enhance and retain international business and entrepreneurship.

## S06.03C: Challenges and Questions of Managing a Multinational Organization

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U406a  
Session Chair: Jan Schmitt, University of Amsterdam

Competitive Paper Session

### MBE Globalization – an Object for Continuous Research: A Conceptual Description

J.-E. Vahlne, J. Jakobsson

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Globalization has contributed to many positive effects around the globe in terms of improved economic, health and educational conditions. Multinational business enterprises (MBEs) have been instrumental in achieving these successes. This paper focuses on globalization of MBEs from an international business point of view. We apply a process ontology relying upon the Uppsala globalization process model in the description of globalization. Obviously, the emergence of a MBE positive context has played a critical role by offering opportunities for MBEs to expand to new territories, exploiting country-specific advantages building strengths in terms of economies of scale and scope and engaging in knowledge development to strengthen firm-specific advantages. The advantages of globalization are made by reconfiguring business and development activities simultaneously changing the control and coordination systems accordingly. The gradually more geographically dispersed and fine-sliced network of owned and external business units increases the complexity of managing the more or less global organization which presumably requires decentralization of the coordination. We think that inclusion of the micro-foundations and continued digitalization and application of artificial intelligence offers exiting opportunities for future research of globalization.

### Organizational Models of Multinational Enterprises in the Digital World

E. Tippmann<sup>1</sup>, P. Sharkey Scott<sup>2</sup>, Y. Qiu<sup>1</sup>

<sup>1</sup>University of Galway; <sup>2</sup>Dublin City University; [pamela.sharkeyscott@dcu.ie](mailto:pamela.sharkeyscott@dcu.ie)

Digitalization is a trend that changes the internal and external pressures that multinationals consider as they design or evolve their organizational model. Despite the issue of the appropriate organizational model being core to managing the multinational, the new organizational models that MNEs adopt to embrace digitalization remain to be explored. To understand the organizational models of the MNE in the digital world, we are conducting theory-building case studies of US multinationals. Our preliminary analysis reveals the global organization model with distinct implications for strategic capabilities, cross-border alignment, knowledge creation and sharing as well as cross-border managers, compared to the transnational model. This study contributes to international business by developing knowledge on the organising implications for multinationals as they leverage digitalization.

### Unpacking Co- and Dis-synergies in Post-M&A Integration Processes

K. E. van Oorschot<sup>1</sup>, B. B. Nujen<sup>2</sup>, H. Solli-Sæther<sup>2</sup>

<sup>1</sup>BI Norwegian Business School, Norway; <sup>2</sup>NTNU, Norway; [kim.v.oorschot@bi.no](mailto:kim.v.oorschot@bi.no)

In this study we investigate the post-M&A integration process of one large multinational corporation (MNC) aiming for two types of synergy with the same target: market power synergy and internal synergy. Based on survey results, discussions with the integration team of the MNC, and prior research we develop a causal loop diagram and simulation model. The diagram and model capture the interrelations of expected and realized synergies, employee's negative emotions, and managerial focus on task and human integration in response to (not meeting) expectations and negative emotions. Our analysis unpacks how the simultaneous pursuit of two types of synergies can lead to both dis-synergy and co-synergy. We find that negative emotions can arise when synergy expectations are not met. However, we also find that when attended to, these negative emotions can trigger a change in the integration process which supports the creation of co-synergies which can make post-M&A synergy realizations better than expected. Contrary, the absence of negative emotions, when synergy expectations are met, may prevent a change in the integration process, which could lead to dis-synergies. Interestingly, our findings indicate that when used as a warning signal, negative emotions can trigger positive outcomes (co-synergies).

### Follow Me Home: Disentangling Differential Investor Reactions to Cross-border Headquarters' Relocations

J. Schmitt<sup>1</sup>, M. A. Boermans<sup>2</sup>

<sup>1</sup>University of Amsterdam; <sup>2</sup>De Nederlandsche Bank; [j.schmitt@uva.nl](mailto:j.schmitt@uva.nl)

Multinational enterprises (MNEs) have increasingly been moving headquarters (HQs) across borders. While the drivers of this consequential event have received substantial scholarly attention, we still lack an understanding of the outcomes of HQ relocations. The paper addresses this shortcoming and analyzes how investors reallocate their portfolio in response to announcements of HQ relocations. Drawing on investors' home bias, we build theory around different investors' reactions on announcements of HQ relocations contingent upon their location (vis-à-vis the location of the HQ), the investors' sector, the type of HQ, and the HQ's importance for the domestic market. Using a unique dataset on 167 European cross-border relocations of corporate, regional, and divisional HQs between 2009 and 2022 with stock-level holdings of international investors, we find that investors show a substantial home bias and significantly divest from (invest into) firms that relocate their HQ away from (to) the investors' home country. The investors' home bias is stronger if households make up a larger share of the domestic investors, if corporate HQs are relocated, and if relocated HQs have stronger ties to the previous domestic economy. Thanks to those findings, we contribute to the literature on HQ relocations, investor behavior, and foreign investments.

## S06.03C2: Entry and Risks in Uncertain Environments

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U249  
Session Chair: Gabriel R.G. Benito, BI Norwegian Business School

Competitive Paper Session

### Post-entry Changes: Home Base Diversity, Learning, and Commitment Increases

**C. Friedinger, M. Wolfesberger**

WU Vienna, Austria; [michael.wolfesberger@wu.ac.at](mailto:michael.wolfesberger@wu.ac.at)

This study argues that the diversity of a firm's home base and the underlying learning mechanism positively affect commitment increases. We expect that when a firm enters a new host country, its foreign experiences become more diverse, and thus, it can leverage a broader knowledge base to learn from and subsequently increase extant foreign commitments (i.e., assets). We further examine the moderating effects of parent firm industry diversity and knowledge intensity of the newly added foreign activity and expect both factors to influence the diversity-commitment relation negatively. In our dataset of 13,069 Austrian companies investing abroad between 1989 and 2019, we find support for the main effect and the negative knowledge-intensity moderator. Contrary to our hypothesis, we find a significant positive effect for the industry diversity moderator. The results reveal how changes in a firm's home base can trigger commitment changes in existing countries.

### Early Business Models for the Bottom of the Pyramid: Repurposing as an Entry into Emerging Markets

**A. Jeppe, H. Proff**

University of Duisburg-Essen, Germany; [jeppe.j.arne@gmail.com](mailto:jeppe.j.arne@gmail.com)

This paper explores the design of early business models tailored for the Bottom of the Pyramid (BoP), focusing on integrating ecological impact alongside economic viability. While BoP markets present significant economic potential, their unique institutional contexts and lower consumer incomes necessitate innovative approaches beyond global replication. Addressing the gap in existing research, which often overlooks ecological sustainability, this study advocates for business models that incorporate circular economy principles, such as reuse and recycling, to extend product lifecycles and reduce environmental footprint. Drawing on literature in international management, marketing, and innovation management, the paper proposes a blueprint for a sustainable early repurposing business model. This blueprint is exemplified and refined through a multi-method study on the reuse of car batteries for solar storage in remote regions, highlighting technical feasibility and economic, social and ecological benefits. However, economic viability remains a critical factor for scaling these initiatives. The study concludes by discussing implications for practice and future research directions, aiming to contribute to the development of inclusive and environmentally conscious business strategies for emerging markets at the Bottom of the Pyramid.

### Impact Investment as a Safeguard Against Weak External Institutions

**G. K. Adarkwah<sup>1</sup>, G. R. Benito<sup>2</sup>, A. V. Assche<sup>1</sup>**

<sup>1</sup>HEC Montreal, Canada; <sup>2</sup>BI Norwegian Business School; [gilbert-k.adarkwah@hec.ca](mailto:gilbert-k.adarkwah@hec.ca)

We investigate the effect of impact investment – investing to secure both financial and social returns – on the relationship between country risk and foreign investments. It is well established in the strategy and international business literature that country risk negatively affects foreign direct investment. However, some multinational firms maintain operations in high-risk countries despite significant institutional hazards. Why? We argue that impact investment mitigates the adverse effects of institutional hazards in host countries through two mechanisms: Provision of patient capital, and knowledge transfer and capacity-building programs. These mechanisms make it more economically viable and legitimate for multinationals to sustain operations in high-risk countries. Analyzing 794 U.S. public firms and their subsidiaries in 79 countries from 2000 to 2015, we find that impact investments reduced the investment retrenchment effect of country risk by 20.6%. Our study adds to the research literature on country risk and foreign investment and offers practical insights for multinationals seeking effective tools to address host country institutional hazards.

### Risk Management in MNEs in the Face of Global Uncertainties: Subsidiary Autonomy Versus Subsidiary Control

**A. Jaklic, I. Kolesa, G. Mavri, A. Burger**

University of Ljubljana, Faculty of Social Sciences, Slovenia; [andreja.jaklic@fdv.uni-lj.si](mailto:andreja.jaklic@fdv.uni-lj.si)

Tensions between control and autonomy in multinational enterprises (MNEs) have attracted considerable academic interest, which has been additionally fueled by multiple crises following the 2008 global recession. These have intensified the exploration of inter-entity relationships within MNEs and their implications for risk and crisis management and resilience. Our study examines how the autonomy of subsidiaries in a risky Central and Eastern European market (Slovenia) influences risk and crisis management strategies as well as resilience of subsidiaries in the midst of global crises such as the Covid-19 pandemic and war in Ukraine. We analyse the performance of foreign subsidiaries during these two crises (2019–2022) with a particular focus on the impact of centralisation tendencies in the home country of the MNE's headquarters on subsidiaries' growth as well as their risk and crisis management responses. The results demonstrate above-average performance of foreign-owned subsidiaries, highlight the role of subsidiary autonomy in risk and crisis management, and show how multinationals prioritise the value creation of subsidiaries in emerging markets by granting them greater autonomy in times of crises.

## S06.04P1: Panel: Global Value Chains and International Business

*Time:* Saturday, 14/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U7 PWC  
*Session Chair:* Marcus M. Larsen, Copenhagen Business School

Panel

Panelists:

Ari Van Assche (HEC Montreal)  
Sjoerd Beugelsdijk (University of South Carolina)  
Valentina De Marchi (ESADE Business School)  
Grazia Santangelo (Copenhagen Business School)

### Global Value Chains and International Business

**M. M. Larsen<sup>1</sup>, A. Van Assche<sup>2</sup>, S. Beugelsdijk<sup>3</sup>, V. De Marchi<sup>4</sup>, G. Santangelo<sup>1</sup>**

<sup>1</sup>Copenhagen Business School, Denmark; <sup>2</sup>HEC Montréal, Canada; <sup>3</sup>University of South Carolina, US; <sup>4</sup>ESADE Business School, Spain; [mml.si@cbs.dk](mailto:mml.si@cbs.dk)

The international dispersion of fragmented tasks has led to the formation of global value chains (GVCs), linking diverse firms across borders. Traditionally seen as drivers of economic and social progress in developing countries, GVCs enable firms to advance technologically and improve worker conditions. However, economic gains often fail to translate into social benefits, as seen in cases like Nike's contractors and Rana Plaza. The aim of the panel is to offer new perspectives on GVCs in an international business context. We will discuss why irresponsible practices persist across the GVC, question assumptions on the role of the MNE vs the suppliers, emphasize novel insights from economic geography, and discuss broader policy implications.

## **S06.04P2: Panel: The Impact of the "New Normal" on EU-facing Global Value Chains (GVCs)**

*Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U3  
Session Chair: Louise Curran, Tbs*

Panel

Panelists:

Bernhard Dachs (AIT Austrian Institute of Technology)  
Barbara Jankowska (Poznań University of Economics and Business)  
Katarzyna Mroczek-Dabrowska (Poznań University of Economics and Business)  
Aleksandra Zofia Kania (Poznań University of Economics and Business)  
Thibaut Joltreau (TBS Education)

### **The Impact of the 'New Normal' on EU-facing Global Value Chains (GVCS)**

**L. Curran<sup>1</sup>, B. Dachs<sup>2</sup>, B. Jankowska<sup>3</sup>, K. Mroczek-Dąbrowska<sup>3</sup>, A. Kania<sup>3</sup>, T. Joltreau<sup>4</sup>**

<sup>1</sup>Tbs, France; <sup>2</sup>AIT Austrian Institute of Technology, Vienna; <sup>3</sup>PUEB, Poznan; <sup>4</sup>Toulouse Business School (France);  
[l.curran@tbs-education.fr](mailto:l.curran@tbs-education.fr)

This panel will explore key questions highlighted in the call for papers for this track, including: 'the impact of pandemics, international conflicts, and other geopolitical challenges on firm strategies, how they organize their GVCs and international collaborations', and: 'Are firms scaling back to regional value chains instead of globally dispersed value chains, relying on local strategic partners?' These issues are of key concern to scholars of IB, as they seek to reconstruct what the 'New Normal' context means for MNEs and the GVCs on which they have long relied.

## S06.09I: IB, Disruptions and Tensions

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U264 K-GROUP  
Session Chair: Thomas Lindner, Copenhagen Business School

Interactive Paper Session

### Strategic Technological Catch-up of Chinese Mobile Communication Enterprises Amidst Us-China Technological Decoupling

S. Zhang<sup>1</sup>, Y. Tang<sup>2</sup>, Z. Wan<sup>1</sup>, R. Yu<sup>3</sup>

<sup>1</sup>University of Chinese Academy of Sciences; <sup>2</sup>Shanghai University of International Business and Economics; <sup>3</sup>Zhejiang Gongshang University; [tangyuxuan@suibe.edu.cn](mailto:tangyuxuan@suibe.edu.cn)

This paper explores the dynamic technological catch-up strategies of Chinese multinational enterprises (CMNEs) amidst escalating US-China trade tensions and de-globalization. It seeks to answer: (1) How do external shifts affect latecomers' technology catch-up in a changing global context? (2) How do CMNEs dynamically respond in a restructured international business (IB) landscape? Employing a time-varying difference-in-differences (DID) analysis with data from 625 Chinese telecommunication firms (2007-2020), the study examines external changes' impact on catch-up performance. It also delves into dynamic capabilities' role in competitive strategizing for enhanced catch-up. A framework is proposed to identify strategies that activate firms' dynamic capabilities, charting a successful catch-up course in China's mobile communications. The empirical findings underscore the importance of sensing strategies for technological and international catch-up, highlighting the influence of technological shifts, market demands, and FDI on EMNEs' strategies. The study showcases CMNEs' strategic agility in leveraging global changes for innovation and growth, securing a competitive edge in the international arena

### MNE Performance in a Bifurcated World: The Impact of Diversification Across US and China Allies

J. M. Lee, J. Xiao

Yonsei University, Korea, Republic of (South Korea); [j.m.lee@yonsei.ac.kr](mailto:j.m.lee@yonsei.ac.kr)

The US-China dispute has multifaceted effects on international business, necessitating scholarly investigation through the geopolitical lens. We introduce the concept of "inter-US-China-ally (IUCA) diversification" to characterize the extent of multinational enterprises' (MNE) business activities spread across US-ally and China-ally countries. Leveraging insights from corporate diplomacy and real options theory, this study examines the impact of IUCA diversification on the performance of Chinese MNEs. Our findings reveal a positive relationship between IUCA diversification and Chinese MNEs' performance amid escalating tensions between the US and China. Additionally, we discover that the international experience diversity of the top management team (TMT) negatively moderates this positive relationship, while the TMT's functional diversity does not show a significant moderating effect. These findings highlight the nuanced dynamics in a divided global economy and carry significant implications for both theoretical understanding and practical applications for MNE performance in a bifurcated world.

### The Impact of Sanctions, Internationalization and Ethics on (dis)investments in Russia Following the War in the Ukraine

F. De Beule<sup>1</sup>, M. Zdziarski<sup>2</sup>, H. Zhang<sup>3</sup>

<sup>1</sup>University of Leuven, Belgium; <sup>2</sup>University of Warsaw, Poland; <sup>3</sup>NEOMA Business School, France; [filip.debeule@kuleuven.be](mailto:filip.debeule@kuleuven.be)

This study focuses on the strategic choices of firms in response to sanctions by looking into the impact of sanctions on the activities of foreign companies in the sanctioned country. This contributes to our understanding on the impact and relevance of sanctions in today's business landscape. As a result of the Russo-Ukrainian war, multinational companies (MNCs) have been under great pressure from both governments and social activists to look at the continuity of their operations in Russia. The set of strategic choices related to investments in a foreign country is well known to international business (IB) and strategy scholars. But the rapid institutional change driven by war events and related waves of sanctions resulted in dramatized choices executives faced. Should firms withdraw their assets and leave the country? Or perhaps buy time observing how the conflict unfolds? Could they continue their operations or consider digging in their exposure to the Russian market benefiting from opportunities as their competitors scale back? The uniqueness of the scale of the war forced MNCs to respond to those and similar questions in a very short time. Through our study we aim to explain the drivers of the strategic decision to disinvest from Russia.

### Populist Rhetoric and FDI: A Micro-foundational Approach of Institutions and Future Research Agenda

V. Kunczer

Luiss Guido Carli, Italy; [vkunczer@luiss.it](mailto:vkunczer@luiss.it)

While previous research has focused on the effects of institutions on MNE behaviour, it has largely ignored the rhetorical role of actors shaping these institutions. This study investigates the impact of populist movements, which have gained significant traction in Europe over the past decade, on foreign direct investments. Populists, characterized by their anti-establishment orientation and opposition to liberal economics and globalization, can challenge and erode formal institutions through their rhetoric. This paper analyses the manifestos of populist parties to understand their ideas and sentiments, integrating these with the individual characteristics of party leaders. By exploring the rhetoric of populists, the study aims to provide a nuanced understanding of how populist movements influence foreign direct investments. The findings contribute to a deeper theoretical understanding of institutions, highlighting the importance of considering the actors behind them. The study also advances research on populism in international business, offering insights into the implications of populist rhetoric for MNEs and suggesting several avenues for future research.

### The Influence of Populism on Corporate Social Responsibility and Investment Strategies in U.S. Manufacturing Multinationals During Democratic Decline

T. Song<sup>1</sup>, W. Li<sup>2</sup>

<sup>1</sup>Nanjing University; <sup>2</sup>Nanjing University; [tsong14@alumni.jh.edu](mailto:tsong14@alumni.jh.edu)

While previous research has discussed the relationship between democracy and multinational enterprises, the impact of populism on corporate social responsibility (CSR) behavior remains to be further explored in the context of democratic decline. We posit that reshoring and localized production, seen by the Trump administration as key strategies for boosting domestic employment—particularly in low-skill (low-wage) positions—lead corporations, influenced by populist policies, to reduce their overseas investments. Additionally, we consider CSR as a focal behavior of corporations, arguing that to serve the objectives of a populist government and its political community, U.S. manufacturing multinationals must prioritize substantial and stable provision of low- to mid-skill jobs in the domestic market. Furthermore, in alignment with populist ideologies, U.S. manufacturing multinationals may have reduced or are compelled to reduce investments in CSR projects related to race, gender, immigration, refugees, and environmental issues. Our study examines the outward investment, CSR performance, and irresponsible behavior of U.S. manufacturing firms from 2010 to 2020, with results supporting our hypotheses. Our research further explores the interaction between politics and corporations within an international business context.

### **The Nature and Properties of Global Exogenous Shocks and the Role of Home Country Institutional Quality: Empirical Evidence on Cross-border Mergers and Acquisitions**

**G. Grellmann<sup>1</sup>, M. Amal<sup>1,2</sup>, D. Eliete Floriani<sup>1</sup>**

<sup>1</sup>UNIVALI, Brazil; <sup>2</sup>FURB, Brazil; [grellmann@edu.univali.br](mailto:grellmann@edu.univali.br)

This study examines the dynamics of global exogenous shocks on cross-border Mergers and Acquisitions (CBM&As), focusing specifically on the nature and properties of exogenous shocks. In addition, we thoroughly investigate the impact of the institutional quality of the home country on that relationship. To support our rationale and empirically validate our hypotheses, we employed Vector Error-Correction Models (VECM) to assess the influence of different exogenous shocks on CBM&A, using a sample of 1622 multinational companies, encompassing 6848 cross-border M&A deals from 1997 to 2022. Our results demonstrate that exogenous shocks have varying natures, but their properties can be mitigated or amplified based on the institutional quality of the acquiror home country. We test different natures of exogenous shocks, distinguishing between war, global pandemic, and financial crisis as three different exogenous shocks. We capture their differences in terms of duration and depth. Our findings reveal that global pandemics have emerged as the most significant predictor of CBM&As fluctuation. Also, the direction of distinct exogenous shocks might be similar, even if they have distinct nature. We provide empirical insights for analyzing the nature and properties of exogenous shocks, profoundly exploring the moderating effect of the home country's institutional quality.

## S06.10C: Theoretical Frameworks for Organizing for Sustainability

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U5  
Session Chair: Marleen Wierenga, Norwegian University of Science and Technology

Competitive Paper Session

### Impact of Environmental Expenditure on Export Growth of Indian Firms

**R. Gao**

University of Sydney, Australia; [ruosu.gao@sydney.edu.au](mailto:ruosu.gao@sydney.edu.au)

This study examines the impact of environmental expenditure on the export growth of Indian manufacturing firms. With the increasing emphasis on environmental, social, and governance (ESG) principles, companies are under pressure to invest significantly in environmental management to meet regulatory requirements and maintain competitive advantages. Using data from listed Indian manufacturing firms between 2003 and 2023, this study investigates how increased environmental spending affects export performance. The findings reveal a significant negative impact of environmental expenditure on export growth intensity, suggesting that stringent environmental investments can divert resources from essential market activities, thereby diminishing international competitiveness. This research contributes to the literature by contextualizing the Resource-based view (RBV) within emerging markets, highlighting the unique challenges faced by firms in these environments. It also underscores the need for strategic resource allocation and dynamic capabilities development to balance environmental initiatives with other market activities.

### Multi-Lens Approach to Environmental Sustainability Strategies in Multinational Corporations: A Comprehensive Review, Integrative Framework, and Future Research Agenda

**H. T. T. D. NGUYEN<sup>1</sup>, V. Duplat<sup>2</sup>, R. Coeurderoy<sup>1</sup>**

<sup>1</sup>ESCP Business school, France; <sup>2</sup>Vrije Universiteit Amsterdam, Netherlands; [duong.nguyen\\_huu\\_thi\\_thuy@edu.escp.eu](mailto:duong.nguyen_huu_thi_thuy@edu.escp.eu)

This systematic review synthesizes the literature on environmental sustainability within MNEs, exploring insights through the distinct lenses of IB, General Management, and Sustainability journals. Through the application of topic modeling and traditional qualitative coding to 160 scholarly articles, we delineate three principal themes: Stakeholder Engagement and Corporate Reporting, Strategic Dynamics of Environmental Sustainability, and Market Adaptation and Regulatory Compliance. Our analysis reveals inherent tensions similar to those traditionally observed in IB literature, underscoring the interconnected nature of environmental strategy in MNEs with their international business practices. We argue for a paradigm shift towards fully integrating environmental sustainability into the core operations of MNEs. This integration encourages a cohesive strategy that not only addresses pressing sustainability challenges but also sustains competitive advantage. This review synthesizes cross-specialization perspectives to propose a comprehensive framework for understanding and advancing environmental strategies in MNEs. It highlights the necessity of a holistic approach and outlines vital directions for future research, pivotal for fostering sustainable global business practices.

### Sustainability-driven Business Modelling (SDBM): A Review of Multiple Perspectives and Philosophies

**S. A. Tajuddin**

Aalborg University, Denmark; [syedat@business.aau.dk](mailto:syedat@business.aau.dk)

Considering the changing dynamics of sustainability across societies and industries, consensus has not been made on the understanding of sustainable business modelling (SBM). This is critical because variation in prioritization, conceptualization, and boundary of sustainability affects firms' value creation process across countries. Literature on SBM presents a deterministic view, while it is fragmented in terms of perspectives and how researchers integrate 'sustainability' in BM for which options are created for integrating sustainability-related issues, or sustainability is driving the business modelling in changing international business. To fill this gap, we aim to do a systematic literature review to identify the perspectives on which researchers are fragmented in defining sustainability. We identify the four different perspectives within the broad literature of SdBm: value drivers, institutional, global network, and balancing perspectives. We further survey additional literature to explore the philosophical underpinnings influencing the fragmentation of SBM-concept. We explore the three approaches: pragmatic approach, constructivist approach, and environmentalist approach. Drawing on them, we present the gaps and argue that researchers should adopt a holistic view of sustainability in SdBm in consideration of institutional dynamics and critical phenomena of internationalization for which transnational institutions play a critical role in setting the rules of the game.

### Context Matters: How Do Contextual Factors Influence Corporate Sustainability?

**W. Guo<sup>1</sup>, M. Latukha<sup>2</sup>, K. Yan<sup>1</sup>**

<sup>1</sup>Saint Petersburg State University; <sup>2</sup>Pole University Leonard de Vinci; [yuenting04@qq.com](mailto:yuenting04@qq.com)

Corporate sustainability (CS) is fundamentally context-specific, yet a comprehensive study of the contextual roles in CS as a whole is lacking. This paper aims to explore how contextual factors influence CS and which sustainability-related themes emphasize their importance. Using a hybrid approach combining bibliometric analysis and TCM (theory-context-method) analysis, we reveal the quantitative overview of the academic trend in this subject and identify the most commonly applied theories, contextual factors, and methods. The most discussed topics regarding the impact of contextual factors involve business models, strategies, innovation, entrepreneurship, and corporate performance. We recommend a diversity of theories generated from different cultures to uncover contextual influence, and a deeper consideration of the unique characteristics in emerging markets, particularly the national and cultural factors.



## **S06.10P1: Panel: IB in a Post Agenda 2030 World: How Will MNEs Continue to Contribute to Sustainable Development?**

*Time:* Saturday, 14/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U119 DELOITTE  
*Session Chair:* Shasha Zhao, Surrey

Panel

Pervez Ghauri (University of Birmingham)  
John Raymond Dilyard (St. Francis College)  
Rudolf Sinkovics (Durham University)  
Irene Margaret (University of Liverpool)

### **IB In a Post Agenda 2030 World: How Will MNEs Continue to Contribute to Sustainable Development?**

**S. Zhao<sup>1</sup>, P. Ghauri<sup>2</sup>, J. Dilyard<sup>3</sup>, R. Sinkovics<sup>4</sup>, I. Margaret<sup>5</sup>, R. Cavara<sup>6</sup>**

<sup>1</sup>University of Surrey, UK; <sup>2</sup>University of Birmingham, UK; <sup>3</sup>St Francis College New York, USA; <sup>4</sup>University of Durham, UK;

<sup>5</sup>University of Liverpool, UK; <sup>6</sup>Venice School of Management; [shasha.zhao@surrey.ac.uk](mailto:shasha.zhao@surrey.ac.uk)

Sustainability has been, is, and will continue to be a significant global challenge requiring urgent action. In 2015 the United Nations established within what was called Agenda 2030 17 Sustainable Development Goals (SDGs) that it hoped to have achieved by 2030 through the involvement of the public and private sectors, including multinational enterprises (MNEs). Of these two sectors, it perhaps is the private sector which has made the most progress, particularly with respect to how MNEs have changed the way they operate to address a broad range of sustainability issues, from the effects of global warming to the SDGs. Despite this, though, much of Agenda 2030 will not be met, leading one to wonder what might come afterward. Given that the sustainability challenges MNEs are facing are not going to go away once 2030 comes – indeed, they are likely to become more severe, exacerbated by the increasing uncertain effects of global warming and rising geopolitical tensions – how might we expect them to behave? This is the central question to this debate panel.

## S06.12P: Panel: Enhancing Doctoral Education in International Business

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U356 ALMA MEDIA  
Session Chair: Aušrinė Šilenskytė, University of Vaasa

Panel

Panelists:

David Griffith (Texas A&M University)  
Alexander Tonn (University of St. Gallen)  
Katerina Boncheva (Cardiff University)  
Giuseppe Pirrone (University of Pavia)  
Hanna Gajewska-De Mattos (University of Leeds)

### Enhancing Doctoral Education in International Business

**A. Šilenskytė<sup>1</sup>, H. Gajewska-De Mattos<sup>2</sup>, D. A. Griffith<sup>3</sup>, A. Tonn<sup>4</sup>, K. Boncheva<sup>5</sup>, G. Pirrone<sup>6</sup>**

<sup>1</sup>University of Vaasa, Finland; <sup>2</sup>University of Leeds, UK; <sup>3</sup>Texas A&M University, USA; <sup>4</sup>University of St.Gallen, Switzerland;  
<sup>5</sup>Cardiff Business School, UK; <sup>6</sup>University of Pavia, Italy; [ausrine.silenskyte@uwasa.fi](mailto:ausrine.silenskyte@uwasa.fi)

This panel addresses the evolving landscape of doctoral education in the field of International Business (IB), aligning with the theme of the 50th EIBA Annual Conference, "That's Interesting! Rethinking IB research for the next 50 years." The panel discussion will provide a comprehensive overview of current doctoral education practices, highlighting strengths and areas for improvement. It will delve into the importance of multi-faceted training that prepares doctoral candidates for diverse career opportunities, including research, teaching- or policy-related positions from both the scientific community and doctoral researcher's perspective. Additionally, the panel will explore the role of regional and global doctoral networks and certificate programs, such as Nord IB and the AIB-CIBER Doctoral Academy, in supporting the professional development of doctoral researchers for ensuring their successful careers post-doctoral studies. By fostering a dialogue on innovative educational models and cross-sector collaborations, this panel aims to equip the next generation of IB scholars to address global grand challenges and contribute to transdisciplinary research with significant societal impact.

## S06.13C: Innovative Research Methods and Theorizing in International Business

Time: Saturday, 14/Dec/2024: 10:45am - 12:00pm · Location: Otakaari 1, U121a  
 Session Chair: Jelena Cerar, WU Vienna

Competitive Paper Session

### Two Paradigms in Dialogue: A Case Study Example from the International Business Field

**A. Pallás-Rocafull<sup>1</sup>, G. Galizzi<sup>2</sup>, A. Botella-Andreu<sup>1</sup>**

<sup>1</sup>University of Valencia; <sup>2</sup>University of Vienna; [giulia.galizzi@univie.ac.at](mailto:giulia.galizzi@univie.ac.at)

Despite its potential for theorizing, qualitative research has often been criticized for a lack of rigor. As such, researchers have attempted to increase the legitimacy of qualitative research, in particular case study research, by developing and applying templates. In so doing, qualitative scholars have sometimes applied templates with little to no reflection about ontological and epistemological orientations. As a result, the uniqueness of qualitative research as well as paradigmatic diversity have been jeopardized. In this methodological paper, we use an empirical case study example from the International Business (IB) field to showcase how different philosophical paradigms lead to different methodological decisions. First, we describe in greater detail the methodological steps undertaken under positivist assumptions, and then we provide an initial overview of the application of a social constructivist view to the same case study by highlighting the differences between the two opposing approaches. In doing so, we aim to warn qualitative researchers about the blind use of qualitative "boilerplates," and we call for greater pluralism in case study research in IB studies.

### What Can We Learn When Insiders Distance Themselves from the Field?

**B. Gabriel<sup>1</sup>, H. Langinier<sup>2</sup>**

<sup>1</sup>University of Strasbourg, France; <sup>2</sup>Arte GIE; [helene.langinier@em-strasbourg.eu](mailto:helene.langinier@em-strasbourg.eu)

In this paper, we want to clarify the way practitioners that are currently doing research in their organization, who we refer to in this text as actor-researchers, can develop the necessary distance to produce scientific knowledge. To this end, the two authors compare their research approaches and experiences in the context of their doctoral studies in two different organizations. The fields compared are a French/German public media company located in France at the French-German border and a "Big Four" international audit and advisory company in the multicultural environment of Luxembourg. Our contribution is to identify different contextual elements linked at the individual level to the positionality of the researcher and at the organizational level at dimensions of the corporate culture of the actor-researchers' fields that influence their research approach and are likely to trigger biases. We consider the epistemological and methodological implications of these contextual influences. This leads us to call for a "contextual reflexivity" that emphasizes the need to understand the importance of the interrelation between cultural, geographic and organizational context in which the actor-researcher is immersed.

### Conducting Experiments with Serious Games in IBconducting Experiments with Serious Games in International Business and Management Research

**A. Bartel-Radic<sup>1</sup>, D. A. Taylor<sup>2</sup>**

<sup>1</sup>Univ. Grenoble Alpes, France; <sup>2</sup>Université Paris 1 Panthéon-Sorbonne, France; [anne.bartelradic@iepg.fr](mailto:anne.bartelradic@iepg.fr)

Experiments are a powerful method for analyzing causal relationships. However, despite prominent calls to develop experimental research in international business and management, studies remain scarce. In addition to the general challenges of experimental methods, this is due to the specific nature of international business and management research. This paper presents an innovative method for conducting experiments with digital serious games that we believe holds promise for advancing an experimental research tradition.

Following a literature review on experimental research and gamification, we present the experimental serious game method. The key features of the method are single-player digital serious games that immerse participants in realistic and interactive scenarios for the purposes of simulation, quasi-experimental, or true experimental research. Then, we present the steps to develop such games, which are, first, to define the research objectives, the game scenario, and the pedagogical objectives, second, to operationalize each of them, third, to gamify, before constructing and testing the game, and, finally, to collect and analyze research data. In the last section of the paper, we discuss the strengths and limitations of this method and outline perspectives for further development.

### Temporal Distance and Theorizing in International Business Research – Ontological and Epistemological Considerations

**M. Hassett<sup>1</sup>, L. Hurmerinta<sup>2</sup>, E. Paavilainen-Mäntymäki<sup>2</sup>**

<sup>1</sup>University of Sheffield, United Kingdom; <sup>2</sup>University of Turku, Finland; [melanie.hassett@sheffield.ac.uk](mailto:melanie.hassett@sheffield.ac.uk)

Time and temporality feature a key role in everyday life. In Western society and capitalist business environment "time is money". Yet the role of time and temporality is limited in research and theorising. IB scholars are increasingly interested in time, temporality and context to provide richer explanations and increase our understanding of IB phenomena. These IB phenomena are deeply embedded in their temporal context. While there has been calls for more contextual research, there is little research addressing the challenges of including time in the research design. This research highlights the importance to study the IB phenomena embedded in their temporal context while acknowledging temporal distance in research. We propose a framework approaching the temporal distance from the perspectives of both the research participants and the researcher. This paper highlights the ontological and epistemological considerations related in adopting a more time sensitive research approach.

## **S06.16P: Panel: Launch of PIBR#19 The Changing Global Power Balance: Challenges for European Firms**

*Time:* Saturday, 14/Dec/2024: 10:45am - 12:00pm · *Location:* Otakaari 1, U1  
*Session Chair:* Rob van Tulder, RSM Erasmus University Rotterdam

Panel

Chair and presentations: Rob van Tulder, Nuno Crespo, Cátia Crespo

Key note speech: John Cantwell

Presentations: Lucia Piscitello, Peter Buckley, Gabriel Benito, Ari van Asche, Krzysztof Obloi, Susana C. Silva, Diego Quer  
Emerald: Nick Wallwork (Emerald)

Announcement of PIBR#20: Rebecca Piekkari

### **Launch of PIBR#19 the Changing Global Power Balance: Challenges for European Firms**

**R. van Tulder<sup>1</sup>, N. Crespo<sup>2</sup>, C. Crespo<sup>3</sup>, J. Cantwell<sup>4</sup>, L. Piscitello<sup>5</sup>, P. Buckley<sup>6</sup>, K. Obloi<sup>7</sup>, D. Quer<sup>8</sup>**

<sup>1</sup>RSM Erasmus University Rotterdam; <sup>2</sup>ISEG - Lisbon School of Economics & Management; <sup>3</sup>Polytechnic of Leiria; <sup>4</sup>Rutgers University; <sup>5</sup>Politecnico di Milano; <sup>6</sup>University of Manchester; <sup>7</sup>Kozminski University; <sup>8</sup>University of Alicante;  
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Progress in International Business Research is the official book series of the European International Business Academy (EIBA) in partnership with Emerald. The published volumes bring together the best papers from the annual EIBA conference focusing on a distinct theme.

Chair and presentations: Rob van Tulder, Nuno Crespo, Cátia Crespo

Keynote speech: John Cantwell

Presentations: Lucia Piscitello, Peter Buckley, Gabriel Benito, Ari van Asche, Krzysztof Obloi, Susana C. Silva, Diego Quer,  
Emerald: Nick Wallwork (Emerald)

Announcement of PIBR#20: Rebecca Piekkari

## Posters 2

Time: Saturday, 14/Dec/2024: 2:00pm - 3:00pm · Location: Otakaari, 1, Y-wing lobby

### **A Value Capture Theory of Foreign Direct Investment**

**L. Tinhof<sup>1</sup>, T. Lindner<sup>1,2,3</sup>, H. Puhr<sup>1,2</sup>**

<sup>1</sup>WU Vienna, Austria; <sup>2</sup>Copenhagen Business School, Denmark; <sup>3</sup>University of Innsbruck, Austria; [laurenz.tinhof@wu.ac.at](mailto:laurenz.tinhof@wu.ac.at)

This study develops a novel framework for understanding foreign direct investment (FDI) through the lens of value capture theory (VCT), which integrates cooperative and non-cooperative game theory to explain firm performance in competitive markets. By leveraging biform games as the core analytical tool, VCT potentially offers a unified mathematical foundation for several strategic management paradigms, including stakeholder theory, the resource-based view, and industrial positioning. We propose a biform game model specifically tailored to FDI, where the cooperative component is represented by a two-sided matching market between multinational enterprises (MNEs) and local stakeholders, reflecting the dynamics of strategic factor markets. We also formulate the non-cooperative aspects of key strategic decisions MNEs face in internationalization, such as co-specialization with locations, the scale and speed of expansion, and resource allocation for investment opportunity identification. Using agent-based simulations, we explore the implications of these strategic choices within the proposed model, offering new insights into the complexities of FDI strategy formation and execution.

### **The Effects of Personality Traits and Religiosity on Self-Employment: An Study on the MENA Region**

**C. Bassil<sup>1</sup>, M. Parast<sup>2</sup>, A. Safari<sup>1</sup>**

<sup>1</sup>Qatar University, Qatar; <sup>2</sup>Arizona State University, USA; [arsalansafari@gmail.com](mailto:arsalansafari@gmail.com)

This study investigates how religiosity and personality traits — specifically internal locus of control — influence the likelihood of self-employment within the Middle East and North Africa (MENA) region. Building upon the attribution theory of motivation and the entrepreneurial behavior theories, we examine how an individual's locus of control impacts self-employment. We assess how religiosity can moderate the effect of internal locus of control on self-employment. Two metrics for religiosity are considered: subjective religiosity — a self-identification of the individual as religious, and religious salience that measures the intensity of religiosity. Our paper contributes to the literature of entrepreneurship, especially at the intersection of religiosity, locus of control and self-employment by understanding the entrepreneurial behavior and labor market dynamics in the MENA economies as an unexplored region where religion profoundly affects everyday life and work.

### **Organisational Legitimacy Dynamics and Sustainability Transitions in Oil Palm**

**M. T. W. Karinen<sup>1,2</sup>**

<sup>1</sup>Turku School of Economics - University of Turku, Finland; <sup>2</sup>EFOS, J.J Strossmeyer University in Osijek, Croatia; [matti.t.karinen@utu.fi](mailto:matti.t.karinen@utu.fi)

Why is doing palm oil right a thankless task? This project was started to try to understand the failure of a sustainable palm oil plantation project in Liberia to gain broad acceptance. The purpose of my project is to understand how this state of illegitimacy developed and what lessons it may hold for the wider sector and sustainability transitions literature. Palm oil is illegitimate because of a litany of environmental and social sustainability challenges. Any solution to this legitimacy crisis needs to be grounded in an industry-wide transition to sustainability that is cognizant of how legitimacy is built or lost over time. Sustainability transitions need to gain legitimacy in order to happen.

This study adopts ethnographic and process methods to investigate and understand the mechanisms and dynamics of legitimacy as they are seen and responded to within a palm oil plantation in the Republic of Liberia. This research is longitudinal, with data and analysis spanning from the initial business opportunity in 2008 through founding in 2009, an Ebola outbreak in 2014, to 2020. This project theorizes about legitimacy process spaces and about how legitimacy issues migrate across different levels over time through the agency of actors doing legitimacy work.

### **Blockchain Technology and the Circular Economy: A Multilevel Approach to Global Sustainability in International Business**

**E. Acosta Llano**

University of Oulu, Finland; [eduardo.acostallano@oulu.fi](mailto:eduardo.acostallano@oulu.fi)

This poster presents research on the role of blockchain technology (BT) in enhancing the circular economy (CE) within the context of international business (IB). The transition to a CE is crucial for addressing global environmental challenges, yet its implementation across global value chains (GVCs) is complex, spanning multiple levels—micro (individual organizations), meso (industrial clusters), and macro (policy frameworks). This research examines these complexities and explores how BT can help overcome challenges such as lack of transparency, difficulties in sourcing sustainable materials, and challenges in monitoring CE progress.

Key findings highlight how BT can improve transparency, enable reliable data collection, and foster collaboration across GVCs. Additionally, the poster outlines future research opportunities, including exploring sector-specific BT applications, assessing the long-term impact of BT on CE initiatives, and understanding how blockchain can enhance consumer engagement in CE.

The purpose of this poster is not only to showcase current findings but also to set the stage for future research. By addressing these challenges and opportunities, the poster contributes to the ongoing dialogue on how emerging technologies can support sustainable business practices and advance the global transition to a circular economy.

### **There Is an I in the Team: Micro-actions Matter for Grand Challenges**

**K. Välimäki**

University of Turku, Finland; [kaisva@utu.fi](mailto:kaisva@utu.fi)

Business cannot succeed in countries that fail. However, despite the grand challenges emphasising the embeddedness of multinational enterprises in social systems, the sphere of inter-governmental and supranational organisations within international business has been under-studied. There is also a notable research gap concerning the role of individual actors. Adopting a grounded theory approach, this study addresses these research gaps, exploring how international professionals navigate the nested pressures for effectiveness within international organizations in contexts of flux, with focus on field workers in the complex United Nations system. The sensitising concepts of effectiveness, tensions, and organised hypocrisy are used to guide the inquiry that culminates in a grounded theory of savvy bureaucracy. This theory reveals an “entrepreneurial-bureaucratic hustle” and its pre-conditions: it is powered by the want, facilitated by radical acceptance, and enabled by sense of agency. These are good tidings in our world of worry: no matter how diverse and dispersed the workforce and how daunting the issues they work with, workers can feel a sense of mattering and can be, to a degree, incentivised to operate – to hustle – towards the desired goals, under competent leadership. Micro-actions do matter, even in the business of tackling grand challenges.

### **Understanding the Drivers of Industry 4.0 Adoption: The Case of Foreign Manufacturing Subsidiaries in Poland**

**B. Jankowska<sup>1</sup>, M. Götz<sup>2</sup>, Z. Talouni<sup>1</sup>**

<sup>1</sup>Poznan University of Economics and Business, Poland; <sup>2</sup>Vistula University, Poland; [zakaria.talouni@ue.poznan.pl](mailto:zakaria.talouni@ue.poznan.pl)

The Fourth Industrial Revolution (Industry 4.0) is reshaping global manufacturing through technologies such as IoT, big data analytics, and cyber-physical systems, yielding significant efficiency gains and competitive advantages. Despite these benefits, a gap remains in understanding the factors influencing Industry 4.0 adoption, especially among foreign subsidiaries in post-transition economies like Poland. This study addresses this gap using total interpretive structural modelling to analyse data from 40 manufacturing foreign subsidiaries in Poland. This research, grounded in the resource-based view and institutional theory, explores factors that facilitate or hinder Industry 4.0 adoption. The findings reveal that substantial financial reserves, access to funding, significant investment in R&D, and government initiatives are crucial for successful adoption. These findings advance international business theory by enhancing the understanding of how financial and external factors influence technology adoption and contribute to the development of theories related to resource allocation, institutional influences, and adoption dynamics in post-transition economies. This research provides useful insights and practical guidance for policymakers and international business practitioners.

### **Rethinking Fdi: The Influence of Capital in Transit on Multinational Investment Decisions**

**J. L. Hurst<sup>1</sup>, D. Sutherland<sup>2</sup>**

<sup>1</sup>Manchester Metropolitan University, United Kingdom; <sup>2</sup>Durham University, United Kingdom; [j.hurst@mmu.ac.uk](mailto:j.hurst@mmu.ac.uk)

This study investigates the role of Capital in Transit (CIT) in distorting Foreign Direct Investment (FDI) data and its implications for understanding multinational enterprise (MNE) activities. By analyzing OECD data on immediate and ultimate FDI positions, we construct a CIT index to explore how differences in regulatory quality, rule of law, and political stability between home and host countries influence MNE behavior. Our findings reveal that CIT practices are not random but are systematically linked to specific institutional characteristics of countries. MNEs from countries with higher regulatory quality and lower political stability are more inclined to use CIT to mitigate domestic risks. These results underscore the need for a more nuanced analysis of FDI data to accurately capture MNE activities. This study contributes to the literature on international business by highlighting the strategic use of CIT and its implications for both researchers and policymakers.

### **Can an Engineering Professor Be a Scientific Diplomat?**

**E. C. Manotas Rodriguez, J. P. Isaza Vargas**

Universidad Nacional de Colombia, Colombia; [ecmanota@unal.edu.co](mailto:ecmanota@unal.edu.co)

The Universidad Nacional de Colombia, through the Vice-Rectorate of Research, developed a strategy for the internationalization of research, with the aim of becoming a guiding document that would help mobilize and promote actions that, when implemented, would achieve a true internationalization of research.

The Faculty of Mines is an engineering faculty whose professors have been characterized by being good researchers and the results of these investigations are published in high-impact international publications, but there are not a large number of professors and research groups that are articulated in international research networks.

A proposal is presented to implement actions that allow professors with a high technical qualification to articulate themselves as scientific diplomats in international research networks and thus develop an internationalization of research.

### **Being Strategic or Tactical? the Adoption of Development Strategies by Local Government Units in Poland**

**M. Banaszewska<sup>1</sup>, T. Skica<sup>2</sup>**

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Local development policies are the subject of numerous studies. Development strategies, as tools for strategic management of local development, occupy a special place in them. Given the high percentage of municipalities constructing development strategies, the question arises whether the reason is an awareness of the role they play in local development management, or whether other considerations determine this. We aim to verify whether the enactment of development strategies by municipalities in Poland is motivated by obtaining EU funding. This issue has not been comprehensively recognized in the literature, hence it is a research gap that requires clarification. Our research sample comprises of 302 urban and 677 urban-rural municipalities in Poland in the years 1991-2023. The preliminary results are affirmative. The (first) adoption of development strategy correlates strongly with the timing of EU multiannual budgetary frameworks. Over time, municipalities have learned to prepare strategies adapting their time span to the duration of the EU financial perspectives. Furthermore, of interest it will be to explore whether the EU funding serves as a significant mediator between the strategy adoption and its successful implementation.

## Identifying Risks in ESG Investing: An Empirical Study of Global Project Finance Transactions

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This paper investigates the intersection of Project Finance (PF) and sustainable development, focusing on the institutional and environmental, social, and governance (ESG) risks affecting large-scale cross-border PF transactions. In today's era of climate change and sustainability, PF has emerged as a preferred financing mechanism for significant infrastructure investments. However, despite its growing importance, research into PF's unique organizational form remains limited. Using data from 26,486 global PF transactions, the study aims to identify key risks and how political and governance constraints influence project outcomes. The analysis proposes four hypotheses centered on political stability, debt share, World Governance Index (WGI), and Freedom on the Net (FOTN). Through logistic regression, the study examines how these factors impact project distress, defined as transaction cancellations or risk alerts. The findings are expected to offer new insights into how PF can better incorporate ESG factors and address institutional barriers, contributing to International Business (IB) theory and offering practical strategies for PF stakeholders in high-risk environments.

## Teaching with Sustainable Development Goals Via Peer-based Cases in Online Courses

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Spurred by the necessity to provide online learning during the pandemic, online degree programs continue to gain popularity and acceptance as a primary form of higher education, especially for students seeking flexible graduate programs while employed. The following proposes a project assignment in a Human Resources / Organizational Behavior (HR/OB) course that remedies several weaknesses that online courses typically present. The project design, which is carried out over several weeks in a team setting, also integrates the UN's Sustainability Development Goals into the course curriculum. The project design is explained in detail. Despite the typical limits of online assignments, this project allows student interaction and prevents shirking, it supports networking (also at an international level), the use of project management tools, and peer-learning regarding value differences about sustainability, leadership decisions and consequences, and cross-industry processes and content. Due to the idiosyncratic nature of peer-based real-world cases, the project design prevents the misuse of AI tools or the plagiarism of Internet sources. The results include comments by several students following an online MBA course in which the proposed design was used in six-person student teams.

## Simulating Entry Mode Choices: A Novel Approach to International Business Research

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Entry mode theory is a prominent field in IB research, with numerous empirical studies exploring the impact of factors proposed by the theory on the entry mode decision. However, they could not find conclusive results on the roles of cultural distance and international experience, due to difficulties in measurement or conflicting results. These empirical studies only observe correlations and therefore cannot capture causalities, analyze the decision-making process or evaluate the optimality of entry mode choices. We suggest a computer simulation to address these limitations and thus complement existing research: A simulation provides a controlled setup that allows testing of specific hypotheses through which we can establish causal links, avoid difficulties in measurement and tie entry mode decisions to profits. Our simulation is based on previous empirical research and will be validated against known relationships to ensure external validity. In the context of entry mode decision making, this approach uniquely allows the exploration of "what-if" scenarios, interaction of multiple effects and the link between entry mode choice and profitability. Propositions developed from the simulation can then be empirically tested and feed back into the simulation, providing a dynamic, innovative and powerful new research tool for IB research.

## Performance Implications of Conflict in International Joint Ventures: The Moderating Role of Conflict Resolution Strategies

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Prior research offers diverse empirical findings regarding the relationship between conflict and performance of the international joint ventures (IJVs), pointing to positive, negative, and no effects. To reconcile these contradictory empirical findings, we utilize social exchange and transaction cost theories to investigate the moderating effects of conflict resolution strategies on the conflict-performance relation in IJVs. Our key argument is that the impact of conflict on IJV performance is dependent on how IJV partners resolve their conflicts. Analyzing 89 IJVs of Nordic firms, we find that conflict enhances IJV performance while using problem solving strategy, neither enhances nor reduces IJV performance while using compromising strategy, and reduces IJV performance while using forcing strategy. We discuss the theoretical contribution and implications of these results.

## Staying Competitive in the Global Education Arena: Insights from French Business Schools

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This paper explores how French business schools use international branch campuses (IBCs) as a strategic tool to remain competitive in both domestic and global markets. It highlights the impact of recent economic challenges, such as the Covid-19 pandemic and inflation, on higher education institutions (HEIs) and how accreditation alone is no longer sufficient for differentiation. Using John Dunning's Eclectic (OLI) paradigm as a theoretical framework, the research focuses on the strategies of top French business schools, particularly within the Grandes Ecoles system. Through qualitative analysis of interviews, it finds that these schools primarily leverage IBCs to enhance their domestic reputation while building international visibility and partnerships.

## **Bridging Global and Local: MNEs' Role in Adapting Smart Mobility Solutions for Climate Action and Sustainable Growth**

**B. Delgado-Márquez, L. Delgado-Márquez, G. Ahmadova**

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This research explores how multinational enterprises (MNEs) can mitigate and adapt to climate change through the use of smart mobility technologies in tourism-dependent, protected natural areas. Using the EDIL (Integrated Local Development Strategies) project in Barranco de Poqueira, Spain, as a case study, this study examines how MNEs can balance economic growth with environmental sustainability by utilizing real-time data and machine learning. The research highlights the pivotal role MNEs play in addressing global climate challenges while advancing Sustainable Development Goals (SDGs), particularly Goals 11 (Sustainable Cities), 13 (Climate Action), and 17 (Partnerships for the Goals).

By leveraging smart mobility systems, MNEs can reduce their environmental impact and foster collaboration with local communities and governments. The study also addresses the gap in current research on how digital tools and partnerships can contribute to global sustainability efforts. Combining theoretical frameworks such as stakeholder theory and adaptive systems theory, the research provides a scalable model for MNEs to integrate sustainability into their corporate social responsibility (CSR) strategies and global operations.

## **The Interplay between Innovative Climate and BMI for SME Export Performance**

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We examine the relationship between SMEs' innovation and internationalization by analyzing the role of two firm-level variables. First, we analyze the extent to which SMEs' innovative climate is related to their export performance. We argue that an innovative climate has a behavioral effect on SMEs' managers and employees that favors the openness and recognition of new knowledge existing in foreign markets. Second, such knowledge must be effectively used and transformed into valuable innovations, which requires not only the creation of a new value proposition but also its delivery and capture. For this reason, we examine the role that the different dimensions of Business Model Innovation (BMI) - value creation, internal and external value delivery, and value capture - play in the relationship between the innovation climate and the export performance of SMEs.

We test our hypotheses in a sample of 112 Spanish manufacturing SMEs, where we collected survey data from two different respondents (CEO and Innovation/R&D Manager). Our preliminary results confirm the importance of SMEs linking their commitment to an innovative work environment with the innovation in their business models in order to increase their export performance.

## **The Role and Impact of External Stakeholders on Foreign MNEs in the Context of Civil War Conflict**

**J. A. Ridge**

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This poster aims to provide an overview and progress update of my doctoral research. The aim of this study is to better understand the role and impact of external stakeholders on foreign multinational enterprises (MNE) in the context of civil war conflict. Intrastate conflict is a unique typology of political violence often overlooked in extant IB research, which has primarily focused on interstate conflict. Further, the role, impact, and influence of external stakeholders on MNEs operating in civil war conflict environments presents a unique area of investigation, pairing IB and political violence research with stakeholder theory. This research includes 40+ semi-structured interviews with various MNE stakeholders active during the civil wars in Syria and Iraq (2011-2017). At the time of writing, 20 participants have been interviewed, and preliminary findings and discussions will be presented in poster format. An interpretivist methodological position has been adopted for this study, alongside an abductive theoretical approach. The policy benefits of this external stakeholder focus will present new insights for IB scholarship, supranational governance policy, and MNEs. This research will also benefit external stakeholder groups, providing them a voice that can influence both practice and theory.

## **Reimagining the International Business Classroom: Integrating Circle Work and Indigenous Water Stewardship Principles for a Sustainable Future**

**D. Lammi**

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This research proposes a transformative pedagogy for international business education, centering Indigenous water wisdom to foster ethical and sustainable business practices. Motivated by limitations in dominant sustainability paradigms and the recognized critical role of water in achieving the Sustainable Development Goals, this study integrates Indigenous knowledge systems with posthumanist philosophy. By acknowledging water's intrinsic value and relationality, the pedagogy challenges anthropocentric assumptions and promotes reciprocal stewardship. Employing Two-Eyed Seeing, decolonizing methodologies,



and incorporating Indigenous pedagogical practices like circle work, water walks, and storytelling, the research aims to cultivate ethical leadership and intercultural competency among students. Through experiential learning encompassing case studies, simulations, and community engagement, students will develop the business acumen and ethical compass necessary to address the global water crisis and contribute to a more just and sustainable future, drawing inspiration from Indigenous principles of reciprocity and responsibility.

### **China's Position in the Fourth Industrial Revolution: Emerging or Advanced Market?**

**Z. Talouni, B. Jankowska**

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The concept of Industry 4.0 involves the adoption of advanced transformative technologies that are being implemented to varying degrees across global markets. However, developing economies may encounter unique challenges in integrating Industry 4.0 and reaping its benefits. China's rapid embrace and integration of these technologies, coupled with its government policies, present an interesting subject for exploration in light of the country's burgeoning influence as a global power. However, the extent of Industry 4.0 implementation in China remains unclear, creating a gap in understanding whether China qualifies as an emerging or advanced market within this new industrial era (Lin, Wu & Song, 2019). This study examines China's position within Industry 4.0, focusing on whether it should be considered an emerging or advanced market within Industry 4.0. A narrative literature review, supplemented by interviews with industry professionals and academics, forms the core methodology. The preliminary findings suggest that China's significant investments in technology and digital infrastructure, alongside its growing influence in global markets, position it closer to an advanced market within Industry 4.0. The study's insights will aid businesses and policymakers in making informed decisions regarding technological investments and strategies to enhance China's competitiveness further.

### **Regional Geopolitical Risk and FDI in the MENA Countries**

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This study examines the impact of geopolitical risk on US Foreign Direct Investment (FDI) in the Middle East and North Africa (MENA), integrating perspectives from International Relations (IR) and International Business (IB). It highlights the moderating roles of US hard power (geopolitical risk), China's soft power, and US diplomatic ties with MENA countries. Through panel data analysis, the results show that increased US geopolitical risk can influence the relationship between regional risks and US FDI, often discouraging investment in areas with heightened instability. Similarly, China's geopolitical risk negatively impacts US FDI when interacting with regional risks, illustrating its effect on investment decisions. Diplomatic ties generally support FDI, but in high-risk environments, these relationships can deter investment. The study emphasizes the complex interactions between hard and soft power dynamics, along with diplomatic relations, in shaping US FDI strategies in MENA, which are essential for advancing US economic interests and global influence.

### **The Headquarters and Foreign Subsidiaries Relationship: A Game Theory Approach**

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One area of international business (IB) analysis is the strategic interactions between economic actors in different countries. For this reason, game theory has been used to analyze some of these actions. However, a research gap still exists in investigating the internal relations between headquarters (HQ) and foreign subsidiaries (FS) within multinational enterprises (MNEs), particularly in the context of sustainability. Thus, game theory may be an approach to analyze them. Defining internal strategies is fundamental for establishing effective external plans, especially within complex entities such as MNEs. Therefore, the poster presents the untapped potential of game theory in IB research, particularly between HQ and FS within MNEs. Accordingly, the poster combines the theoretical underpinnings of IB with the game theory literature, illustrating HQ and FS as players, their strategies of conflict and cooperation, and the dilemma of global and individual rationality. Secondly, the author presents an exemplary game between HQ and FS concerning the strategies for sustainable practices within MNEs. The poster ends with conclusions on the effectiveness of global rationing, which features high vertical integration and local responsiveness in MNEs.

### **Gender in Acceptance of Augmented Reality in E-commerce – an International Perspective**

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This study aims to explore the role of gender in influencing the factors (both motives and risks) that shape the acceptance of Augmented Reality technologies among young international e-commerce consumers. Using a qualitative research design, six focus groups were conducted across three diverse countries: Poland, South Korea, and the United States. The qualitative analysis was carried out using MAXQDA software.

The findings underscore the significant role of gender as a differentiating factor in consumer behaviour. Gender was found to shape the motivations and risks associated with AR in online shopping decisions. Moreover, the study revealed that cultural factors moderate the acceptance of AR technologies, further emphasizing the critical role of gender and culture in the international e-commerce landscape.

From a practical standpoint, the research underscores the importance of tailoring marketing strategies to align with the preferences of different gender groups. This approach can significantly enhance marketing effectiveness and boost sales. On a theoretical level, the study contributes to models concerning technology acceptance, demonstrating the crucial role of gender and cultural factors as moderators.

This research provides unique insights into the intersection of gender, AR, and young international consumers, adding value to academic and industry discussions on e-commerce and technology adoption.

### **CEO Patriotic Orientation and Multinationals' Overseas Bias in Corporate Social Irresponsibility**

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Anecdotal evidence suggests that multinational enterprises may be more likely to engage in corporate social irresponsibility overseas than at home. We complement stakeholder theory with the Upper Echelons perspective to examine the role of CEO patriotic orientation as a driver for this overseas bias in multinational enterprises' engagement in corporate social irresponsibility. Drawing on our theoretical basis, we further suggest that this effect is likely to be contingent on the international diversity of a multinational enterprise's Board of Directors. Our analyses of a sample of 500 S&P firms from 2010-2022 suggest that a multinational enterprise's overseas bias in corporate social irresponsibility varies with the CEO's patriotic orientation, and that the international diversity of the board of directors affects the strength of this effect. Our findings contribute to improving our understanding of corporate wrongdoing in multinational enterprises and to developing stakeholder theory in the international business domain.

### **Synergy Evaluation in M&As - Longitudinal Data from a Single Case Study**

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This study applies a microfoundations perspective to consider the influence of individuals' attitudes and behaviors on M&A outcomes like synergy. Adopting a single case design, we examine a cross-border acquisition completed in 2019 through three surveys issued from 2020 to 2022, in addition to organizational documents on firm performance. Our objective is to develop and test an M&A performance outcome model that answers the research question: how does the cross-border M&A affect acquisition performance (e.g., synergy) by influencing individual behavior? We estimate our model's hypothesized relationships using partial least squares structural equation modeling (PLS-SEM). Overall, the study adds an empirically supported microfoundational layer to synergy evaluations of M&As in a global strategy context, shedding light on the impact of individuals' reactions on acquisition outcomes. The study contributes to understanding micro-level mechanisms that underlie M&A strategies and their performance, thus providing valuable insights for cross-border M&As and addressing calls for microfoundational research in this field.

### **BRICS Expansion: Assessing the Geopolitical and Economic Impacts of a Growing Bloc**

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The expansion of BRICS represents a significant shift in global geopolitics and economics. With the inclusion of six new members as of January 1, 2024, it has become essential to analyse the resulting impacts. This study addresses an important research gap by examining the criteria for BRICS membership and the implications of its expansion on global geopolitics and economics. The research uses critical analysis and desk-based methodologies to assess the structural and strategic transformations within BRICS using frameworks of economic integration, South-South cooperation, and global governance fragmentation. Preliminary findings suggest that adding Middle Eastern and African members strengthens BRICS' ability to counterbalance Western-dominated institutions, such as the G7 and the European Union. However, this growth introduces challenges in aligning diverse economic and political agendas.

Additionally, the expansion has a significant impact on the global oil market by increasing the power of major oil producers. Despite these challenges, the growth of BRICS offers chances to support a multipolar world order and create fairer global institutions that better represent developing countries. This research provides insights into the effects of BRICS' growing membership and its role in changing global politics and the economy.

### **All Hands on Deck: Co-creating Markets and Ecosystems in the Energy Transition**

**T. Vo**

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Multinational oil and gas firms are facing increasing pressure to respond to the global energy transition. Some have responded by investing in renewable energy sources such as offshore wind. While renewables industry has been gaining momentum, bottlenecks such as underdeveloped policy and insufficient supply chain capacity remain in many markets, creating further complexities for firms and hindering their ability to succeed. These bottlenecks point to the lack of markets and ecosystems and the need to develop these. My study thus aims to address how multinational oil and gas firms work to create markets and ecosystems, using the dynamic capability perspective as theoretical lens. I conducted a case study of a Norwegian multinational oil and gas firm investing in offshore wind through its subsidiaries in South Korea, Japan, and Vietnam. The preliminary findings show a variety of actions taken by not only the firm but also other actors such as the embassies and business associations to address key challenges facing the offshore wind industry. I contribute to the discussions in dynamic capabilities literature by highlighting the crucial role of knowledge sharing. Additionally, my study underlines the importance of collaboration among key actors in addressing global challenges such as the energy transition.

### **AI Ethics in Marketing: A Marketer and Developer Perspectives**

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The use of Artificial Intelligence (AI) in marketing raises ethical concerns that require multidisciplinary exploration to be fully addressed. While AI ethics has gained public attention in recent years, little focus has been placed on understanding the perspectives of key stakeholders responsible for its development and deployment particularly from a moral character lens. This study seeks to address this gap by using a virtue ethics lens to explore the perspectives of two critical stakeholders at

the intersection of technology and marketing: AI developers and marketers as key individuals responsible for the successful implementation of AI guidelines. Empirical data will be collected through semi-structured interviews with marketers and AI developers in Finland. The interviews will focus on how these individuals within an organisation perceive, process, and approach ethical issues in AI-driven marketing. The findings of this study aim to provide insights that could contribute to future academic research in AI ethics for marketing, and provide insights for policymakers, and organisations seeking to improve ethical standards in AI-driven marketing strategies.

### **Shaping MNCs' Engagement with Environmental SDGs: The Impact of Institutional Context**

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With their global reach and substantial resources, multinational corporations (MNCs) are bound to make a significant contribution to the advancement of the Sustainable Development Goals (SDGs). However, the variation in commitment to environmental SDGs significantly differs across national contexts. This study explores how institutional pressures shape MNCs' engagement with environmental SDGs. Drawing on institutional theory, we present a quantitative analysis of 400 sustainability reports from the top 20 MNCs selected by market capitalization in 20 of the world's largest economies. Our analysis explores the role that regulatory, normative, and cognitive pressures—represented via policy instruments such as carbon pricing, funding for environmental disclosure, and education grants—play in driving attention to the environmental SDGs of MNCs. Thus, the potential findings of this study will provide valuable insights for policymakers, suggesting that targeted regulatory adjustments, stronger environmental policies, and enhanced government measures can foster greater corporate contributions to the SDGs.

### **Innovation Crossroads: Leveraging Disruption and Internationalization**

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The paper explores the intersection of disruptive innovation and international expansion, focusing on how new market entrants and incumbents interact in driving or hindering disruption. Disruptive innovations—radical products, business models, or technologies—challenge existing markets by introducing alternatives that initially perform poorly in traditional metrics but excel in secondary areas. These innovations often target niche markets before advancing to threaten mainstream incumbents. The study highlights that internationalization can amplify the potential of disruptive firms by allowing them to exploit non-location-bound advantages, enhancing technological development and growth. The authors propose that incumbents can leverage multinational-specific assets to adapt to disruptive forces, while disruptors might use internationalization to solidify their competitive edge. Through a mixed-method research design involving semi-structured interviews and quantitative data analysis, the study seeks to investigate the relationship between disruptive innovation and internationalization strategies across three industries: autonomous vehicles, cultured meat, and a third sector. The paper contributes to the ongoing discourse on how global strategies can be informed by disruptive innovations to create sustainable competitive advantages in various markets.

### **Foreign MNEs in Italy and Their Role on Augmenting the Twin Transition Rate: An Overview**

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This paper investigates the role of multinational enterprises (MNEs) in driving the twin transition to sustainability and resilience in Italy. MNEs can accelerate the adoption of digital technologies and promote sustainable practices, but their influence can also intensify the enlargement of national funding. The study examines the extent to which MNEs influence local firms to adopt digital technologies for environmental sustainability and the role of policymakers in facilitating the twin transition. Using a nested case study approach, the research analyzes MNE investments in Italy and their contributions to sustainable manufacturing. Preliminary findings suggest that while MNEs may not prioritize the twin transition, they often implement digital and technological solutions that reduce environmental impacts. Policymakers play a crucial role in aligning MNE objectives with national interests and providing funding opportunities. The study highlights the importance of tailoring FDI attraction policies to consider social and environmental impacts and prior experience in a location.

### **Navigating Global Health Diplomacy: Challenges and Opportunities in Building a Community of Practice**

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Addressing global health problems requires complex coordination and collaborations between actors, often through the process of Global Health Diplomacy (GHD). Historically, GHD was conducted between governments and facilitated by global institutions, but since 2000 these actors expect MNEs will also directly engage in GHD. This study aims to improve the understanding of the motivations and concerns of GHD practitioners, while contributing to GHD as an interdisciplinary field of research. We explore GHD from practitioners' views of knowledge acquisition, capacity building, and developing network for those who coordinate and orchestrate global policy solutions. To address these topics, we interviewed 54 experienced GHD practitioners working across this multilateral space. Given the multi-sectorial nature of this field, we explore the nature and characteristics of a community of practice (CoP) amongst GHD practitioners, and, based on our findings, we also theorize on further capacity building and the development of next-generation leadership for stronger GHD. Our findings indicate that MNEs are typically marginalized or excluded from GHD based on perceived differences of agenda, language, and timeline. Further, we found that MNEs accepted their participation may have conflicts of interest with their commercial strategies, but they were willing to compromise profit for social improvement.

### **Mind the Gap: Implications of Employees' Unmet Corporate Social Responsibility Expectations on the Workplace**

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Recent environmental disruptions, such as the global pandemic, have prompted employees to reevaluate whether their work and employment experiences align with their personal values and beliefs. In this context, corporate social responsibility (CSR) practices have gained prominence as a potential source of signals from which employees derive insights into their organization's values and character. While prior research has shown that CSR plays a role in both attracting and retaining talent, little is known about whether and how job seekers' initial CSR-related expectations affect subsequent work attitudes and behavior once they have become organizational insiders. Drawing on sensemaking research, this study explores how (un)met expectations concerning CSR relate to individual-level employee outcomes. By integrating insights from CSR and human resource management research, this study deepens scholarly understanding of the role of CSR expectations in shaping employee work experiences. Initial data collected among an international sample of young professionals suggests that CSR expectations have more nuanced relationships with work outcomes than anticipated. Study findings offer implications for management practice concerning recruitment, retention, and employer branding through CSR.

### **Integrating Real-world Entrepreneurship with International Learning: Insights from a Blended Intensive Programme**

**H. Q. K. Phan<sup>1</sup>, G. Pirrone<sup>2</sup>, I. Laine<sup>1</sup>, M. Milotta<sup>2</sup>, J. Väättänen<sup>1</sup>, B. Hagen<sup>2</sup>**

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**Research Gap:** While the potential of Blended Intensive Programmes (BIPs) in international business education is recognized, there is a notable scarcity of empirical research exploring their efficacy in real-world entrepreneurship integration and international stakeholder collaboration. This study addresses this gap by evaluating how BIPs can serve as transformative platforms for global business education and multi-stakeholder engagement.

**Theoretical Basis:** The study is anchored in the Triple Helix model, which illustrates the interactive potential of university-industry-government relationships in fostering innovation and educational advancements. By extending this model, the research examines the role of universities in leveraging international collaborative projects (BIPs as one example) as the connector of different triple helices to enhance educational outcomes and societal impacts across regional boundaries.

**Methodology:** The research employs a qualitative case study approach, analyzing an Erasmus+ BIP. Data collection involves a mix of surveys, interviews, and participant observations to capture insights from students, faculty, and program partners.

**Preliminary Results:** Preliminary findings suggest that the BIP significantly boosts students' competencies in international business operations and enhances their ability to engage in cross-cultural teamwork. Additionally, the program has facilitated robust partnerships between the academic participants and external stakeholders from the private and public sectors.

### **From Blocs to Blocks: Blockchain-enhanced Faceless Trade**

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This study explores the growing interconnectedness of global economies by examining the development of blockchain technology and its integration into international business operations. The new connectivity through digital technologies offers international businesses the means to cope with challenges and disruptions stemming from the complex business environment. These new technological possibilities have made distance and geography less important; however, in the global business environment, distances seem to grow and geography appears to matter increasingly more. Building on literature concerning trust in international business and the concept of "blockchain-based trust," the study questions whether blockchain technology can replace traditional trust mechanisms, allowing cooperation without reliance on geopolitical blocs. Empirically, our study will explore two emerging transformations: the use of blockchain technologies in state finances and in global value chains. The study will adopt the futures studies method, Causal Layered Analysis, which allows for the analysis of emerging phenomena. Our study will contribute to the emerging discussion on the contradictory developments of global interconnectedness by exploring the changing role of trust in the technology-enabled connectivity of businesses and economies.

### **Europe and the United States: Comparing the Gig Economy**

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This poster compares the gig economy in Europe and the United States, focusing on critical differences in labor regulations, worker protections, market size, cultural perceptions, and the impact of COVID-19. Preliminary findings indicate that Europe's stronger social safety nets provide more security for gig workers, while challenges in platform governance and worker rights persist. In the U.S., gig workers face fewer protections but value the flexibility and autonomy of gig work, despite significant financial risks and lack of benefits. The poster highlights the need for both regions to address these vulnerabilities to ensure that the gig economy remains sustainable and equitable.

### **The Impacts of Remote Work: A Systematic Literature Review and Regional Comparison**

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Despite the increasing prevalence of remote work, its broader social, economic, and spatial implications require further examination. In this article, we address the concerns from an interdisciplinary perspective by performing a systematic literature review of the various impacts of remote work. We also zoom in on specific regional cases to compare and contrast the multitude of ways in which remote work can shape societies depending on the geographical and cultural context. Findings from our systematic literature review indicate that remote work has wide-ranging impacts from mental health and well-being to economic impacts for both employees and employers and spatial and environmental impacts that are causing inequality and influencing urban and rural areas differently. Our regional comparison suggests that remote work from second homes provides opportunities

for rural municipalities that are facing a shrinking and ageing population (Finland and Norway); digital nomadism can contribute to gentrification of local communities, the increase in rents, and possible changes in the financialization of housing (Spain and Portugal); and that empirical studies of cross-border remote workers and their use of satellite offices are needed because they face unique taxation and social security challenges which influence their work arrangements and mobility patterns (Greater Luxembourg Region).

### **Well-being, Ambidexterity, and Subsidiary Intrapreneurial Intentions**

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Ambidexterity, the organizational capability to balance exploration and exploitation, creates an environment conducive to fostering intrapreneurial intentions within MNEs and their foreign subsidiaries. Much of the discussion that links ambidexterity to various types of innovative behavior, however, fails to capture the unique nature of the employee's context in the MNC. Indeed, much of the research on ambidexterity neglects the psychological, emotional, and physical health of the person, which are factors we know influence employee-level outcomes. In this study, we expound on a theory that suggests that the relationship between ambidexterity and intrapreneurial intentions is significantly moderated by subsidiary employee well-being. Employee well-being, which includes psychological, emotional, and physical health and overall life satisfaction, plays a critical role in influencing how employees in subsidiaries respond to the opportunities and challenges presented by an ambidextrous environment. To test our theory, we leveraged a unique dataset of Swedish subsidiary employees of foreign MNCs collected in 2024. Preliminary results support our prediction that it is the interaction between ambidexterity and well-being that determines most variance in intrapreneurial intentions, rather than any one of them in isolation.

### **Unveiling Multinational Companies' Green Investment Decision-Making Process: The Unexpected Impact of Taxes and Emotions**

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Fazer, a multinational corporation (MNC), had made plans to invest in a carbon neutral manufacturing facility in Lahti, Finland. While the investment was pending, the value added tax (VAT) rate for sweets jumped from 14 to 25,5 percent, and Fazer wanted to put the investment decision on hold. But why did this happen? Was it because of the tax, or because of the anger the tax caused? This delay of the investment process requires a deeper inquiry into the corporate investment decision-making, since these investments are urgent and critical for the green transition. They have been examined through tangible country-level characteristics related to institutions, country risk, infrastructure, as well as human and natural resources. Regulatory aspects have been examined in terms of "jurisdiction shopping" where MNCs choose to invest in countries with more generous policies. However, taxes and emotions, have been overlooked in IB research despite their prevalence in MNCs' investments, and their combined effect in green investment decisions of MNCs has not been explored at all. We will expand IB research by conducting state-of-the-art research on the role of taxes and emotions in green investment process. This interdisciplinary project combines methods and theories from tax law, IB and psychology.

### **The Role of the EU in Shaping the Digital Economy**

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With the spread of digitalisation in every area of our lives, not only new business models and modes of operation, but also new economic actors have emerged. In the digital(ised) markets, a relevant new phenomenon is the platform. We can find platforms in many sectors and markets, ranging from operation systems and search engines to e-commerce, accommodation, or travel services. Market regulation in the EU internal market is traditionally implemented through competition regulation. We show how platforms' behaviour has lately been regulated in this framework. Nevertheless, with the launch of the Digital Single Market Strategy in 2015 and then, under the 2019-2024 Commission priority 'A Europe fit for the digital age', targeted regulation of the digital markets has also developed. The Digital Markets Act (DMA) and the Digital Services Act (DSA) are groundbreaking advancements in the evolution of EU-level market regulation. Our methodology consists of reviewing competition and DMA cases of digital platforms in the EU. Our results confirm the commitment of the European Commission as regulator to ensuring a fair and decent competition in the digital economy, similarly to traditional sectors.

### **Understanding the Success Factors and Challenges of Healthcare Innovation in International Markets: The Role of Absorptive Capacity in International Firms**

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The purpose of this research project is to contribute to international business research by studying factors that enable firms' successful development and diffusion of healthcare innovations in international markets. In the healthcare sector, firms' ability to manage innovation consistently is highly critical not only for firms' growth but also for society at large. However, studies have shown that not only the adoption of new healthcare innovations but also their widespread diffusion within the industry proves to be highly challenging. This project addresses the need for more international business research exploring international firms' ability to innovate and diffuse healthcare innovations on a widespread international scope. This project builds on the concept of absorptive capacity, and adopts a mixed-method research approach to explore the two research questions: How do firms utilize their absorptive capacity to successfully develop new healthcare innovations? What are the success factors and challenges in healthcare innovation concerning the diffusion of innovations in international markets? The project intends to contribute to international business by enhancing theoretical and empirical insights on factors influencing firms' successful development and diffusion of healthcare innovation in international markets.

## Strategic Survival: Balancing Geopolitical Pressures and Economic Interests in Russia

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The Russian invasion of Ukraine in 2022 has precipitated a profound geopolitical crisis, fundamentally reshaping the current landscape of international business. Multinational corporations (MNCs) are at the forefront of this turmoil, grappling with the decision to either continue their operations in Russia or withdraw from the market. This decision-making process is far from straightforward, as it involves a complex set of factors. This study examines the factors influencing MNCs' market continuity decisions in Russia amidst this conflict. The purpose of the study is to offer strategic insights for policymakers, corporate leaders, and international business (IB) scholars. Focusing on the interplay between geopolitical factors and economic rationales, the research contributes to a deeper understanding of corporate behavior in conflict-affected regions.

## Legislation for a Resilient Circular Economy? Evaluating the Impact of Corporate Circularity

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This research examines the relation between firm resilience and circular economy (CE) legislation. MNEs face increasing pressures to adopt sustainable practices in response to geopolitical instability, such as in Ukraine, the COVID-19 pandemic, and CO2 emissions legislation. CE is an essential strategy to counter these challenges by lowering emissions and resource depletion whilst potentially unlocking \$4.5 trillion in economic opportunities. Using a comprehensive, hand-compiled dataset of key brands in the global auto industry from 2012-2021, the study investigates how the level of firm circular engagement mediates the relationship between CE legislation and resilience. It includes a comparison of CE policies in leading automotive manufacturing areas—primarily China, the USA, and the EU—to explain how differing legal frameworks influence firm resilience amidst the transition to CE. The research contributes to broader IB studies by investigating how formal institutional factors can catalyze sustainable economic transitions and advance firm resilience.

## The Use of Generative Artificial Intelligence in Higher Education Classroom: The Multi-cultural Study

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Despite the remarkably rapid rise in the popularity of GenAI technologies in higher education, most studies have focused on institutional, pedagogical, or technical perspectives. In particular, the lack of cross-national perspectives on students' use and attitude poses risks of widening the existing digital divide when implementing guidelines established by leading universities, which often lack the voices of the Global South. In addition, the availability of GenAI tools depends on the country, and the universities have varying policies about the use of GenAI. Our cross-national study compares the use and attitudes toward Generative Artificial Intelligence (GenAI) among university students in several countries, including China, the US, the UK, Italy, Sweden, Mexico, Jordan, and Saudi Arabia. We have collected three sets of data so far, two from China and one from the UK. In addition, we will conduct focus groups for each country setting after analyzing survey results to understand the usage patterns and attitudes further. Our study will also apply models of cultural differences, such as cultural values, to understand the reasons behind the attitudes and use of GenAI technologies.

## A Study of the Motives, Drivers and Determinants of OFDI from China to the EU: The Case of Chinese OFDI in Slovak Republic

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This study investigates the determinants, drivers, and motives (DDM) of Chinese Foreign Direct Investment (FDI) in Slovakia within the context of the broader Visegrad Four (V4) countries and the Belt and Road Initiative (BRI). Utilizing the UNCTAD modified DDM methodology, the research first identifies the capabilities and needs of the Chinese economy in relation to the EU market. It also considers Slovakia's economic status and investment policies amidst a volatile, uncertain, complex, and ambiguous global environment. The study highlights that despite the significant global investment expansion by China, its OFDI in Slovakia and the V4 countries remains relatively low. A comparative analysis from 2007 to 2021 of the Slovak economy and V4 countries provides insights into the macroeconomic and political drivers affecting these investments. The findings indicate a significant gap in research regarding the investment motivations of Chinese high-tech MSMEs in Slovakia, especially in light of recent geopolitical shifts and techno-nationalist policies in Europe. The study concludes that a nuanced understanding of these dynamics is essential for leveraging new investment opportunities in Slovakia, driven by evolving China-EU relations and the strategic importance of CEE countries in global value chains.

## Adoption of Corporate Social Responsibility in Response to Polycentric Institutional Environments

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Firms respond to polycentric institutional environments by incorporating a commitment to sustainable, ethical, and inclusive behavior. This theoretical-empirical article addresses how companies respond to polycentric institutional environments when adopting Corporate Social Responsibility (CSR) practices. It focuses on a company in the agribusiness sector and uses a single case study to explore CSR practices that respond to social, environmental, and governance problems. The results tend to show that the company develops Corporate Social Responsibility practices in the environmental, social, and governance areas, especially when catalyzing its actions aimed at the Sustainable Development Goals of the United Nations (UN). The article addresses potential theoretical contributions to map practices that help companies respond to uncertainties in the institutional context, in addition to making it possible to improve companies' sustainable practices.

## All for One, and for All: The Assembly of the European Employee Ownership Model to Foster ESG in Mexico

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Capitalism has evolved from family to managerial and then institutional models, but Latin America has followed a unique path with hierarchical governance and strong family control. This region faces specific challenges hindering innovation, sustainability efforts and impacting economic well-being and job quality. Latin American businesses' traditional governance impacts SDGs related to poverty, decent jobs, and inequality. Integrating Environmental, Social, and Governance (ESG) concerns can improve financial performance and attract investors. Employee Ownership (EO), sharing company ownership with employees, is proposed as a solution to enhance governance and achieve SDGs. This paper examines EO's success in Europe and its potential application in Mexico, aiming to provide strategies for Latin American firms to adopt EO and improve ESG performance.

## Ambidextrous Strategy and Innovation: Is Ambidexterity Always Good?

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Ambidexterity has garnered significant attention from international business (IB) scholars. It is widely acknowledged that ambidexterity comprises combined and balanced dimensions, with recognized distinctions between them. However, prior studies have predominantly focused on one dimension while paying scant attention to comparative analyses between the two. Moreover, empirical research examining the relationship between ambidexterity and firm innovation remains limited, yielding divergent conclusions among scholars. Thus, this paper, grounded in the resource-based view (RBV) and situated within the empirical context of China, simultaneously investigates both dimensions of ambidexterity, uncovering their differential impacts on firm innovation performance. Furthermore, we explore the contextual conditions influencing this relationship. Our findings challenge the prevailing notion that ambidexterity invariably leads to superior performance and hold implications for the internationalization strategies and innovation capabilities of Chinese multinational enterprises.

## Co-legitimation in Innovation Ecosystems Considering Cognitive and Normative Legitimacy

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Our study investigates co-legitimation in innovation ecosystems, considering normative and cognitive legitimation elements on the intersection of the firm-, category-, and ecosystem-level. For empirically analyzing our theoretical framework and propositions, we apply a pattern matching technique. We analyze data using 34 different interviews and secondary data of nine innovation ecosystems in the 3D printing industry. We find that co-legitimation can develop a shared ecosystem prototype, regardless of the multiple category background of members and audiences located inside, outside, or hybrid of innovation ecosystems. Co-legitimation demands consensus and coherence between members, ecosystem, and category. Cognitive and normative legitimacy are in a complementary relationship. Dynamics occur when giants enter the ecosystem. Firms might follow three co-legitimation strategies: passive-adaptive, developmental-nurture, and a disruptive inflammatory strategy.

## Foreign Direct Investment Inflows and Country Location in Central Eastern and South-eastern Europe. A Qualitative Comparative Approach.

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This paper investigates the FDI attractiveness in East and South-eastern Europe for the 2015 period, a rather economic phase of stability in the aftermath of the 2007-2008 international financial crisis and the Eurozone debt crisis and until COVID-19. FDI remains an essential factor in economic growth and development. Understanding which factors significantly influence investment decisions in the region assists government policy makers in designing and implementing policies for attracting FDI and MNEs managers the decide the location of their investments.

The study employs a comprehensive approach, considering a wide range of determinants, including Market Size and Growth, Political Stability and Governance, Legal and Regulatory Framework, wage level, Taxation Policies, and the Quality of Institutions and Rule of Law.

Methodologically, the research utilizes descriptive statistics and the crisp-set Qualitative Comparative Analysis method, drawing on data from international databases. Statistical analysis based on descriptive statistics has been utilized to support the first filtering out of the less relevant factors. The qualitative comparative analysis is applied after carefully choosing the independent variables, called conditions, to provide a deeper understanding of how specific factors and combination of factors contribute to FDI attractiveness.

## Kneeling to Violent Men: Political Violence and Triangulating Business Responses

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Where people face immature or contested political institutions – a characteristic of many less-developed countries – the lack of access to the ballot box may result in political violence. Terrorism, uprisings, and other forms of individual or collective action to shift power may result in damage, fatalities, and, above all, uncertainty. How then do businesses respond to political violence? This paper argues that political violence can be an alternative way in which to understand business history in the absence of firm archives, less of a “rupture” in the history of the firm than a “structural break.” By triangulating around such events using stock prices and popular press, we can help scholars to establish the strategic responses of firms to political uncertainty. This

theoretical framework is developed using the prevalence of political violence in one country, Russia, during the 19th century to show the effect of such violence on firms and how firm idiosyncrasies shaped firm responses.

### **Perceptions of Regional Regulatory Impact in a Global Ecosystem: A Preliminary Study of Including Shipping in EU ETS.**

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This study investigates the early sensemaking of stakeholders in the shipping industry's ecosystem following the introduction of the EU Emissions Trading System (ETS). Using qualitative interviews, we find variation among different stakeholder groups perceptions of the policy introduction. These variations in perception are influenced by the stakeholders' roles and positions within the ecosystem, guiding their sensemaking and framing of the regulatory changes. We also discover tensions in the framing of different stakeholders that lead to varied strategic responses, highlighting the complexity of achieving cohesive regulatory implementation. The study underscores the importance of considering stakeholder sensemaking in policy design to ensure effective compliance across complex global ecosystems.

### **Product Innovation, New Product Launch and Firm Performance: Does Process Innovation Persistence Matter?**

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Innovation efforts are crucial to securing competitiveness and long-term growth in today's dynamic marketplace. However, scholars are expressing concern about the little attention given to process innovation compared to product innovation when explaining firm performance. This paper fills this research gap by answering the question: Does a firm's ability to implement process innovation continuously serve as a boundary condition in the relationship between new product innovation, new product commercialisation, and superior performance? Using the Spanish Technological Innovation Panel Survey, this study employs the two-stage least squares (2SLS) estimation technique to analyse a panel sample of 1,780 Spanish firms. We find support for our hypotheses. Thus, the study's findings offer valuable insights for firms seeking to improve their innovation efforts and performance. Thus, by pursuing strategies that integrate continuous process innovation alongside product development and commercialisation, firms can position themselves for competitive advantage and sustainable superior performance.

### **Social Sustainability Initiatives: A Balancing Act between Environmental, Economic, and Social Considerations**

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Traditionally, discussions on sustainability have primarily centered around environmental and economic dimensions. However, our focus in this study is on the often overlooked yet highly relevant aspect of social sustainability. Consequently, we pose the following questions: How can multinational companies integrate social sustainability into their operations? And what are the key factors that influence the success or failure of social sustainability initiatives? To address these research questions, we draw on research from international business/marketing and sustainability literature, coupled with an examination of two cases of social sustainability integration and key factors concerning its implementation. This study's findings not only contribute to a theoretical understanding of social sustainability but also hold practical implications for multinational companies aiming to strengthen the social pillar within their sustainability practices. Furthermore, we advocate for a more holistic approach to sustainability that acknowledges the complex alignment of the environmental, economic, and social considerations in the global business landscape.

### **Sustainable Fashion – Choice or Necessity? Factors Contributing to Changes in Business Models of Fast Fashion Companies**

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Although it is undeniable that fashion industry should become more sustainable and that consumers' awareness towards conscious consumption is growing, less is known about the drivers, motives and incentives that trigger the adoption of sustainable practices by companies.

Therefore the objective of this study is to detect the drivers of change in fashion companies. This research problem may be investigated through three stage research method: integrative literature review, content analysis of Internet resources and audit of websites and other company materials.

It is possible to observe such motivations as: rising competition, threat from ultra-fast fashion, disruptive innovation, business model innovation, COVID 19 pandemic and its consequences in terms of changed consumer habits and expectations, supply chain alterations, slow fashion, laws and regulations, social movements and initiatives. Although some actions result from stakeholder pressure, fast fashion companies have noticeable freedom of choice and that makes the subject very controversial.

The research and managerial implications of the research include better understanding of the possibility of construction better incentives and rules for the companies to improve the process of transition and could lead to the creation of tailored incentives to change as well as developing more coherent and properly rigid architecture of regulations.

### **Usinsocial Media for Opportunity Exploration in Social Enterprises: A Sensemaking Perspective**

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We use an exploratory research design involving multiple case studies in South Korea to explain how the use of social media facilitate opportunity exploration and exploitation in social entrepreneurial ventures. This study advances research on social media by proposing a novel categorisation of social media use in social entrepreneurial ventures for exchanging resources with external stakeholders. Specifically, we found that social media is used by social entrepreneurial ventures for the inbound transfer of resources through scanning, sourcing and acquiring as well as the outbound transfer of resources through revealing, signalling, selling and disseminating. Lastly, our findings also unveil some challenges for SEVs to use SM, understanding of which offer significant practical implications.

### **How Does the Perceived Status of a Company, as a Moderating Variable, Affect the Relationship between Perceived Procedural Fairness and OCB?**

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A quality job can be considered as a socially scarce value in that it directly affects the quality of life of an individual as people tend to rely highly on the income they gain from their job. Not only that, it conveys where an individual is classified within a social hierarchy.

Based on the status theory, a subject tends to aim higher status in order to increase the chance of survival. This stems from an idea that higher status guarantees better access to various values which may lead to the higher chance of survival. This idea can be applied to the recruiting market as well. With the same reason, for an individual to secure its living, they would target for a better job which is, at the end, a quality job.

Therefore, it is significant for a society not to discriminate job applicants. This is emerging as the employment of human resources with diversity is increasing. Yet, this research aims to focus on the perspective of coworkers of employees who have received advantages in the process of recruitment. Given this perspective when devising policy or method for recruiting, sustainability of such policy or method is expected to be strengthened.

### **Accelerating Sustainability in Global Mobility: What Should a Competitive and Sustainable Assignment Policy Consist of?**

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Successful and sustainably responsible companies posting their staff abroad to provide services or to fulfill other duties in connection to the company's business often take into consideration the motivation of their staff to proactively influence their willingness to accept international assignments and work abroad (Cuhlova, 2017). In contrary to the motivation of such employees to work on behalf of the employer in the foreign country not only lies the company's requirement to ensure the ongoing business operations abroad (Boies & Rothstein, 2002), but also create a competitive and meaningful assignment policy, that will be cost effective for all involved parties, attractive enough for the employee to perform the work abroad in a long term and last, but not least – eco-friendly and sustainable for a company in a long run.

### **Multinational Company Assignment Policy Reflecting the Needs of the Expatriate and the Dependents**

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Multinational company offers to its employees an opportunity for long-term international assignments including the relocation of the close family members not only to ensure the international operations, but also to develop the staff and due to strategic business reasons. There must be a comprehensive global mobility strategy in place in order to attract not only the actual staff, but also the talents on the labor market outside the company. The assignment policy must be not only competitive, but also should mind various scenarios which can occur during the assignment abroad. The usual assignment scenario modification is necessary by the change in size of the family – e.g. due to childbirth, marriage etc. and/or change in the dependent status. Multinational company as the employer should be therefore prepared to support the modifications in the assignment set up.

## S07.01I: Beyond Classical Approaches to Cross-border Business

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U250a Finavia  
Session Chair: Sjoerd Beugelsdijk, University of South Carolina

Interactive Paper Session

### When Sown Seeds Grow Wild: Finnish Export-oriented Business and Populist Movements, 1918-1939.

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In this article, we are looking at why businesses support populism that may become a threat to its interests. To study this phenomenon, we investigate Finnish businesses that were threatened by strikes organized by left-wing populists in the 1920s and 1930s. The strikes were affecting especially international trade i.e., exporting and importing, and to mitigate this challenge, businesses sought cooperation with right-wing populists. However, the relationship between business and right-wing populists broke up eventually, first because some people associated with the populist movement were taking part in illegal actions and later completely when populists as a party started to appeal to working-class voters. This shows us that when business interests are threatened, they can seek support from populists, but when populists go too far or start to adopt ideas that are seen as harmful to the business, they start to oppose populists.

### The Significance of International Business Diplomacy to Firm's Evolution

**R. Henrique-Oliveira**

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This conceptual paper aims to show firm's evolution, in the Uppsala model fashion, can benefit from the dynamic capability of international business diplomacy. Dynamic capability is largely consistent with the Uppsala model, but the diplomatic angle that harnesses the trajectory of political and social changes is missing, hence proving an opportunity to discuss the importance of international business diplomacy to firms' evolution. To advocate international business diplomacy plays a role in firms' evolution, I bring facts showing that a change in the power relationship between sovereign states and MNEs led the latter to play state-like roles and assume socio-political responsibilities. I evidenced that the adoption of diplomacy and diplomatic dialogue became critical for MNEs to promote and defend their interests and overcome the absence of knowledge on foreign environments and the liability of foreignness. Limitations are due to the nature of conceptual papers themselves. They lack strong empirical evidence and are shaped by authors' literature preferences. By bringing concepts from allied social science such as international business diplomacy into the international business domain, I step aside of inward-looking and self-referential trends. Moreover, I shed light on issues that are increasingly having profound impacts on society and firm strategies.

### Stakeholders and Instruments for Nation Brand Creation: Shaping Perceptions and Attitudes Toward Mexican Culture

**Y. I. Martínez Pantoja, A. Escobar Rios, R. San José Iglesias**

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Strong nation brands may positively affect the conducts of business and attract investment to countries. Nation brands already exists in the minds of the consumers. However, different stakeholders and instruments may contribute to the creation of a nation brand which in turn may attract more visitors, investments, and businesses. Furthermore, corporate brands not only bring economic benefits to countries but also possess the potential to enhance the reputation of their country of origin, consequently contributing to its nation brand. This paper argues that corporate brands and other stakeholders contribute to the promotion of national culture and enhancement of nation brand from a bottom-up approach. Nowadays, not only governments and diplomats create a nation brand, but also other commercial and non-commercial stakeholders also collaborate. Through empirical evidence and a comprehensive examination of the photo exhibition *Catrinás por el Mundo* in Prague, this study sheds light on the role of photo exhibitions as an instrument of nation brand creation, exploring the participation of different stakeholders from a bottom-up approach, and evaluating the perceptions and attitudes of visitors towards Mexico's nation brand.

### Real Option Portfolios and the Theory of the MNE: Understanding Traditional and Non-traditional Entry Modes

**L. Trigeorgis, S. R. Miller**

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The digital economy and technology advances – coupled with broader institutional changes – have prompted scholars to re-examine FDI patterns. A debate has emerged with respect to non-traditional market entry modes and firm international involvement in a changing world. We contend that it reveals a research gap with respect to option value creation by international entry, operation and involvement pathways in the knowledge economy. Therefore, we employ a real option theory (ROT) perspective to examine virtual presence, digital platforms or managed ecosystems, and innovation outposts. We discuss how non-traditional modes can entail MNE switching options and growth options in a dynamic world. We also include, for example, 'closure' options; exit, re-entry and de-internationalization options; servitization options; information options; and modularity options, as well as their valuation implications. In addition, we discuss how traditional and non-traditional modes contribute to the MNE real options portfolio by considering how a different type of correlation (level of redundancy within a firm's existing knowledge stock) influences the incremental value of an option within a portfolio.

### Inside Story: Internal Organisational Capacity of Internationalising Firms. An Extension of the 360° Framework.

**C. O'Higgins, M. Domínguez**

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The international business literature remains largely silent on the internal organisational capacity needed by firms to develop internationally. One notable exception is the 360° framework proposed by Welch and Luostarinen (1988), which proposes six dimensions to determine the degree of internationalisation of a firm: three external dimensions (product, operations and market) and three internal dimensions (personnel, finance and organisational structure). In this on-going study, we apply the 360° framework to a single firm to determine the contemporary validity of the framework as well as identify necessary adaptations. We find that the framework is highly useful for strategic thinking on internationalisation and identify the need to propose two additional internal dimensions: administrative & legal and digital marketing. We also provide empirical evidence of asynchronicities between the firm's ability to generate international opportunities and to realise them. By identifying these necessary extensions and proposing clarifications and initial measurements for each of the internal organisational capacity dimensions, we highlight the importance of the internal organisational capacity of internationalising firms and contribute to expanding our understanding of it.

### **Global Cities from the Global South**

**E. Kaltenecker<sup>1</sup>, M. Montoya<sup>2</sup>, D. Lemus<sup>3</sup>, M. Rodriguez<sup>4</sup>**

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This manuscript advocates that countries from the Global South should increase their connectivity level by leveraging their Global Cities to reduce the development divide between the Global North and Global South. This manuscript uses quantitative methods to analyze the relationship between Global, Sustainable, Livable, Smart, Rich, and Cities from the Global North and Global South. We identified that the Global North vs Global South divide can be reduced if Global South countries increase the connectivity level of their most connected cities to improve overall sustainability, livability, smartness, and wealth. This manuscript offers a significant theoretical contribution to scholarly discussion because it suggests that Global Cities are drivers of the overall improvement of their home countries. Moreover, the practical implications are that national policymakers should focus on developing their most connected cities to reduce the Global North-South divide. We offer three paths based on the size of the Global South countries

### **Reassessing Coase's Influence on Hymer's Structural Determinants of Foreign Operations**

**F. Figueira de Lemos**

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This paper reassesses foundational concepts in International Business (IB). Revisiting Coase's (1937) Transaction Costs Approach and Hymer's (1960/76) seminal work on Foreign Direct Investment (FDI). It claims the need for a macro framework to explain foreign operations control. Despite the longstanding debate on Hymer's structural and transactional market failure views, there remains a research gap at the macro level. Influential theories, such as Transaction Costs and Internalization, focus primarily on firm-level analysis, neglecting broader perspectives.

We aim to fill this gap by proposing a model to explain international operations control using Coase's and Williamson's Transaction Costs Economics (TCE) and Buckley and Casson's Internalization Theory (INT) at the industry and national levels. It draws on Hymer's structural market failure perspective, emphasizing the removal of conflict over transactional efficiency. This structural view integrates institutional aspects into transaction cost analysis.

Propositions based on Williamson's TCE highlight uncertainty in transaction integration rather than asset specificity. The paper provides an overview of Hymer's assumptions, the conceptual framework, and model constructs. The discussion concludes with insights due to the model's lack of empirical testing.

## S07.02C: Dynamics and Processes of Fast Internationalizers

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U7 PWC  
 Session Chair: Aleksii Niittymies, Aalto University

Competitive Paper Session

### Internationalization as a Process of Business Model Adaptation: A Comparative Case Study of Global Leaders

**P. Sena-Dias, M. Pina e Cunha**

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The Uppsala process theory of internationalization predicts an ever increasing international presence and foreign involvement through slow and iterative state changes. We study the reasons behind the rise to global dominance of a set of four relatively small manufacturing firms, through a comparative case study of fast and slow internationalization. We follow their internationalization journey and observe an increase in involvement without a matching growing international footprint: global consumer knowledge is decoupled from a local presence. Nonetheless, the firms' internationalization paths were marked by slow and iterative adaptations to their business model and therefore their international value proposition. Our findings have implications on how we look at the Uppsala model and on our understanding of what it can and cannot explain and predict, extending its scope to include a business model view of the internationalization process.

### Categories as Lenses: How Country-of-origin Affects Financial Market Reactions to Firms' Product Diversification

**J. LU<sup>1</sup>, X. Zhou<sup>2</sup>**

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The literature on diversification has largely focused on firm-side characteristics, neglecting stakeholder-side influences and missing the "micro-mechanism" through which diversification adds or subtracts value. To fill these gaps, this study explores how emerging market categorizations influence investor and analyst reactions to product diversification. By analyzing 1,700 US-listed manufacturing firms from 2004 to 2016, we found that the negative relationship between diversification and market value is mitigated for firms categorized as emerging markets, particularly those from core emerging markets. Our study extends category theory by focusing on institutional-based market categories and underscores the role of audience evaluation in international business settings.

### State Ownership and Internationalization: A Meta-analysis

**G. Galli<sup>1</sup>, P. Duran<sup>2</sup>, A. Majocchi<sup>1</sup>**

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This research investigates the influence of state ownership on internationalization. By conducting a comprehensive meta-analysis of 234 primary studies, we aim to clarify the unclear relationship between State ownership and internationalization found in existing literature. Our findings indicate that state ownership generally has a negative impact on internationalization, with State-owned enterprises showing a preference for collaborative entry modes such as joint ventures over non-collaborative modes like wholly-owned subsidiaries and exports. This study provides valuable insights to the theory of State-owned enterprises internationalization, unveiling the role of governments in international entry mode decisions.

### Classifying the Role of Risk in the Internationalization Trajectories of Early Exporters

**J. Gomes-Silva<sup>1</sup>, M. González-Loureiro<sup>1,2</sup>, A. Borges<sup>2,4</sup>, F. Duarte<sup>3</sup>**

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Understanding the varied behaviors of new internationalizers enhances the ability to predict and analyze the key factors influencing internationalization more effectively. This research addresses a significant gap in both empirical and theoretical perspectives by investigating how the risk variable influences early internationalisation trajectories. While existing literature often neglects the dynamic aspects of risk, this study emphasizes its crucial role. Utilizing data from 394 new exporters, we employ the Latent Trajectory Model to examine the changes in efficiency, international engagement, speed of internationalization, geographic diversification, profitability, and risk over time. Our analysis identifies and classifies four unique internationalization pathways: 'Risk Expectant,' 'Risk Maximizer,' 'Risk Control,' and 'Risk Reactive.' Each pathway displays distinct patterns during the early stages of internationalization. The results provide a comprehensive understanding of the effects of risk on internationalization strategies and outcomes. This research offers managers, investors, and policymakers valuable insights by illustrating the relationship between risk and key performance

### De-internationalisation Effects and the Moderator Role of Distances: A Longitudinal Study on High-Tech Born Global Firms

**I. fratocchi<sup>1</sup>, v. odorici<sup>2</sup>, m. presutti<sup>2</sup>, s. mengoli<sup>2</sup>**

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This study investigates the de-internationalization process of born global (BG) firms, specifically examining how a reduction in geographic scope affects the international scale in the remaining foreign markets. Our research addresses two key questions: (1) Does the reduction of a BG's scope impact its scale in remaining foreign countries? (2) How do various distances (psychic, market size, and technological) moderate this relationship? Drawing on a sample of BGs from the Italian high-tech cluster "Tiburtina Valley," we conducted a longitudinal analysis over three periods: 2010, 2015, and 2021. Our findings suggest that a decrease in geographic scope can positively impact the scale of remaining international activities, as measured by export value and the number of foreign customers. This phenomenon is driven by the efficient allocation of resources, allowing BGs to

concentrate on fewer but more profitable markets. Furthermore, the study reveals that psychic, market size, and technological distances play significant moderating roles. The positive effects of de-internationalization strategy on the international scale is lower when the remaining countries are more psychic and technological distant. This research contributes to the literature on BGs by highlighting the non-linear and intermittent nature of their internationalization process, challenging the assumption of its persistency.

## S07.02I: Growth and performance aspirations within internationalization

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U356 ALMA MEDIA  
Session Chair: Irina Mihailova, University of Eastern Finland

Interactive paper sessions

### From Green to Growth: The Effect of Go Green on Entrepreneurial Growth Aspirations

**X. Shui<sup>1</sup>, B. Nguyen<sup>2</sup>, J. Professor of Economics and Business School of Slavonic and East<sup>3</sup>**

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This paper examines the effect of Small- and Medium-sized Enterprises' (SMEs') pursuit of Go Green attitudes, characterized by the inclusion of environmental objectives in their strategic planning, on their entrepreneurial growth aspirations (EGAs) through the Theory of Planned Behavior (TPB). We theorize that embracing Go Green attitudes can lead to heightened growth expectations; however, the positive relationship between Go Green attitudes and EGAs is weakened in institutional contexts that have more pronounced green subjective norms. Furthermore, the relationship between Go Green attitudes and EGAs is positively mediated by firm innovation, which serves as a behavioral control for SMEs' aspirations to grow their businesses. The empirical results we obtained from investigating a large sample of 16,074 SMEs in 39 economies are consistent with our theorization, and robust against various checks.

### Scaling Strategies of Young Entrepreneurial Firms

**D. Piaskowska<sup>1</sup>, I. Mihailova<sup>2</sup>**

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Scaling strategies are multifaceted approaches entrepreneurial firms pursue to grow rapidly and achieve a competitive scale and market position. They involve interrelated strategic choices regarding when, how, and where to scale. Focusing on young digital businesses, we provide a comprehensive overview of prior research and offer an organizing framework for addressing these strategic choices in scaling within and across markets. In doing so, we identify seven key dilemmas for scale-ups to address and provide illustrative examples of scaling strategies pursued by current international digital scale-ups. We also identify avenues for future research.

### The Impact of Antitrust Legislation on the Internationalization Strategies of SMEs from Developing Countries

**Z. Wen, V. Kumar, H. Zhang**

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While previous research has recognized the impact of pro-market reforms on firm behavior, a critical gap exists in understanding how specific market-oriented institutions, like antitrust legislation, influence the internationalization strategies of SMEs in developing countries. This study addresses this gap by examining how antitrust legislation shapes SMEs' internationalization decisions through the lens of the attention-based view (ABV) and the institution-based view (IBV). The authors reason that antitrust legislation, through the establishment of an equitable playing field, fosters enhanced market opportunities and resource accessibility for SMEs. The authors argue that SMEs, benefiting from these conditions, are more inclined to focus their attention on domestic markets, thereby reducing their inclination towards internationalization. Empirical analysis of 26,412 firms from 96 developing countries confirms this hypothesis, demonstrating a significantly negative impact of antitrust laws on the product market internationalization of SMEs. Importantly, the authors find that this relationship is moderated by both group affiliation and domestic private ownership, such that the negative effect is weaker for group-affiliated and domestic private SMEs. This study contributes with theoretical and policy-oriented insights on the dynamics of antitrust legislation and SME internationalization.

### International Circular Economy Business Model Adaptation and Performance – from an Institutional Entrepreneurship Perspective

**E. K. Appiah, P. Gabriellsson, M. Kontkanen**

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In international business (IB) research, the role of institutional environment in the adaptation of circular economy business model and its impact on international performance has rarely been addressed, considering the differences in institutions that exist between countries. Taking an institutional theoretical framework from an institutional entrepreneurship perspective, this paper aims to investigate how institutional demands may influence internationalizing SMEs to adapt circular business model to achieve international performance, and the roles of strategic flexibility, and age of the firm in the foreign market. We contribute to IB and circular economy literatures by providing an in-depth understanding of how internationalizing firms can adapt international circular business models in host markets.

## S07.03C: Life and Activities of MNC Subsidiaries

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U121a

Session Chair: GülDEM Karamustafa- Köse, Haute école de gestion Arc // HES-SO University of Applied Sciences Western Switzerland

Competitive Paper Session

### Harnessing Disruption: Subsidiary Issue-selling in the Green Technology Era

R. Demir<sup>1</sup>, R. Nykvist<sup>1</sup>, A. Gorgijevski<sup>1</sup>, D. Angwin<sup>2</sup>

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This study examines how disadvantaged foreign subsidiaries that lack the requisite resources and mandate respond to the realization that a greener technology, a form of digital innovation, is about to disrupt their business. Specifically, we focus on a subsidiary that lacks the requisite resources and mandate for change and yet detects an important technological shift. We draw on the subsidiary issue-selling literature to explore how this subsidiary attempts to mobilize headquarters' attention and engagement in its interests and concerns. We identify three evolutionary issue-framing mechanisms: matters of fact, concern, and urgency. These mechanisms, influenced by the subsidiary, its local strategic network, and its headquarters, shape the issue-selling process over time. Our study challenges established assumptions about subsidiary roles in MNEs and highlights their critical role in identifying and addressing technological disruptions, thereby pushing the boundaries of current IB research. It highlights the critical role of foreign subsidiaries in identifying and addressing digital and technological disruptions. It shows how even disadvantaged subsidiaries can mobilize headquarters' attention and engagement in their interests and concerns through issue-selling. It suggests that MNEs need to create a more supportive environment for foreign subsidiaries to engage in issue-selling, especially when it comes to technological disruptions.

### Avoidance and Involvement: How MNE Subsidiaries Leverage Local Institutions to Gain Influence in Global Strategy

I. Padrón-Hernández

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Through an inductive study of ten headquarters-subsidiary dyads across three MNEs, this paper identifies enablers of subsidiary influence in proposed strategies from headquarters, i.e., headquarter strategic initiatives. These enablers reside either in institutions themselves or in interfaces with the MNE. Furthermore, I show how these enablers may be leveraged by subsidiaries to either avoid or become involved in headquarter strategic initiatives. This is done through distinct tactics that target different organizational rationales related to the complex relationship between MNEs, subsidiaries and local institutions. The study contributes to the literature on global strategy and headquarters-subsidiary relationships by delineating the role of local institutions, as filtered through subsidiaries, in global strategy.

### Export Intensity of Foreign Subsidiaries of Multinational Enterprises: An Integrative Perspective

Q. Nguyen

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We build upon the international business and the international trade finance literatures to examine the direct effects of corporate policy of trade finance, and product, marketing, and organizational innovation on the export intensity of foreign subsidiaries of multinational enterprises (MNEs), defined as a share of exports over total sales. We analyse the moderating effect of export knowledge on the relationship between corporate policy of trade finance and export intensity. We hypothesize that foreign subsidiaries utilise corporate policy of trade finance, defined as a set of payment contracts (cash in advance, letter of credit, and open account) that facilitates trade and protects importers and exporters from trade-related risks, together with innovation and export knowledge, to drive their export intensity. We empirically test our hypotheses using a survey dataset with MNE foreign subsidiaries in manufacturing and service sectors operating in Southeast Asia, supplemented with parent-level archival data, and country-level data from public sources. We find that corporate policy of trade finance and innovation are positively associated with export intensity. Export knowledge strengthens the relationship between corporate policy of trade of finance and export intensity. We discuss the contribution of study for the subsidiary exporting literature and the strategic implications of our findings for practice.

### Exploring the Dynamics of Foreignness: The Identity Work in Subsidiaries

G. Karamustafa- Köse<sup>1</sup>, A. Lupina-Wegener<sup>2</sup>

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This study focuses on dynamics of foreignness. We conducted a multiple case study of seven subsidiaries of European MNEs operating in South Korea and examined their responses taking identity perspective to foreignness. We found that MNEs assign subsidiary managers with prior international experience. Subsidiary managers accentuate the attributes of the foreign identity and facilitate the positioning within the local context by leveraging the assets of multinationality. Our study reveals insights into the identity work in subsidiaries. Further our findings indicate that liabilities of foreignness might persist and that assets of foreignness might be temporary. Investigating how subsidiaries manage foreignness within a particular host country context, our study contributes to the literature on foreignness.

## S07.04I: Cultural and Strategic Issues in GVCs

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U121b Hilti  
 Session Chair: Mohammad Rana, Aalborg University, Denmark

Interactive Paper Session

### Foreign Ownership and Firms' Long-term Orientation

F. Roedder<sup>1</sup>, S. Schmid<sup>2</sup>

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In the present paper, we investigate whether foreign owners have an impact on the long-term orientation of firms. This is warranted since foreign owners have become an influential investor group, with divergent norms and expectations compared to domestic owners, pushing firms to change their strategies and organization. Based on agency theory and resource dependency theory, we use panel data from European firms over a 10-year period to demonstrate that foreign ownership positively influences the long-term orientation of firms. Institutional distance between foreign investors and investees mitigates this positive relationship. Furthermore, our results reveal that foreign passive investors are the main drivers of firms' long-term orientation. Through our study, we not only contribute to the nascent but growing literature on foreign ownership's consequences, but also highlight the need to account for the different origins and types of owners among firms' shareholders.

### Reshoring Typology and Knowledge Outcomes

F. Ciabuschi, D. Pedroletti

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Reshoring is a relevant and growing phenomenon in IB, but much is still to understand in terms of its nature and conceptualization. Distinguishing between four types of reshoring, based on the governance mode (i.e., in-house or outsourcing) adopted in the host and home countries, we discuss the relevance of key factors in shaping each type, in terms of the firm's resources and capabilities and its business network. On this basis, we outline the knowledge transfer process characterizing each type of reshoring and their knowledge outcomes, which impact differently the development of new capabilities and the firm's competitive advantage in the long term. The paper contributes to reshoring research by outlining the knowledge processes and outcomes characterizing each type of reshoring, but expands also the knowledge transfer literature with the characterization of transfer processes in the context of significant organizational change, as that induced by reshoring. Finally, it adds to the international business literature by linking reshoring to the competitive advantage of international firms.

### Derisking Europe: A Comparative Study of Governance Strategies in Germany, Italy, and Spain

D. Pegoraro<sup>1</sup>, M. Bottone<sup>2</sup>, M. Mancini<sup>2</sup>, A. Boffelli<sup>3</sup>, A. Kutten<sup>4</sup>, I. Baiteanu<sup>5</sup>, J. Quintana<sup>5</sup>

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The complexity and risks associated with conducting business internationally have significantly increased in the last few years. In this context, extreme global value chain configurations are unlikely to hold in the case of a disruption, pushing MNEs to engage in derisking strategies. This work aims to test whether, and to what extent, the type of governance mode in sourcing from abroad influences the decision to engage in derisking activities. To address this, data are taken from a set of common questions in the national business surveys conducted in 2023 in Germany, Italy, and Spain. Our results suggest that the probability of engaging in a derisking strategy is lower for firms adopting market or modular governance compared to those adopting relational or hierarchical governance. The research contributes to the Internalization Theory by adding the perspective of derisking in turbulent times

### Does Functional Diversification Reduce the Exposure to GVC Disruptions? Evidence and Implications for Industrial Policy

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This paper examines the links between the diversification of economies across value adding activities and their exposure to disruptions in global value chains (GVCs). We empirically test this nexus by combining new indicators of GVC exposure with an FDI-based measure of functional diversification for a wide range of countries and industries in 2003-2018. We show that greater functional diversification is on average associated with lower GVC exposure, both at the country and industry level. However, this negative relationship holds for Scale intensive and Suppliers dominated industries, while it is not confirmed for Science-based and Specialized suppliers industries. This seems consistent with the necessity for the most innovative industries to combine global sourcing of specific components and knowledge assets located abroad with functional diversification as a key competitive factor. Accordingly, industrial policies aimed at expanding the array of value chain functions to soften the potential adverse effects of GVC disruptions should be complemented with careful selection of global partners for sourcing key inputs.



## S07.07C: Comparative HRM and Non-Traditional Global Teams

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U3  
 Session Chair: DANA MINBAEVA, King's Business School, King's College London

Competitive Paper Session

### Global Multi-teaming – a Multi-method Study of an Emerging Team Context in Multinational Corporations

**N. Nurmi<sup>1</sup>, T. Hakkarainen<sup>2</sup>, K. Mäkelä<sup>1</sup>, E. Nordbäck<sup>3</sup>**

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Global multi-teaming—participating in multiple globally distributed team collaborations concurrently—is ubiquitous in MNCs, combining the demands of global work and multi-teaming that, until now, have studied in separate literatures. Our integrated approach seeks to develop a conceptualization of global multi-teaming considering two critical dimensions: global (versus local) and multi-teaming (versus single-teaming), and examining the different effects global and local multi-teaming on employees. We interviewed 75 engineers about their experiences of multi-teaming in global vs. local contexts to enhance our understanding of how and when global multi-teaming affects members' performance, learning, and wellbeing. We then tested our hypotheses in a survey study among 549 knowledge workers who were members of multiple global and local teams. Compared to local multi-teaming, global multi-teaming was associated with more voice behaviors, which in turn, improved innovation, learning, and wellbeing. These effects, however, relied on workers' lingua franca proficiency and organizations' low competitive performance climate. Global multi-teaming, compared to local multi-teaming, also lead to more connectivity overload, which in turn, increased burnout risk. After-hours work helped mitigating the experienced connectivity overload decreasing the risks for burnout.

### The Nordic Model of HRM from 1995-2021– a Case of 'bounded Change'?

**P. N. Gooderham<sup>1,2</sup>, K. M. Olsen<sup>1</sup>, A. M. Sandvik<sup>1</sup>, A. Smale<sup>3</sup>, F. Bévor<sup>4</sup>, A. Einarsdóttir<sup>5</sup>, S. Tengblad<sup>6</sup>**

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The aim of this comparative study is to explore the degree of continuity in the distinctiveness of private-sector Nordic HRM in terms of calculative and collaborative HRM in relation to the prototypical liberal market economy – the UK – and the prototypical coordinated market economy – Germany. Our analysis employs firm-level data from the Cranet survey for the period 1995-2021. In line with institutional theory and its concepts of 'path dependence' and 'bounded change' our findings indicate that, notwithstanding structural change and institutional developments, the Nordic countries continue to be characterized by a relatively low adoption of calculative HRM and a relatively high adoption of collaborative HRM. As such, they continue to constitute a cluster of countries that is distinctive in relation to both the UK and Germany.

### Unraveling the Interplay of Personal Values and National Contexts on Employee Conflict Management Preferences: A Cross-national Study of 50 Countries

**J. Zhang<sup>1</sup>, H. van Herk<sup>1</sup>, M. Tims<sup>2</sup>**

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Both personal values and national values have been associated with conflict management preferences. Based on the person-environment fit theory, we argue that national contexts influence the relationship between employees' personal values and conflict management preferences. Using survey data from 24,553 employees across 50 countries, we integrated personal values (i.e., achievement, excitement, conformity, and benevolence) and national contexts (i.e., power distance, the rule of law) into multilevel models to predict conflict management preferences (i.e., competing vs. avoiding). We find that employee conflict management preferences differ across countries, with avoiding conflict management preference being the most prevalent overall. The results revealed that power distance weakened the relationship between achievement values and a competing (vs. avoiding) conflict management preference but strengthened the relationship between conformity and a competing (vs. avoiding) conflict management preference. Our study contributes to international business research by highlighting the joint effects of personal values and national contexts in determining conflict management preferences, offering practical implications for managing workplace conflicts.

### Rethinking Knowledge Sharing in Work-from-anywhere Teams

**D. Minbaeva<sup>1</sup>, L. Rabbiosi<sup>2</sup>, O. Garofalo<sup>3</sup>**

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Although the "work-from-anywhere" (WFA) setup offers flexibility and enhances work-life balance, recent research has revealed challenges concerning knowledge exchange among geographically dispersed individuals exclusively working in virtual environments. Moreover, there is a lack of understanding regarding which organizational practices could effectively address these challenges. This paper seeks to fill this gap by examining the impact of autonomy-enhancing work design on team knowledge processes. Through an exploratory longitudinal study combined with a field experiment of a WFA team in a multinational manufacturing company, the research seeks to shed light on how autonomy-enhancing work design promotes knowledge sharing within WFA teams. The findings aim to provide broader insights for organizations seeking to optimize collaboration and knowledge exchange in remote work settings.

## S07.07I: Sources and Outcomes of International Experience

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U261 OP  
Session Chair: Isabel de Sivatte, IE University

Interactive Paper Session

### Managers Like Migratory Birds: Language Proficiency, Identification, and Leaving for the Next Place

**N. Ando, M. Suzuki, H. Nishikawa**

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This study investigates language issues that occur inside foreign subsidiaries of multinational enterprises. It explores why English-proficient local managers resign from foreign subsidiaries within a short period. Local managers with high English proficiency and communicative competence realize better communication with expatriate managers assigned to foreign subsidiaries, which develops social capital inside the foreign subsidiary and improves their work performance. This study examines what encourages such local managers to leave their workplace within a short time, even though they are provided career-related benefits in foreign subsidiaries. This study demonstrates that when local managers with high English proficiency and communicative competence categorize themselves as an expatriate in-group rather than a local manager in-group, they tend to leave the workplace within a brief period. It argues that identification with an expatriate or local manager in-group is a critical factor that affects linguistically competent local managers' decisions on resignation from their workplace.

### In-between Worlds – Being and Becoming a Cosmopolitan

**J. Raitis, N. Nummela, R. Harikkala-Laihin**

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A growing number of individuals identify as cosmopolitans i.e. citizens of the world. They voluntarily move from country to country in pursuit of self-fulfilment in both life and work, and build a cosmopolitan identity in the process. In this study, we investigate how cosmopolitans manage and deal with conflicting loyalties and restructure their identities over time balancing the local and the global. We are particularly interested in how a cosmopolitan identity is constructed and maintained on the side of other social identities and whether this results in liminal experiences of cosmopolitans. The empirical data for our research originates from a qualitative study of Finnish-born cosmopolitans conducted in early 2020. Their life course and identities were investigated retrospectively and analysed with the help of social identity maps. This is an ongoing research project and the paper presents work-in-progress. Our study demonstrates that this growing group of globally mobile individuals deserve more attention from International Business scholars.

### Round the World in Eighteen Years: The Influence of Early International Experience on Competencies

**B. Bullinger<sup>1</sup>, I. de Sivatte<sup>1</sup>, C. Brewster<sup>2</sup>**

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This study addresses the question of how young adults develop cross-cultural and professional competencies while living abroad in their childhood or adolescence and which specific competencies they acquire. While a relation has been found between international work experience and cross-cultural competencies such as cultural flexibility and tolerance for ambiguity, we know little about the impact of early international exposure before work, during childhood, adolescence and young adulthood. This is, however, relevant, as companies look to attract professionals able to address issues on a global scale. We draw on social learning theory and its focus on the social environment and role models. Our qualitative study reveals that international experience during adolescence impacts students' competencies, especially awareness, adaptability, people orientation, tolerance for ambiguity and professional ambition. We inductively identified four profiles of early international experience that constitute distinct social environments for learning and relate to specific cross-cultural competencies. Paying attention to the early international experience of hiring candidates and incumbents, organisations – including multinational enterprises – can benefit from the mobility of young professionals. However, our study also indicates that companies need to adjust their HRM practices to provide attractive opportunities for their global talent.

### Cosmopolitans: Who Are They and How Do They Differ from Other Cross-cultural Individuals?

**D. H. Le**

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More people worldwide claim themselves as cosmopolitans or world citizens. Yet, a cause-and-effect conceptualisation of cosmopolitan individuals is lacking, leading to a void of cosmopolitan discussions in IB. By synthesizing multidisciplinary literature, we gain new insights into cosmopolitanism, using the individual as a unit of analysis. We introduce an Input-Agency-Output (IAO) model to explain cosmopolitans and their differences from other cross-cultural individuals, such as multiculturals, transnationals, expatriates, migrants. Findings suggest that unlike other cohorts, cosmopolitans possess a unique way of life. They are ambassadors of emancipation. They exert their agency power, turning their exposure to other socio-cultural schemata into the development of kaleidoscopic frames of reference through which they view the world, others and themselves. While they feel at ease negotiating differences, they do not subscribe to any particular socio-cultures. The saying, 'a rolling stone gathers no moss', may aptly characterize these individuals. Our paper invites scholars to rethink cosmopolitans, distinguishing them from other cohorts of cross-cultural individuals, particularly multicultural ones. We propose several ideas to advance future international human resource management (IHRM) research on cosmopolitans.

### A Bibliometric Analysis of the Literature on the Collective Intercultural Competence

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Research on intercultural competence has been studied extensively in the last decades, but almost exclusively at the individual level. This study contributes to the literature by examining how the research on the Collective Intercultural Competence (CIC)

has evolved over time and what is the intellectual structure of this part of the literature. We used bibliometric techniques to examine 932 articles, in all fields (management, medicine, physics, etc.), as the concept of IC is transdisciplinary, and observed two types of results: the temporal evolution of CIC (the most influential periods with key authors) and the key research streams (co-occurrence of keywords with main themes and concepts). The dominant focus is on practical applications of CIC in managing global teams and multinational corporations, which is also useful for practitioners who need to know about the IC at the team level to understand its impact on team performance to be able to improve it. Our analysis invites researchers in management to undertake studies on the CIC to fill the gap on the relationship between the intercultural theory and business practice which is increasingly centered on the strategic HRM of culturally diverse employees.

### **Inter-identity Work of Globally Mobile Professionals at the Professional Peripheries**

#### **A. Adhur Kutty**

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In this paper, we explore the inter-identity work of globally mobile professionals who relocate to a semi-peripheral region of their professional field. To study this phenomenon, we chose the setting of business school academics relocating to the Nordic region. We elucidate how these academics perceive their relocation to a semi-peripheral region and further engage in professional identity construction, in connection with the Nordics. We try to understand how they deal with the “center vs periphery” identity conflict as they (re)construct their professional identity. To do so, we conduct an interview-based study to allow our interviewees to narrate their experiences of being an expatriate academic in Nordic region. We further use identity theory and a narrative perspective on inter-identity work to theorize how these expatriate academics engage in inter-identity work. Our findings show the various discursive strategies our participants adopt to (re)construct their professional identity: a) (re)construct the superior nature of the periphery, b) resist the status quo by problematizing the superiority of the center, and/or c) divert the focus to the individual agency to reconcile the center-periphery hierarchy. We discuss the implication of this strategy towards the formation of a regional identity as well as integration with the regional academia.

## S07.0711: Global Mobility and Cross-Cultural Management

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U358  
Session Chair: B. Sebastian Reiche, IESE Business School

Interactive Paper Session

### Configuring Organisational Structure for Product Innovation: A Cross-cultural Moderated Mediation Analysis

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Organisations with a decentralised structure is generally believed to facilitate product innovation. However, certain mechanistic structural elements also have merits in the process. We argue that the configuration of an innovation-enhancing organisational structure is not a universally applicable model, but rather it would also depend on the cultural context. Building upon Burns and Stalker's (1961) contingency theory of organic/mechanistic structures and using survey data from 356 Chinese, Finnish, and Swedish firms, we examine the underlying moderated mediation mechanisms and contextual conditions in the relationship between decentralisation and product innovation in China and the Nordics with contrasting cultural values on power distance. Our results demonstrate that internal knowledge sharing mediates the relationship between decentralisation and product innovation for firms in the Nordics with a low power distance. Formalisation only moderates the association between decentralisation and internal knowledge sharing for firms in China with a high power distance, such that the positive indirect effect of decentralisation on product innovation via internal knowledge sharing is only significant when the level of formalisation is high. The findings enrich the contingency theory by discussing the mixture of both organic and mechanistic structural characteristics and the different mechanisms for product innovation in a cross-cultural context.

### Virtual Expatriates and Subsidiary' Employees Engagement: The Role of Ambidextrous Leadership

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This study focuses on the phenomena of virtual expatriation and its outcomes in terms of the subsidiary employees' engagement. We identify the different traits of virtual expatriation compared to traditional expatriation and analyze the role of ambidextrous leadership -one that combines fostering creativity and experimentation with establishing guidance and control- to promote employee engagement. Moreover, we hypothesize that cultural intelligence, perceived communication effectiveness, and frequency of interaction have a moderating effect on the relationship between ambidextrous leadership and employee engagement. Our empirical setting is the shipping and logistics MNC Maersk, where we test our hypotheses on a sample of 104 employees whose supervisors are virtual expatriates. Our findings suggest that virtual expatriates who combine opening and closing behaviors can bridge the physical separation more effectively and relate positively to the employees' perceived meaningfulness, availability, and security. Additionally, higher cultural intelligence and frequent interaction with employees strengthen the positive effect of ambidextrous virtual expatriates on employee engagement.

### The Expat Exodus - the Impact of Political Unrest and COVID-19 on Expatriate Assignments in Hong Kong

**J.-W. Song**

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Hong Kong, one of the world's most dynamic and thriving cities, has been plagued by political unrest and a pandemic in recent years. Expatriates, who form a significant part of Hong Kong's workforce, have been severely impacted by these developments, which led to an exodus of expats from the city. This research aims to explore how the political unrest and COVID-19 pandemic have affected the lives of expatriates in Hong Kong. Despite its global significance, extant research on the challenges expatriates faced during this period of crisis remains limited. This study therefore examines the impact each of these crises had on expatriates, which ultimately influenced their decisions to terminate their assignments early and withdraw from Hong Kong. Based on 20 semi-structured interviews with 20 expatriates who resided in Hong Kong during the period of political unrest and the COVID-19, this study shows significant contributors to the expat exodus in Hong Kong such as the safety threats brought on by the violent protests and the long-standing strict COVID-19 restrictions which induced a heightened-level of anxiety and uncertainty. This research contributes to the existing knowledge of expatriation management by uncovering the lived experience of expats in hostile environment.

### How Does Adaptive Culture Foster Employee Resilience in Technological Turbulence?

**K. Yan, W. Guo**

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Adaptive culture and employee resilience play crucial roles for firms to adapt to environmental turbulence. Employees with a high level of resilience can better cope with uncertain situations, while adaptive organizational culture provides a suitable environment for resilience development. This study reveals how adaptive culture contributes to the development of employee resilience through the lens of conservation of resources theory. Through analyzing the answers from 621 Chinese employees with the partial least squares structural equation modelling method, we find the direct and indirect relationship between adaptive organizational culture and employee resilience. The results show that agency and pathway towards goal achieving mediate between adaptive culture and employee resilience. In the context of high technological turbulence, the positive impact of adaptive culture on employees' agency is strengthened. This study empirically tested for the first time the relationship between adaptive culture and employee resilience. The findings expand the literature on organizational culture and resilience development and provide a theoretical foundation for firms to establish resilience-oriented organizational culture.

### Is There a Maternalistic Leadership? Insights from Latin American Women Leaders in German MNCs

**T. Chenet Ugarte, C. Barmeyer**

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In the 21st century, organisations increasingly recognise the need for global leaders with diverse skills to meet emerging challenges. This study examines the variation in leadership practices across cultures, focusing on 'maternalistic leadership' (ML), a variant of paternalistic leadership (PL) present in many societies. In the Latin American cultural context, PL is associated with humanistic, benevolent traits, emphasising a genuine commitment to personal and emotional bonds while caring for the well-being of followers. ML, as a subset of PL, enhances these aspects by incorporating the nurturing, empathic and communicative approaches traditionally associated with women's leadership. Despite this emerging body of knowledge, ML remains under-researched. This study addresses this gap by exploring the characteristics and contextual factors that influence ML in intercultural contexts. We conducted two qualitative case studies with female leaders from Chile and Colombia and their teams in German MNCs. Building on existing research, we identify three dimensions that extend PL to ML: emotional engagement, personal well-being and mindful communication. These dimensions are critical in intercultural contexts and positively influence perceived leadership effectiveness. This research contributes to the leadership and CCM literature by introducing and developing the concept of ML and examining its adaptation and acceptance in Western contexts.

### **Expatriates' Interpersonal Relationship Building in China: Comparing Guanxi and the Social Network Perspective**

**Y. Guo<sup>1</sup>, H. G. Rammal<sup>2</sup>, V. Pereira<sup>3</sup>, D. Yahiaoui<sup>4</sup>**

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Relationship-building approaches vary across economic, cultural, and institutional environments. Guanxi is an indigenous form of interpersonal relationship building in China; however, the extant study regarding Western expatriate relationship building is primarily explored from the social network perspective. This paper reviews the literature and compares the theoretical concepts of guanxi and social network building. Building on the core concepts of network structure and the contents of ties, this study provides insights into relationship building for Western expatriates in China and Chinese expatriates in Western countries.

## S07.0712: Language, Voice and HCN - Expatriate Interactions

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U405a  
 Session Chair: Wilhelm Barner-Rasmussen, Åbo Akademi University School of Business and Economics

Interactive Paper Session

### A Little Help to "outgroup Members": A Common Identity Model Perspective of Host Country National Employees' Relations with Expatriates in Foreign Subsidiaries

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This paper draws on the common ingroup identity model (CIIM) to examine the interactive effects of dual identity – a combination of common and separate identity – on the relationships between host country national (HCN) employees' English proficiency, social interactions, and helping behaviors toward expatriates in foreign subsidiaries. Study 1 using time-lagged data from 706 HCNs in various foreign subsidiaries suggests that the positive English proficiency-interaction frequency and interaction frequency-information sharing relationships are stronger when dual identity is high. Study 2 using time-lagged data from 330 HCNs in various foreign subsidiaries demonstrates that interaction avoidance mediates the positive relationship between English proficiency and knowledge transfer and that HCNs with high dual identity have more interactions and transfer more knowledge to expatriates. This paper contributes to the literature by providing a novel CIIM-based perspective on intergroup relations in multilingual settings, integrating and building on language and CIIM research, and extending CIIM research from laboratory settings to organizations.

### Opening Doors, Door Openers, and Closed Doors: Language-related Dynamics of Migrants' Access to Work and Integration at Work

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We analyze highly qualified international migrants' experiences of work life in host locations from the perspective of how these experiences are (co-)shaped by language. Based on qualitative pilot studies in the German-speaking part of Switzerland and in Finland [UK data to be added], some commonalities and differences are identified. We highlight how dominant language ideologies place migrants with less job market bargaining power under greater pressure to know the local language(s), presenting a further challenge in valorizing their professional qualifications and forcing them into often less desirable niche positions. However, migrants with sufficient qualifications to eventually land high-level jobs that can be carried out in English may also find themselves in precarious positions. Accordingly, we demonstrate the important role of relevant others in facilitating workplace integration of migrants, and the diversity of roles in which such relevant others can be found. This pattern appears more pronounced in a context with fewer migrants (Finland in this case). We find some indications of how such help can be institutionalized, pointing towards firm-level and societal implications of the study.

### A Model of Chinese Language Operative Capacity for Network Expansion to China

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This article suggests a preliminary model of Chinese Language Operative Capacity (CN-LOC) for business network expansion into China based on assumptions of the revised Uppsala Internationalization Model and the framework of Strategic International Human Resource Management. Findings of studies about language effects in international business are synthesized into a model that suggests antecedents and consequences of CN-LOC and mediating variables. Managers looking to expand their business networks to China are advised to consider the benefits CN-LOC offers businesses and manage it as an asset. When seen as a country-specific advantage, CN-LOC may have consequences for education and concerning civil ties.

### Harnessing Workplace Digitalization: Motivating Host Country Nationals to Voice in MNEs' Decision-making Processes

**C. LEE**

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MNEs adopt cutting-edge digital technologies and apply them in the decision-making process between headquarters (HQ) and subsidiaries, known as 'workplace digitalization', enhancing both operational coordination and local responsiveness. While extant research primarily focuses on the effectiveness of workplace digitalization in enhancing firm performance from HQ's perspective, this study shifts its attention to Host Country Nationals (HCNs) as active agents. This study investigates how workplace digitalization motivates HCNs to voice opinions that could improve MNEs' decision-making effectiveness in digital environments. Grounded upon the Social Exchange Theory (SET) framework, we propose a positive relationship between workplace digitalization and HCNs' proactive digital voices, mediated by HQ-subsidiary interaction of HCNs. Additionally, we examine contextual factors of HCNs' digital embeddedness that strengthen these relationships. Our research emphasizes the crucial role of HCNs in MNEs, particularly in the digitalized work environment.

### A New Perspective on Chinese Language Capital in International Business

**C. A. Gebhard**

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A common language facilitates exchange in international business (IB). The People's Republic of China is a global player of significant economic and geopolitical importance. Thus, we can expect Chinese language capital to play a major role in IB. This article conceptualizes its importance from a Western (German) and Eastern (Chinese) point of view. Western concepts such as Positive or Constructive Management, the four-side communication model, language and power, and Chinese concepts such as

harmony, guanxi, and xinren explain the important role Chinese language skills play for a beneficial Sino-Western business relationship.

### **How Can Expatriates Obtain Help from HCNS?: Focusing on Dyadic Level's Cultural Intelligence and Moderating Effects of Three LMXs**

**N. Y. Kim**

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This study aims to examine how expatriates can obtain cooperation or active support from host country nationals (HCNs) at foreign subsidiaries in host countries. It is hypothesized that the cultural intelligence (CQ) of both HCNs and expatriates, at a dyadic level, influences the willingness of HCNs to help. Additionally, the study will investigate how the degree of CQ impacts HCNs' willingness to assist expatriates. Moreover, it will explore whether the Leader-Member Exchange (LMX) between expatriates and HCNs positively affects the willingness of HCNs to help. Subsequently, the relationship between HCNs' willingness to help, expatriate adjustment, and expatriate turnover intention will be examined. The data will be analyzed using a multi-level path model, and the results will be derived from a cross-lagged survey. The findings are expected to largely support the hypotheses, except for Hypothesis 5, which concerns the relationship between willingness to help and turnover intention. Specifically, it is proposed that the CQ of both HCNs and expatriates will be positively related to HCNs' willingness to help and expatriate adjustment, while being negatively related to expatriates' turnover intentions.

## S07.08C: MNEs and Digitalization

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U6  
Session Chair: Katarina Blomkvist, Uppsala university

Competitive Paper Session

### Avoid Putting Knowledge at Stake: Selective Sino-foreign R&D Linkages of MNEs

Y. Zhao<sup>1</sup>, Z. Xie<sup>2</sup>, P. P. Li<sup>3</sup>

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Previous literature suggested that MNEs tend to deploy in-house cross-border R&D linkages in host countries rich in advanced technologies as such strategy not only facilitates cross-border knowledge transfer and integration, but also provides intra-firm dependence and control for knowledge protection overseas. However, to compensate for the high management cost of internal R&D linkages, MNEs tend to use them to create and transfer high-value knowledge, the misappropriation of which could be particularly damaging. In addition, the costly strategy usually indicates high organizational commitment in the host country, putting MNEs at risk in the world with dynamic geopolitical landscape. Our empirical analysis of 145,272 Sino-foreign R&D linkages made by 1,353 MNEs between 2008 and 2022 finds that MNEs used fewer rather than more internal R&D linkages connecting China in technology areas where China has higher relative technological competence. This negative relationship is exacerbated by the IP litigation risks in such technology area in China and the bilateral political tensions between China and MNEs' home countries. These findings contribute to extant literature on MNEs' global R&D strategy and that on trends towards the new globalization logic.

### Licensing of Foreign Technology to Periphery Country Firms: A Framework of Signaling and Congruence

G. Hendriks

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Participation in international technology licensing represents a challenge for periphery country firms, in part because of uncertainty about these firms' trustworthiness and their ability to put licensed technology to good use. Having been more licensor-than licensee-focused, prior literature may have therefore underestimated the selection stage, in which some partners are chosen while others are overlooked. A more realistic theory of technology licensing incorporates how foreign firms need to assess their potential partners ex ante under conditions of uncertainty. Whereas recent work has started to open this 'black box' of selection based on signaling mechanisms, I aim to make their theory increasingly complete through consideration of signals directly under firms' control. In addition to being observable, I argue that the signal also needs to be credible for foreign firms, and this credibility is shaped by whether potential licensees' characteristics and activities are congruent with the message of the signal. I test my framework in a context of 46 periphery countries in Eastern Europe, Africa and the Middle East, with data from the World Bank Enterprise Survey, and find support for my hypotheses, thereby shedding light on the conditions under which ability signals are effective for access to international technology licensing.

### Setting Boundaries: A Categorization of Digital Multinational Corporations

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Digital Multinational Corporations (DMNCs), such as Meta and Alphabet, arose as new organizational form and can be defined as an organization that seeks to derive a competitive advantage from digitalization and datafication by monetizing human behavior and public value through its global infrastructure, services, and products. Yet, this organizational form is lacking a clear categorization, which is a prerequisite for understanding an organizational form, their consequences, and governance. This paper provides a categorization of various kinds of DMNCs based on a fuzzy-set Qualitative Comparative Analysis. By analyzing combinations of four conditions: (1) industry digital intensity; (2) user-generated content; (3) product diversification; (4) real-time advertisement bidding, this paper presents four types of DMNCs: generic, sectorial, tool-based and not-for-data-profit DMNCs. Our analysis shows that real-time advertisement bidding is the necessary condition for DMNCs, while industry digital intensity (sectorial) or the combination between product diversity and user-generated content (tool-oriented) are leading to DMNCs. Not-for-data-profit DMNCs, despite the absence of real-time advertisement bidding, is included in this categorization as these organizations has potential to shift towards other types of DMNCs. In conclusion, this paper contributes by presenting a definition and categorization of DMNCs creating a theoretical foundation for further research into these organizations.

### Shadow IT in Cross-border Acquisitions: A Case Study of a German Multinational

F. Château-Dégât, U. Mayrhofer

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Information technologies (IT) transform organizational processes in multinational enterprises (MNEs). In this paper, we investigate the role of Shadow IT, i.e. the use of non-authorized IT systems, devices, software, applications and services, in cross-border acquisitions. We built a single case study of a German MNE in the biotechnology industry, who has expanded globally through cross-border acquisitions. The empirical study is based on 19 semi-structured interviews conducted with managers in the acquiring and target companies. Our findings highlight how IT can support the integration process in cross-border acquisitions. We provide novel insights into the ambivalent role played by Shadow IT, which can facilitate the integration process despite the risks inherent to unauthorized IT systems and tools. Our study also shows how MNEs can deal with Shadow IT in cross-border acquisitions.

### Digital Transformation and Inter-regional Dynamics: Accelerating Chinese Multinationals' Internationalization in the De-globalization Era



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In an era of technological advancements and de-globalization, this study examines the impact of digital transformation on the internationalization speed of Chinese Multinational Enterprises (CMNEs). Drawing on internalization theory, we propose a U-shaped relationship where digital transformation initially slows but then accelerates internationalization. Empirically testing 1,262 firm-year observations from 2010 to 2020, our findings reveal that digital transformation facilitates and complicates international expansion due to increased transaction costs and market complexities. Additionally, the study highlights the significant role of inter-regional ratios and de-globalization in influencing this relationship, underscoring the importance of strategic digital transformation management for CMNEs. Contributing to both internalization theory and digital transformation literature, our research provides nuanced insights into how CMNEs navigate global challenges and leverage digital capabilities for effective international growth, offering valuable managerial implications in an increasingly fragmented global market.

## S07.08I: Digitalization, Innovation and Technology

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U259  
Session Chair: Mika Gabrielsson, HANKEN School of Economics

Interactive Paper Session

### International Market Entry Nodes and Digitalization of Small and Medium-sized Enterprises – the Future of AI in International Business

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One of the most critical decisions to be made by internationalizing SMEs is the one that concerns foreign market entries, either direct or indirect, through intermediaries such as agents or distributors or by a firm's representative in the exporting/importing country, mainly a subsidiary. These represent various entry modes: (1) export entry modes, (2) contractual entry modes, and (3) investment entry modes or a combination of those modes. The article further elaborates on the network approach to these entry modes, as they will be considered nodes in various networks (relationships, positions, cooperative bonds, etc.). One criticism raised is it leaves out the digitalization aspects of entry nodes. The article, therefore, deals with the digital transformation of entry nodes as an agile and affordable way for SMEs to reach positions in different networks, e.g., in global factories. The article points to the fact that initiatives from the European Union, like the mandatory use of a Digital Product Passport, will lead many SMEs to use Artificial Intelligence (AI), which has rapidly progressed in recent years. In the article, we point to AI-augmented business process management systems (ABPMSs) as a candidate for piloting SMEs to enter networks in the future.

### Using Machine Learning to Investigate Public Opinion on Corporate Globalization in Response to the COVID-19 Pandemic

**S. Wan<sup>1</sup>, B. Liu<sup>1</sup>, A. Van Assche<sup>2</sup>, M. Papanastassiou<sup>1</sup>, M. F. Ahammad<sup>1</sup>**

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Globalization has become a pivotal term in the twenty-first century, attracting significant academic interest. However, how MNEs adjust their global strategies in response to dynamic environments like COVID-19 remains underexplored due to a lack of detailed data. This study uses social media data to examine the impact of COVID-19 on public opinion towards corporate globalization. By analyzing shifts in public opinion due to major global events, we can gain insights into the strategic adjustments MNEs might need. We analyzed tweets related to corporate globalization from 2018 to 2022, resulting in approximately 2.1 million tweets from 816,142 Twitter users. This large dataset helps us reliably estimate public opinion and increase the generalizability of our findings. We used a state-of-the-art machine learning technique (i.e., the fine-tuned Bidirectional Encoder Representations from Transformers [BERT] algorithm) to analyze tweet sentiment and assess COVID-19's impact. We applied discontinuous growth modeling (DGM) to explore this impact further. Our findings reveal that the pandemic has had both immediate (intercept changes) and long-term (slope changes) effects on public opinion towards corporate globalization. We will share our dataset and machine learning R package, addressing the IB community's need for better data to study the micro foundations of MNEs' strategic adjustments.

### The Impact of Digitalization on Reverse Knowledge Transfer

**M. Farhana**

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While research on reverse knowledge transfer (RKT) from subsidiaries to headquarters in multinational corporations (MNCs) has advanced extensively, its intersection with digitalization remains under-explored. This study aims to bridge this gap by investigating the impact of different forms of digital technology on RKT. We conceptualize digitalization as a multidimensional construct and look into its different dimensions. We hypothesize that different forms of digital technology (e.g., digital communication technology, digital networking technology) fluence differently, and that their impact is moderated by subsidiary local embeddedness. By focusing on Swedish MNCs, this study will contribute to the literature by providing a nuanced understanding of the relationship between digitalization, RKT, and subsidiary characteristics. Our findings will offer valuable insights for MNCs seeking to optimize knowledge transfer strategies in the digital age.

### Do Universities Influence the Location of Foreign R&D Subsidiaries? Evidence from the Swiss Pharmaceutical Industry.

**S. Ferreira Gomes**

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This submission addresses the question of whether the presence of universities affects the decision of MNEs' managers when it comes to locate R&D subsidiaries abroad. To answer this question, an assessment of the "academic capacity and attractiveness" in pharmacy and pharmacology among 38 countries will be performed. This examination will be based on metrics associated to countries' competitiveness such as FDI, exports, or even patent applications but also related to universities like their spending on R&D or the number of graduates. Subsequently, the analysis of Swiss pharmaceutical industry will have the objective of confirming or not the relevancy of universities when it comes to the location of foreign R&D subsidiaries. Based on research result, the United States, Germany, and to a lesser extent China, and the United Kingdom appear to be attractive for Swiss pharmaceutical firms. The probability of a foreign R&D center being in a country with high academic capacities emerged as high and the location of high-tier universities seems to play a major role in the attraction of foreign R&D centers inside countries.

### Forging Innovation Cooperation in Central and Eastern Europe: Unveiling the Location Role in Biopharmaceutical Industry

**L. Puslecki**

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The article aims to verify the development of innovation cooperation in the biopharmaceutical (biotech, pharma) industry in Central and Eastern Europe (CEE) considering the directions of innovation cooperation. I will verify the importance of location in innovation cooperation in the biopharmaceutical industry in the CEE region, mainly if the frequency of cooperation within research and development (R & D) alliances with CEE partners is higher than with non-CEE partners. This is one of the first quantitative primary research articles in the world focused on innovation cooperation in the biopharmaceutical industry in the CEE region (covering 18 CEE countries), in the years 2015–2017. I conducted an online survey and collected data from January 2019 to March 2020 (a long-lasting process). The sampling procedure was non-random (purposeful selection with snowballing technique). To verify the directions of cooperation within R&D alliances in the biopharmaceutical industry, I investigated 241 R&D alliances between 107 companies from the CEE region in the years 2015–2017. The results show that the frequency of cooperation within R&D alliances with CEE partners was higher than with non-CEE partners (for selected partners and sectors).

### **It's a Mirage! Impact of Gaining an R&D Mandate on Subsidiary Relational Embeddedness and Subsidiary Profit from Innovation**

**N. Memar, E. Yildiz**

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This article examines the mechanism between gaining an R&D mandate and Profit from innovation. Initially, we explore the general assumption that gaining an R&D mandate provides subsidiaries with slack resources, enabling them to engage in both internal and external relationships to profit from innovations. After establishing the macro-level view link between gaining an R&D mandate, changes in the degree of relational embeddedness, and profit from innovation, we took a closer look and challenged this assumption. Our analysis reveals that there is no direct path between gaining an R&D mandate and profit from innovation. Instead, we demonstrate and argue that different forms of relational embeddedness contribute differently to different subsidiary performance measurements. Consequently, the presumed macro link does not hold.

## S07.09C: Non-market Strategies

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U249  
 Session Chair: Andrei Panibratov, Léonard de Vinci Pôle Universitaire

Competitive Paper Session

### Press the Flesh: Political Connections in Cross-border Mergers and Acquisitions

**T. Chen<sup>1</sup>, H. Park<sup>2</sup>, T. Rajwani<sup>2</sup>**

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This study examines the intersection of political connections, financial slack, and state ownership in influencing cross-border mergers and acquisitions, using data from 3,248 Chinese listed firms during 2006-2017. Based on transaction cost theory, this paper demonstrates that political connections generally increase the transaction costs of cross-border mergers and acquisitions and decrease firms' propensity for it. This negative impact is mitigated by the presence and interplay of financial slack and state ownership. The findings reveal that, while political connections can constrain international expansion, financial slack and state ownership can alleviate these constraints, offering new insights into the alignment of non-market and market strategies. We expand the research on transaction cost theory and international business by considering the impact of opportunity costs on transaction costs and extending the perspective of transaction costs from the influence of the host country's institutional environment to the characteristics of the acquiring firms.

### Synergies or Stalemates? the Interplay of Market and Non-market Strategies in Chinese Cross-border Acquisitions

**K. Goudarzi<sup>1</sup>, D. Kalanoski<sup>2</sup>, Y. Liang<sup>3</sup>**

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Studies have independently explored market and non-market determinants of firm's engagement in cross border acquisitions. However, we know much less about whether and to what extent Chinese companies' combined market and non-market efforts influence their decision to engage in cross-border acquisitions. Our study posits that prior competitive behavior illustrates firm's willingness and ability to partake in cross-border acquisitions, with the strength of this relationship being contingent on the firm's level of political engagement through state ownership at either the local or central government levels. This moderation effect highlights how firms' market-based activities and the non-market positions jointly shape firms' cross-border acquisition decisions as well as the differential influence of state and local governments on these decisions. Based on a dataset of 1,225 acquisitions spanning from 2001 to 2020, we find empirical support for our proposed arguments.

### Political Turnover and CSR Strategy: Foreign V.S. Domestic Firms in China

**N. Fang<sup>1</sup>, R. Drogendijk<sup>1</sup>, J. Shin<sup>2</sup>**

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This study examines the strategic responses of foreign and domestic firms to political uncertainty triggered by political turnover in China through Corporate Social Responsibility (CSR). Drawing on resource dependency theory, we propose that foreign and domestic firms adopt distinct approaches to manage their political dependence due to differing capabilities in leveraging political ties and CSR activities. Analyzing 29,273 observations from 3,599 public companies in China over the period 2009-2019, we find both foreign and domestic firms are likely to take government-preferred CSR to navigate this uncertainty as political ties are likely to be disrupted by political turnover. However, the nature of their responses varies with the level of political turnover; we find domestic firms intensify their government-preferred CSR efforts following national political turnovers, whereas foreign firms react to both city and national-level turnovers. We hypothesize that domestic firms, due to their superior ability to secure political legitimacy, are likely to achieve better financial outcomes post-turnover through strategically aligned CSR practices. These insights offer practical implications for both foreign and domestic firms in adopting specific CSR strategies to manage their political dependence and navigate political uncertainty.

### Meta-organizations in MNC Political Strategies to Address Plastic Pollution in Emerging Economies

**C. Gariel<sup>1</sup>, A. Bartel-Radic<sup>1</sup>, T. Reverdy<sup>2</sup>**

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In the face of environmental grand challenges such as plastic pollution, multinational corporations (MNCs) are increasingly developing collective action in the form of meta-organizations to support plastic waste management infrastructure and implement political strategies. This paper examines how MNC-led collective action is addressing plastic pollution in emerging economies. Based on a qualitative study of five cases of meta-organizations in West Africa and Southeast Asia, we situate our findings at three different levels. At the organizational level, we describe how subsidiaries of MNCs develop meta-organizations that focus on the issue of plastic pollution by combining political strategies and corporate social responsibility (CSR) activities. At the inter-organizational level, meta-organizations are used by MNCs to promote a particular type of mandatory regulation, which we refer to as a "hybrid" regulation. For this regulation to be successfully adopted and implemented by national governments, meta-organizations are highly dependent on the national context, with multi-stakeholder deliberation being strongly influenced by the deliberative strategy adopted by governments. By identifying multi-level mechanisms, we highlight how and why corporate-led meta-organizations adopt political strategies and/or CSR activities and develop different degrees of partialness.

## S07.09C1: Home institutions and internationalization

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U264 K-GROUP  
Session Chair: Axele Giroud, University of Manchester

Competitive paper sessions

### Exporting, Bribing, and Labor Productivity: Evidence from Less Developed Economies

E. Choquette<sup>1</sup>, M. M. Larsen<sup>2</sup>

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We explore how bribing at home affects firms' ability to appropriate value from their exporting activities. We argue that bribing diverts attention from the information gained in export markets. We expect that firms with bribing experience at home enjoy fewer productivity gains from exporting but less so in countries with higher formal institutional trust. Our analyses based on data from various Sub-Saharan African countries support our hypotheses. In sum, we suggest that bribing can be regarded as a fee that raises the general costs of doing business and thereby crowds out (part of) the resources needed to exploit foreign knowledge gained through exporting. We contribute with theoretical and policy implications.

### Does IT Transform?: An Imprinting Perspective on a Firms' Perception of Tax Ethicality

A. Nandal<sup>2</sup>, P. Dwibedy<sup>2</sup>, C. Bhat<sup>1</sup>

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Paying corporate taxes is crucial to the development of a country. Increasingly, stakeholders advocate for morally responsible tax practices. While existing literature acknowledges the ethical contribution of tax payments and criticizes unethical tax evasion and avoidance practices, little research examines the combined effect of internal and external factors shaping firms' perceptions, especially those with informal legacies. This study explores whether the informal legacy impacts firms' perceptions of corporate taxation's ethicality. Based on organizational imprinting theory, we argue that non-compliance of tax experience is structurally and cognitively embedded in informal firms, influencing their taxation perceptions even after formalization. We also analyze owner-managers' role, corrupt business environments, and peer tax compliance in shaping firms' perceptions of tax ethicality. We find that firms with an informal legacy view regular tax payments as less beneficial to societal development than firms that started formally. Moreover, the presence of owner-managers and higher levels of corruption in the operating environment exacerbated this diminished perception of tax ethicality. However, peer tax compliance mitigates this effect, reversing the negative perception of tax ethicality to a positive one. This research enhances our understanding of informality's influence on a firm's ethical behaviour and on factors driving informal imprint persistence and transformation.

### Improving Evaluation of Government Support for Exports: Implications of Type 1 and Type 2 Errors, Time, and Evolution

P. Tinitis

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A great number of firms internationalize with the help of standardized export promotion services provided by governments. Research on such assistance is nevertheless primarily empirical and typically focuses on a specific country or support program. Attempts to establish links to other research contexts are rare. In this conceptual paper, I expand the topic by discussing three propositions that introduce some rarely discussed aspects relevant government export support and to the policymaking capability of government agencies. Specifically, I explore and illustrate the implications of time aspects and the evolutionary buildup of routines in firms and agencies, which create a need for various types of export support services. I also challenge the assumption made by many empirical studies that the efficient use of public funds can be evaluated by simple intervention-performance relationship tests and discuss the relationship between government agencies and beneficiary firms from the perspective of ex-post decision accuracy (true positive; true negative; type 1, or leakage, error; and type 2, or exclusion, error).

### The Role of Regional Institutions and Firms' Institutional Ties in SMEs' OFDI: An Institutional Escapism Perspective

Z. Chen, A. Rygh

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A stream of literature has cultivated a theoretical lens of institutional escapism to explain the internationalisation of emerging-markets multinational enterprises (EMNEs), especially small and medium-sized enterprises (SMEs). Yet, this literature remains in its infancy and deserves further development. In this paper, we study regional institutions of marketisation and financial market openness, as well as firms' political connections and ties to industry associations. We contend that a developed marketisation, open financial markets, political connections, and ties to industry associations negatively affect the level of Chinese SMEs' OFDI. The analysis of 242 Chinese private SMEs' OFDI activities from 2009 to 2019 provides empirical evidence for our arguments. We contribute by adding knowledge to the "escape" view of EMNEs' internationalisation, offering novelty through highlighting the role of ties to industry associations, and enriching the literature on the relationship between institutional ties and EMNEs' internationalization.

## S07.10C: Perspectives on CSR and the SDGs

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U5  
 Session Chair: Cristina Di Stefano, Politecnico di Milano

Competitive paper sessions

### An Inquiry into MNEs' CSR Practices: Literature Review, Managerial and Academic Perspectives

L. C. Leonidou<sup>1</sup>, S. T. Marinova<sup>2</sup>, M. A. Marinov<sup>2</sup>, J. S. Eduardsen<sup>2</sup>, P. P. Eteokleous<sup>1</sup>

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As a result of growing concerns by various stakeholder groups for the economic, social, and environmental value created by multinational enterprises (MNEs), a significant amount of research has focused on exploring MNEs' corporate social responsibility (CSR). This article extends existing knowledge by steering through extant research on MNEs' CSR practices as embedded in MNEs' international competitive behavior (Rodriguez-Gomez et al., 2020). The paper reviews 208 empirical studies conducted on this subject during the period 1997-2022 and offers a systematized analysis along aspects pertaining to theoretical perspectives, research design, research scope, research method, and thematic emphasis. It synthesizes existing knowledge in a state-of-the-art conceptual framework incorporating the relations between the identified thematic priorities. It also responds to calls for a better understanding of how MNEs' CSR managers see the importance of the managerial implications extracted from the reviewed studies by providing an evaluation of the key managerial implications by 114 managers of MNEs having their headquarters in China, Germany, and the US. Finally, the paper offers fruitful directions for future research based on the findings of a survey among 42 international business scholars who have been researching on CSR as part of MNEs' corporate behavior.

### Do International Companies Contribute to the SDGs? The Moderating Role of Family Involvement and the Impact on Performance

L. Ruiz-Fernández, L. Rienda, R. Andreu

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Business involvement is key to achieving the 17 Sustainable Development Goals (SDGs) and the 2030 Agenda. Although many efforts are being made by organisations such as the United Nations (UN) and the Global Compact, especially to help companies integrate the SDGs into their strategy, few studies to date have explored factors contributing to the integration of SDGs in hotel companies' strategies. The purpose of this study is to investigate how some aspects of corporate governance drive companies' commitment to the SDGs, as well as its impact on their performance. Therefore, this paper analyses the positive influence of hotel chains' internationalisation on SDG engagement, including the moderating effect of the family involvement. The results show that family involvement positively moderates the internationalisation-SDG relationship, which it is also positive. Furthermore, the ultimate positive influence on hotel performance is confirmed in the Spanish hotel chains.

### The Role of Employees' Values in Fostering Work Meaningfulness through CSR

M. Gruber<sup>1</sup>, G. Stahl<sup>1</sup>, J. Deller<sup>2</sup>

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As younger generations of workers are increasingly seeking employment that fulfills their need for meaningfulness in life, and global competition for talent getting tougher, a more nuanced comprehension of the drivers of work meaningfulness becomes imperative. Despite increasing attention dedicated to the influencing role of corporate social responsibility (CSR) on employees' meaningfulness evaluations, insights into the mechanisms underlying the relationship are limited. In this study, we advance research on CSR and meaningfulness at work from a value-congruence perspective. Drawing on sensemaking research, we attempt to elucidate the blackbox of the relationship between both environmental and employee-directed CSR and work meaningfulness by exploring the role of value-fit, thereby clarifying previously inconclusive findings. Results from our two-wave survey study among 600 employees in internationally operating organizations in Austria and Germany support the mediating role of value-fit. Findings also highlight Schwartz' (1992) self-enhancement values as critical boundary considerations on the indirect relation between employee-oriented CSR and work meaningfulness when exploring the given relations in multinational company contexts. Our study contributes to a more nuanced understanding of the role of values and value-fit in fostering work meaningfulness through CSR. Implications and significance of our study for research and practice are discussed.

### The Role of Regulatory Institutions in the Effects of Social, Environmental, and Economic CSR Dimensions Across Nations

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Multinational corporations (MNCs) implement corporate social responsibility (CSR) initiatives in different regulatory environments to attract consumers internationally. However, while CSR in general impacts consumer behavior across nations, it is surprisingly unclear why and how perceptions of social, environmental, and economic CSR dimensions engage consumers in certain countries but not in other countries. The authors address this research gap by providing novel theoretical rationales and empirically insights on the impacts of CSR dimensions on customer engagement behavior across 26 countries. They also contribute to our knowledge of how regulatory institutions, reinforce or reduce dimensional effects, which is relevant for MNCs and public stakeholders. Using multilevel modeling, this study shows different surprising strengths of CSR dimensions for consumer engagement and positive and negative moderating effects of regulative institutions. The findings provide direct suggestions for decision makers interested in multidimensional CSR effects across countries.

### Customer-enforced Sustainability Management as a Means of Outsourcing Corporate Responsibility: Co-production of Unethical Supply Chain Management

I. S. Khan, M. Halme

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Global corporations have for over two decades sought to manage sustainability in their supply chains extending to the Global South with standardized means, yet with meagre impact. Our interview and document data from 17 Global South textile (Pakistani) suppliers and five key local stakeholders offers a seldom perspective. We identify how global brands outsource corporate responsibility and its costs to their suppliers, with contextually ill-fitting demands, mostly without adequate support and compensation. We introduce the term customer-enforced sustainability management and show how it perpetuates a vicious cycle, where brands ignore the local realities of the suppliers, who resort to short-term compliant solutions which are sometimes reached through mocked setups and cheating behaviors. Auditors, who are local and paid by the factories, are prone to ignore non-compliant behaviors. The cycle closes when brands close their eyes, suggesting all parties subscribe to deceitful action. While elements of this phenomenon have been previously identified, we contribute by empirically identifying local enabling factors. These are the remnants of colonialism in the supplier country's culture, prompting 'wanting to be enforced' attitudes, and supported by the Saith culture with pursuit of the factory owners' profit only. Finally, we offer suggestions for contextually appropriate means for integrating sustainability.

## S07.10I: Green Governance, Inclusive Entrepreneurship, and Multinational SDG Engagement

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U406a  
Session Chair: Birgitte Grøgaard, BI Norwegian Business School

Interactive Paper Session

### Resilient Green Governance: Mitigating Cultural Constraints on Environmental Performance with Women on Boards During Crises

**A. Sabaratnam<sup>1</sup>, V. Singh<sup>1</sup>, S. Sui<sup>1</sup>, A. Chaudhry<sup>2</sup>**

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While existing management literature has recognized the complex relationship between board gender diversity, national culture, and environmental performance, the unprecedented context of the COVID-19 pandemic provides a fresh lens to examine these dynamics. Our study advances the discourse by exploring how certain cultural traits may hinder environmental performance during times of crisis and the role of board gender diversity (BGD) in mitigating this adverse relationship. Using a sample of 269 international pharmaceutical companies and Heckman's two-stage model, the findings reveal a positive impact of BGD on changes in environmental performance amidst the pandemic. Additionally, cultures with high individualism and short-term orientation are linked to a diminished rate of improvement in environmental performance during the pandemic. However, companies with greater BGD can buffer these negative effects, reducing the negative impacts of these cultural traits on environmental performance during a crisis. The findings enrich our understanding of the interplay between national culture, board gender composition, and corporate environmental performance, ultimately offering actionable insights for fostering resilient green governance amid global crises.

### Immigrant Social Entrepreneurship: A Distinctive Phenomenon?

**E. Chiarapini<sup>1</sup>, A. Rygh<sup>1</sup>, J. Kleinhempel<sup>2</sup>**

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This paper offers a qualitative multiple case study investigating social enterprises founded by immigrants and natives facilitating labour market integration in the UK. The findings of the study shed light on the motivations of immigrants to engage in social entrepreneurship, the similarities and differences between immigrant and natives' social enterprises to attract resources, and finally map the legitimacy challenges faced by both groups. We contribute to the literature by adding to the social entrepreneurship literature on motivations and resource acquisition. Moreover, we provide a contribute to the literature on social entrepreneurship internal and external legitimacy.

### Multinational Enterprises' SDG Engagement in Relation to Their Core Business

**H. Cheng, S. Zagelmeyer**

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Multinational enterprises (MNEs) play a key role in advancing the United Nations Global Sustainable Development Goals (SDGs). Previous studies have examined MNEs' SDG engagement, by either focusing on the 17 SDGs as a whole or only targeting a specific SDG. In this study, MNEs' SDG engagement is measured using text mining. With the energy-intensive industry of mining sector as the subject which has direct impact to the recent focus of global climate change, analysis of annual reports starting from the SDG announcement in 2015 up to the available data of 2021 shows that all the industries continuously emphasise responsible consumption through energy saving and other methods. Our results showed that MNEs adopted SDGs practice that complemented their core business while they focused less on those that did not. This study highlights the characteristics of MNEs' SDG long-term practices and advances the understanding of the factors that drive the implementation of the global agenda.

### The Apple Doesn't Fall Far from the Tree: All Quiet on the CSR – Multinational Enterprise Research “front”

**F. García-Lillo, P. Seva-Larrosa**

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The aim of this paper is to analyze the changes that have taken place in the “intellectual structure” of research on corporate social responsibility (CSR) in the multinational enterprise over time. To advance scholarly progress and move the field forward, in our research we review the literature on this particular research front trying to decipher such changes. Overall, our review of the literature depicts an academic field in need of significant advances, where empirical research based on primary data is conspicuous by its absence and puts us on the track of researchers “thinking inside the box.” In the main, we also found that most research has been opportunistic rather than programmatic. Most articles examined CSR “idiosyncratically,” giving little attention to building systematically on earlier research.

### How Digital MNEs Promote Sustainability as Transaction Platforms: A Comparison between Amazon and Alibaba

**Z. Zhang, E. Di Maria**

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In the digital era, specific digital MNEs are emerging with the role of digital platforms. They are often more able than traditional MNEs to compete internationally in the new scenario due to their uniqueness. However, little do we know how they might promote sustainability of and beyond their value chains in the digital age. Thus, this study strives to answer two research questions: (1) how digital MNEs as lead firms can promote sustainability of other actors? (2) are they doing differently from conventional MNEs?



A qualitative comparative case study on two representative digital MNEs, Amazon and Alibaba, is adopted. The qualitative study is then supplemented by a quantitative analysis of empirical data. Based on the theoretical insights and empirical evidence, we built a theoretical framework to illustrate how digital MNEs as transaction platforms can leverage 4 platform-specific instruments we identified to promote sustainability of the two sides of the market. The framework also identifies the central role of a sustainability label system and explains the interrelationships among key constructs. We further discussed implications of the two different label systems employed by the two cases on our key findings. Our theoretical and empirical contributions are concluded at the end.

### **Determinants and Impact of Foreign Invested Firms' Bribery: An Interactive Approach from Institutional and Resource-based Perspectives**

**L. Li**

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This paper aims to identify the determinants and impact of foreign-invested firms' (FIFs) choice of bribery in corrupt contexts. An analytical framework is built based on an interaction of institutional and resource-based constructs, and tested using firm-level data from 2210 FIFs operating in Africa. Controlling for FIFs' self-selection to bribe, our findings, based on the Tobit, OLS and IV regression results, indicate that the heterogeneity of FIF resources and perceived corrupt pressures lead to differing bribery strategies in response to host country corruption, and these two variables then interactively moderate the impact of bribery on FIF performance. We find that FIFs' perceived level of host country corruption produces a positive effect on their choice of bribery. But FIFs' home-country anti-corruption levels, and their holding of internationally recognized quality certification (IQC) reduce FIFs' willingness to pay bribes. A more interesting finding is that, after controlling for FIFs' perceived pressures of corruption in host countries, FIFs' home-country anti-corruption levels and FIFs' holding of IQC negatively moderate bribery's effectiveness on performance.

### **Ready, Steady, ESG Report: Investigating the Drivers Behind ESG Reporting Preparedness**

**S. Gurova, B. Zoller-Rydzek**

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This study investigates the drivers behind ESG reporting among Swiss firms, distinguishing between three broad categories of factors: resource availability, internal drivers, and external pressures. Using a logit model on data from the Swiss Managers Survey 2024, we find that, alongside available resources, internal factors such the motivation of top management significantly predict reporting preparedness. External influences, including regulatory requirements, market demand, and investor pressures, also shape corporate reporting behaviors. The research particularly highlights how exposure to the European Union's stringent ESG standards significantly impacts Swiss firms, especially multinational enterprises (MNEs) with entities within the EU. This indicates that international standards, due to regulatory spillovers, exert more influence than local legislation on firms' reporting practices.

## S07.10I1: Challenges and Solutions for Sustainability

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U262 KPMG  
 Session Chair: Valentina De Marchi, ESADE Business School

Interactive paper sessions

### Corporate Social Innovation by Multinational Enterprises: A Configurational Approach

**B. van Heerwaarden, A. Saka-Helmhout, M. Wierenga, H. van Kranenburg**

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Recent international business research examines how multinational enterprises (MNEs) can contribute to alleviating grand challenges by integrating societal concerns in their core business operations. We study how MNEs can navigate pressures for social and commercial value creation by engaging in corporate social innovation (CSI). Building on the strategy tripod perspective on international business activities, we argue that it is key to consider the interdependencies between institution-, industry-, and resource-based factors as drivers of CSI engagement. The reason is that CSI can function as a strategic response to institution-based regulatory pressure for social value creation and industry-based competitive pressure for commercial viability. However, CSI engagement comes with significant challenges, necessitating careful consideration of firm resources. Configurational analyses of a cross-national sample of MNEs in the banking sector between 2017 and 2022 support these ideas. They also reveal that MNEs display considerable discretion in CSI engagement, choosing to engage substantially even in the absence of institutional and industrial pressures. These findings illuminate an emerging phenomenon by highlighting CSI's value as an approach to address contradictory environmental demands, and identifying the unique resource bundles required for MNEs' engagement.

### Generating Collective Agency in Cross-national Value Chains through Shared Opportunity Beliefs: Green Transition in Shipbuilding Industry

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The systemic change for sustainability requires agency from multiple actors, including business, policy and societal actors. Despite the generally shared understanding that the transition to sustainable business and society is necessary and urgent, the understandings of how to make the transition happen vary between different actors. The tightening regulations create challenges as companies try to adapt to the constantly emerging new needs in their international business and value chains, whereas policymakers struggle with balancing the respective regulatory frameworks with other challenges on their agenda. Our study explores the complexity of finding common ground for agency towards green transition between multiple actors at multiple levels. Specifically, we seek to answer the following question: How are different actors motivated to pursue green transition, individually and collectively? To answer this question, we generate a framework combining concepts from the literature on opportunity beliefs and literature on collective agency. Empirically, our study explores green transition in the shipbuilding industry context, thus focusing particularly on the environmental dimension of sustainability, and analysing it in an industry with highly complex products and production networks and high negative environmental impact.

### The "Fuel Roulette": Environmental Upgrading of Global Value Chains in Ports and Maritime Transport

**E. Eräpolku<sup>1</sup>, I. Peixoto<sup>2</sup>, T. Ritvala<sup>1</sup>**

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International shipping is among the hard-to-decarbonize sectors in global value chains (GVCs), requiring a shift to cleaner fuel sources. We investigate how actors in maritime transport address and promote the environmental upgrading of GVCs during field-configuring events (FCEs) in order to navigate the energy transition, and find that actors aim to navigate technological, political, market and financial uncertainty via FCEs and thus to escape the "fuel roulette". With ports as the focal point of the study, we contribute at the nexus of environmental upgrading of GVCs, maritime economics and temporality literatures, by opening up the role of ports and other key GVC actors in maritime energy transition and by shedding light on the environmental upgrading process of GVCs through a temporality lens.

### Competitive Competency, Collaboration, and Capability Reconfiguration: A Systematic Review on Circular Economy Transition in MNEs GVC

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IB scholars mostly focus on the tensions and complexities in MNEs sustainability and circularity practices and strategies throughout their global value chains in sustainability, climate change and circular economy research, where the perspective of MNEs' global supply network in this phenomenon has rarely been examined. This paper addresses this gap by focusing on the supplier firms CE related strategies and its impact on MNEs vision for transitioning GVCs toward CE. The role of MNEs in the suppliers' strategies development will be investigated in this paper. The paper integrates the Transition Management (TM) theory and Business Systems theory in order to define the key strategic fundamentals and the role and complementarity of institutional dynamics in CE transition in MNE-Supplier perspective.

The findings of the paper offer a conceptual framework for CE transition with the supplier firms' strategies that imply competences, collaboration and capabilities reconfiguration in four different levels of governance in transition management i.e. strategic, tactical, operational and reflexive. The study found MNEs' role to diffuse CE driven vision to their global suppliers with a cooperative and collaborative approach by incentivizing the strategies and initiatives related to CE transition. Supplier firms need to conform with the vision of CE Transition.

### Implementing ESG-strategies in MNCs: A Systematic Literature Review

**M. S. Marques-Silva<sup>1</sup>, J. Carneiro<sup>1</sup>, A. Silenskyte<sup>2</sup>, A. C. Talarico<sup>1</sup>**

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The focus of this research is the strategy execution, more specifically, investigating the process of incorporating Environmental (E), Social (S) and Governance (G) issues in the strategic agenda, defining specific corporate goals and translating them into practical plans to be implemented in the international context of multinational companies. We perform a systematic literature review to explore the studies about ESG strategy implementation with the objective to integrate the literature developed in the different fields covered and to propose a research agenda for future studies.

We provide a contribution to the development of theory by examining how the international context affects strategy execution. For practitioners, this work can help MNCs to refine their practices to increase the chances of achieving corporate goals towards sustainability.

### **Mapping International Scientific Production on Social Diversity in the Context of ESG**

**M. Vargas Braga da Silva<sup>2</sup>, F. Prévot<sup>1</sup>, L. F. Nascimento<sup>2</sup>**

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The social dimension of Environmental, Social and Governance (ESG) practices of companies is a driver of diversity and inclusion, thus contributing to a more sustainable working environment. However, practices differ between countries regarding compliance and the effective attention paid to the social dimension in ESG practices. We aim to identify whether academic research reflects this difference or contributes to convergence. To this end, we make a bibliometric analysis to map the international scientific production on social diversity in the context of ESG. This article analyses the production of knowledge through maps, clusters and figures generated with the use of VOSviewer and Biblioshiny. We present a historical overview of the academic research with a comparison between countries, authors, and journals. We show the differences and similarities in the keywords to highlight the central topics in research at these three levels with a focus on differences between high and middle/low-income countries.

### **Visible Vs. Invisible Hand: Investigating the Impact of Multinationality on Corporate Environmental Practices through the Stakeholder Perspective**

**X. Tan<sup>1</sup>, Y. Hu<sup>2</sup>**

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International Business has consistently been criticized as a significant contributor to environmental and climate issues. Using a global dataset from 26,982 firms across 41 countries, this study finds that while multinationality results in MNEs causing more environmental detriment beyond their fair share, it also encourages MNEs to exert greater efforts towards environmental improvement compared to non-multinational firms. Through the lenses of strategic objectives, organizational structure, and resource allocation, we pinpoint multinationality as a primary driver of environmental practices. However, beyond substantive actions, multinationality is also associated with symbolic actions. Our findings further suggest the mediating role of stakeholders. Two pivotal stakeholders, consumers and regulators, exert divergent impacts on symbolic actions. Specifically, consumer pressure positively correlates with symbolic actions, while regulatory pressure dampens such behaviors. Additionally, our results indicate that indirect exposure weakens the effects of multinationality. This research not only contributes to the literature on strategies for orchestrating solutions to grand challenges and sustainability in international business, but also offers insights for optimizing the role of multinational corporations in addressing grand challenges.

## S07.11I: Institutional and Business Environment Dynamics Impacts on MNE Strategies

Time: Saturday, 14/Dec/2024: 3:00pm - 4:30pm · Location: Otakaari 1, U119 DELOITTE  
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Interactive paper sessions

### De-coupling, Divesting, De-internationalization: The Role of Sanctions and Stakeholder Pressure in Firm Exit from Russia

**A. Settles<sup>1</sup>, J. Väättä<sup>2</sup>**

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International pressure on states that divert from the established world order has increasingly been used to reshape state, firm, and individual behavior. The reaction of MNEs to government and stakeholder pressure to divest or de-internationalize is a phenomenon that has received limited attention in the IB literature (Meyer & Thein, 2014, Soule, et. al. 2014). Multinational firms have responded to the pressure from sanctions and stakeholder pressure by reorganizing their supply chains and restructuring their international holdings and ownership structures. MNEs and their CEOs have recognized the pressure that stakeholders have played in applying pressure to exit Russia (Katsos et al., 2022), and there is evidence that the decision to exit Russia is connected to the political affiliations of the CEO (Thams & Dau, 2023). This paper uses the SelfSanctions / LeaveRussia database and case study analysis to examine how Western MNEs have responded to these external pressures.

### Do Emerging MNEs' Vertical Integration Strategies Benefit from Lax Labour and Environmental Policies? Evidence from the Knowledge-capital Model

**D. Karkanis, X. Adamoglou, D. Kyrkilis**

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The operational practices of multinational enterprises (MNEs) regarding respect for labour rights and environmental protection standards have been recently the subject of discussion. Emerging MNEs are considered to see an opportunity in the less stringent labour and environmental legislation in developing or least developed countries, taking advantage of the lower labour costs or even intensifying extractive activities, respectively. The aim of this study is to examine whether emerging economies' vertical FDI motives are further enhanced by even lower institutional quality by the side of the investment recipient countries, compared to the source economies, focusing mainly on labour and environmental standards. Our methodological choice is based on the principle of the Knowledge – Capital model, as recommended by the literature when it comes to determine horizontal or vertical FDI motives. We employ a non-linear estimator, such as the Poisson-Pseudo Maximum Likelihood estimator, which is considered appropriate when dealing with investment flows, as well as with a large number of zero-value observations. The empirical analysis aspires to draw conclusions about the strategies and practices of the emerging MNEs in the context of vertical FDI, with the aim to highlight the extent to which institutional distortions dominate vertical foreign investment.

### The Investment Development Path Model and EU Countries from Central and Eastern Europe. A Re-examination in a Vuca World

**M. Gorynia<sup>1</sup>, J. Nowak<sup>2</sup>, P. Trąpczyński<sup>1</sup>, R. Wolniak<sup>3</sup>**

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This study investigates the Investment Development Paths (IDPs) of Central and Eastern European (CEE) countries, members of the European Union (EU), focusing on the impact of selected factors, such as notably the COVID-19 pandemic. The IDP model, which analyzes the dynamic relationship between foreign direct investment (FDI) and economic development, has not sufficiently accounted for the effects of external shocks such as economic crises. The COVID-19 pandemic provides a unique opportunity to address this gap, given its profound disruption of global economic activities and the necessity for resilience.

Our findings reveal two distinct groups of CEE countries with differing IDP trajectories in response to the pandemic. Countries like Poland, Czechia, and Hungary exhibited resilience, benefiting from robust domestic markets, diversified economies, and strong institutional frameworks. In contrast, Bulgaria, Romania, and Croatia experienced significant setbacks, primarily due to their dependence on vulnerable sectors such as tourism and manufacturing.

The study underscores the need for tailored policy responses to sustain competitive advantages in resilient economies and diversify the economic base in more affected nations. The analysis extends the understanding of the IDP model by incorporating the effects of external shocks, providing valuable insights for policymakers and future research.

### The Imprints of Informality Duration on SMEs from Developing Countries

**X. Chen, H. Zhang**

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Drawing on imprinting theory, this paper theorizes the internal and external imprinting effects of informality duration of informal enterprise on its subsequent operation, proposing that the firm's informality duration is positively associated with its perceived tax obstacle, and the intensity of tax regulation by tax administrators. Using World Bank Enterprise Survey data from 20,071 SMEs across 76 developing countries, we show that past informality persistently and pervasively imprints on firms' taxation.

### Impact Investments in Emergent Markets, Do They Matter? a Study of Female Ownership in Emerging Markets

**G. K. Adarkwah<sup>1</sup>, S. Tomassen<sup>2</sup>**

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Building on calls for more research toward addressing inequality in business ownership between men and women, and the observation that impact investors are more willing to accept trade-offs between financial and social outcomes, we investigate how the impact investment affects female ownership of firms in developing countries. Our analysis of 62,944 impact investments in 110 developing countries from 2006 to 2023 shows that impact investment encourages female participation in firms' ownership in the communities they invest. Our study contributes to knowledge by showing that impact investors act as a catalytic role in addressing inequality in business ownership.

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De Mattos	CLAUDIO	University of Huddersfield, United Kingdom	F04.02I, S05.11I
De Ponti	Pietro	University of Bologna, Department of Management	F04.04I
de Raemy	Basile	FSES Université de Fribourg, Switzerland	F02.09I
de Sivatte	Isabel	IE University	S07.07I
de Vasconcellos	Sílvio Luís	Escola Superior de Propaganda e Marketing ESPM, Brazil	F04.02I
Debellis	Francesco	University of Vienna	F01.02C
Debón	Ana	Universitat Politècnica de Valencia, Spain	F01.09I
Degbey	William	Bern University of Applied Sciences	S06.02P
Dekker	Brigitte	Radboud University, Netherlands, The	S07.08C
Delgado-Márquez	Blanca	University of Granada, Spain	Posters 2

Delgado-Márquez	Luisa	University of Granada, Spain	Posters 2
Delios	Andrew	NUS Business School, Singapore	F02.11C
Deller	Jürgen	Leuphana University Lüneburg, Germany	S07.10C
Demir	Robert	Linköping University, Sweden	S07.03C
Di Maria	Eleonora	University of Padua, Italy	S07.10I
Di Stefano	Cristina	Politecnico di Milano, Italy	F01.04C, S05.10C1
Dikova	Desislava	Vienna University of Economics and Business, Austria	F02.09P, F04.08C1, S06.02C
Dilyard	John Raymond	St. Francis College, United States of America	F04.12P S06.10P1
Dimitrova	Anna	ESSCA School of Management	F02.01C
Ding	Haohui	IESE Business School	F01.09I
Ding	Zhonghui	School of Economics and Business at University of Ljubljana	Posters 1
Do	Hau Thi Kim	Free University of Bozen-Bolzano	S05.07I
Domínguez	Manuel	University of Deusto, Spain	S07.01I
Dominguez	Noemie	iaelyon School of Management, France	S06.02C
Donate Manzanares	Mario Javier	Universidad de Castilla La Mancha, Spain	
Dong	Longzhu	University of Wisconsin Eau Claire, Eau Claire, Wisconsin, USA	F03.12C
Dorobantu	Sinziana	New York University	F03.09C
Doz	Yves	INSEAD	S05.06P
Drake	Max	TU Dresden, Germany	F01.01C
Dredge	Jonathan	Memorial University of Newfoundland, Canada	F02.09I
Drogendijk	Rian	University of Groningen, Netherlands, The	F02.03I, S06.02C, S07.09C
Duarte	Fabio	University of Porto, School of Economics and Management, and cef.up, Portugal;	S07.02C

Duarte	Paulo	Universidade da Beira Interior, Portugal	F02.05C1
Duncan	Allen Scott	Burgunday School of Business, France	Posters 2
Duplat	Valérie	Vrije Universiteit Amsterdam, Netherlands	S06.10C
Duran	Patricio	University of Richmond, Richmond, USA	S07.02C
Durhan	Ongun	University of Amsterdam, Netherlands	Posters 1
Dwibedy	Punyashlok	IIM Indore, India	S07.09C1

<b>E</b>			
Last Name	First Name	Affiliation	Session
Eckert	Stefan	TU Dresden, Germany	F01.01C
Edeh	Jude	INSEEC School of Business and Economics Paris France, France	S05.02C, Posters 2
Eduardsen	Jonas S.	Aalborg University, Denmark	F02.05C S07.10C
Eichentopf	Simon	Dresden University of Technology, Germany	F03.02I
Einarsdóttir	Arney	Bifröst University	S07.07C
El Bekri	Hafsa	UEMF, Business School, Morocco	S05.10C1
Elia	Stefano	Politecnico di Milano, Italy	F01.04C, F01.04P, F02.11C, F03.09P1, F04.04I, S05.10C1
Elidrissi	Rayane	Université Côte d'Azur	S07.07I
Eliete Floriani	Dinora	UNIVALI, Brazil	S06.09I
Elo	Maria	Southern Denmark University	F02.02I, F03.07P, S06.02P
Elsahn	Ziad	Lancaster University	F04.13P
Eräpolku	Emilia	Aalto University, Finland	S07.10I1
Eriksson	Mikael	Stockholm School of Economics	F04.03P
Ermolaeva	Liubov	Saint Petersburg State University, Russian Federation,	F04.02I S05.02I F03.02I



Gsom			
Escobar Rios	Andrea	Prague University of Economics and Business, Czech Republic	S07.01I
Espasandín Bustelo	Francisco	Universidad de Sevilla, Spain	
Eteokleous	Pantelitsa P.	University of Cyprus, Cyprus	S07.10C

<b>F</b>			
Last Name	First Name	Affiliation	Session
Fabus	Michel	BUEM, Slovak Republic	Posters 2
Fang	Ning	University of Groningen Business School, Netherland	S05.10C3, S07.09C
Fang	Tony	Stockholm University, Sweden	F02.12P1, F03.09P1, F04.12P
Farhana	Mosarrat	Mälardalen Univeristy, Sweden	F04.08C1, S07.08I
Faroque	Anisur	University of Vaasa, School of Marketing and Communication, Finland	Posters 1 S05.02C
Fefelov	Dmitrii	Saint Petersburg State University, Russian Federation	F04.02I
Fehlner	Corina	BI Norwegian Business School, Norway	Posters 2
Felix	Kelon	University College Birmingham, School of Business	F01.06C
Ferabolli	Cristina	Universidade Federal do Rio Grande do Sul, Brazil	F03.11C
Fernandez	Virginie	Umeå University	S07.07I
Ferrari	Siliane	Escola Superior de Propaganda e Marketing ESPM, Brazil	F04.02I

Ferreira Gomes	Samuel	University of Fribourg, Switzerland	S07.08I
Ferreira	Alcina Gaspar	CARME, Polytechnic of Leiria, Portugal	F03.05C
Ferreira	Bruno	Polytechnic University of Viseu, CISEd, Portugal	F03.05C
Ferreras-Méndez	José Luis	University of Valencia, Spain	Posters 2
Fey	Carl Felix	BI Norwegian Business School, Norway	S07.07I1
Figueira de Lemos	Francisco	FGV EAESP, Brazil	S07.01I
Fink	Miriam	TU Dresden, Germany	F01.01C
Fisch	Jan Hendrik	University of Economics and Business Administration of Vienna, Austria	F04.09C
Fischer	Leah Madita	University of Innsbruck, Austria	F01.09C
Fitzsimmons	Stacey	University of Victoria, Canada	Posters 1
Flo Grimstad	Siv Marina	NTNU, Norway	Posters 1
Floh	Arne	Vienna University of Economics and Business WU, Austria	Posters 1
Floriani	Dinorá	Universidade do Vale do Itajaí - UNIVALI, Brazil	Posters 1
Forsgren	Mats	Uppsala University, Sweden	F01.12P, F02.14P
Forte	Rosa	University of Porto, Portugal	F02.02I
Forza	Cipriano	University of Padova	F04.02C
Francioni	Barbara	University of Urbino Carlo Bo	F03.02I
Fratocchi	luciano	department of computer and engineering, university of l'aquila	S07.02C
Freeman	Susan	University of South Australia	Posters 1
Friebel	Lea	University of Gröningen	Posters 1
Friedinger	Carmen	WU Vienna, Austria	S06.03C2
Fronc	Maciej	SGH Warsaw School of Economics, Poland	F03.08C
Fuerst	Sascha	EGADE Business School, Tecnológico de Monterrey.	Posters 1

Fürst	Sascha	Tecnológico de Monterrey, Mexico	F03.12C
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## G

Last Name	First Name	Affiliation	Session
Gabriel	Birgit	University of Strasbourg, France	S06.13C
Gabrielsson	Mika	Hanken School of Economics	F01.02C, F02.14P, F04.08C
Gabrielsson	Peter	University of Vaasa, Finland	Posters 1, F03.02I, S07.02I
Gaibrois	Claudine	Åbo Akademi University	S06.02P, S07.07I2
Gajewska-De Mattos	Hanna	University of Leeds, UK	F04.01C, S06.12P
Galizzi	Giulia	University of Vienna	F01.02C, S06.13C
Galkina	Tamara	Aalto University School of Business, Finland	F03.02I
Galli	Gabriele	LUISS University, Rome, Italy	S07.02C
Galliano	Corinna	The University of Sydney Business School, Australia	F03.12C
Gao	Qiu Ling	Beijing International Studies University, China, People's Republic of China	Posters 2 F03.08C, F04.10C
Gao	Renfei	University of Manchester, United Kingdom	S05.11I
Gao	Ruosu	University of Sydney, Australia	S06.10C
Garanina	Olga	Saint Petersburg State University, Russian Federation	F04.02I
Garcés Vidal	Ana María	IMC Krams University of Applied Sciences	F03.07C1
García Cruz	Rosario	Sevilla University Spain	F02.11C
García de Madariaga	Jesus	Universidad Complutense de Madrid	F02.11C
García-Lillo	Francisco	University of Alicante, Spain	S07.10I
Garg	Ritam	Ansbach University of Applied Sciences, Germany	S07.07I2

Gariel	Corentin	Univ. Grenoble Alpes, Grenoble INP, CERAG, 38000 Grenoble, France	S07.09C
Garofalo	Orsola	Copenhagen Business School	S07.07C
Gebhard	Christian Alexander	Ansbach University of Applied Sciences, Germany	S07.07I2, S07.07I2
Georgakakis	Dimitrios	University of Leeds, United Kingdom	F02.11P, F03.03C
Ghaempanahh	Babak	School of Business and Economics, Vrije University Amsterdam, Netherlands, The	
Ghauri	Pervez	University of Birmingham	F02.14P, F04.06C, F04.10P2, S06.10P1
Ghorbani	Zahra	Edinburgh Business School, Heriot-Watt University, United Kingdom	F01.02I
Giammetti	Raffaele	University of Cassino and Southern Lazio, Italy	S07.04I
Gideon David	Naomi	St. Petersburg state university, Graduate school of management, Russian Federation	
Giroud	Axèle	University of Manchester, UK	F02.12P1, F03.01P F04.10P2
Girschik	Verena	Copenhagen Business School, Denmark	S05.10C3
Gnekpe	Christian	TBS Education France	F01.04C
Gomes-Silva	Joana	Universidade Vigo, Portugal	S07.02C
Gonza	Tej	Institute for Economic Democracy, Slovenia	Posters 2
González-Loureiro	Miguel	Universidade Vigo, Portugal; CIICESI, ESTG, Politécnico do Porto, Portugal	S07.02C
Gooderham	Paul N.	NHH Norwegian School of Economics, Norway; Middlesex University Business School	S07.07C
Gorgijevski	Alexander	Linköping University, Sweden	S07.03C

Górska	Klaudia	Kozminski University, Poland	
Gorynia	Marian	Poznań University of Economics and Business, Poland	S07.11I
Götz	Marta	Vistula University, Poland	Posters 2
Goudarzi	Kamyar	College of Charleston School of Business, USA	S07.09C
Goyer	Michel	University of Birmingham, United Kingdom	S06.01I
Graf-Vlachy	Lorenz	TU Dortmund University, Germany	F01.06C
Graneros	Jelena	University of Economics and Business Administration of Vienna, Austria	F04.09C
Grassi	Giacomo	Politecnico di Milano, Italy	F01.04C, S05.10C1
Grego	Marica	University of Pavia, Italy	F02.05C
Grellmann	Glaucia	Universidade do Vale do Itajaí - UNIVALI, Brazil	Posters 2 S06.09I
Greve	Peder	Henley Business School, University of Reading, United Kingdom	S05.11I
Greven	Andrea	RWTH Aachen, Germany	F01.10C, F02.03I
Grib	Maxim	Friedrich-Alexander- Universität Erlangen- Nürnberg, Germany	Posters 2
Griffith	David Andrew	Texas A&M University, USA	S06.12P
Grøgaard	Birgitte	BI Norwegian Business School, Norway	F01.12P, S05.05P
Gruber	Marlene	Vienna University of Economics and Business, Austria	Posters 2, S07.10C
Grudecka	Anna	SGH Warsaw School of Economics, Poland	F04.10C
Gu	Rex	University of Aberdeen Business School, UK	S07.07I1
Guadamillas Gómez	Fátima	Universidad de Castilla La Mancha, Spain	

Guedes	Maria João	ISEG - Lisbon School of Economics & Management, Portugal	F02.05C
Guida	Michela	Politecnico di Milano, Italy	S05.10C1
Gunaratne	Denanjalee	LUT University, Lappeenranta, Finland	F02.04C
Gunkel	Marjaana	Free University of Bozen-Bolzano	S05.07I
Guo	Wanting	Saint Petersburg State University	S06.10C, S07.07I1
Guo	Ying	Xi'an Jiaotong-Liverpool University, China	S07.07I1
Gupta	Renu	University of Sunderland, UK	S06.01I
Gurova	Siyana	Zurich University of Applied Sciences, Switzerland	S07.10I
Gustafsson	Jan-Peter	University of Jyväskylä, Finland	S07.01I
Guzman	Felipe	IESEG School of Management	F02.07C1

## H

Haaja	Eini	University of Turku, Finland	S07.10I1
Haakonsson	Stine	Copenhagen Business School, Denmark	F03.03C
Hadjikhani	Annoch Isa	Mälardalen University, Sweden	F01.05C, F02.05C1
Hagen	Birgit	University of Pavia	F01.02C, F02.05C, Posters 2
Hakkarainen	Tuuli Pauliina	University of Liverpool Management School	S05.07I, S05.07I S07.07C
Halme	Minna	Aalto University, Finland	F01.13P, S07.10C
Han	Sulei	University of Tampa, United States of America	F02.09I
Harikkala-Laihin	Riikka	Turku University, Finland	S07.07I F04.01C
Hartwell	Christopher	Zurich University of Applied Sciences, Switzerland; Kozminski University, Poland	F01.09C Posters 2
Hasan	Rakibul	University of Vaasa	Posters 1, F04.04I

Hasche	Nina	Orebro University	Posters 2
Hassett	Melanie	University of Sheffield, United Kingdom	S06.13C
Hatani	Faith	Copenhagen Business School, Denmark	S05.10C1
Havran	Zsolt	Corvinus University of Budapest, Hungary	F02.05C1
He	Xinming	Durham University, United Kingdom	F04.08C1
Hearn	Bruce Allen	University of Southampton, United Kingdom	F02.06C
Hedderich	Barbara	Ansbach University of Applied Sciences, Germany	S07.07I2
Hegerty	Scott William	Northeastern Illinois University	F03.08C
Hendriks	Guus	University of Amsterdam, the Netherlands	F02.10C1, S07.08C
Hennart	Jean-Francois	Tilburg University, Netherlands, The	F01.02C, F03.02P S05.14P
Henrique-Oliveira	Renan	FGV EAESP, Brazil	S07.01I
Her	Yaerin	Korea University Business School, Korea, Republic of (South Korea)	F03.04C
Hernandez	Gonzalo	ITESO Universidad Jesuita de Guadalajara, Mexico	Posters 2
Hernández	Virginia	UNIVERSIDAD CARLOS III DE MADRID, Spain	F02.10C1
Hilgert	Emilia	Universidade Federal do Rio Grande do Sul, Brazil	F03.11C
Hoempler	Erik	Texas A&M University, United States of America	F01.06C
Holm	Ulf	Uppsala University	F04.03P
Holmstedt	Matthias	Mälardalens universitet, Sweden	F02.06C
Hong	Sungjin	Yeungnam University, Korea, Republic of (South Korea)	
Hong	Tongtong	Korea University Business School, Korea, Republic of (South Korea)	F02.06C

Horak	Sven	The Peter J. Tobin College of Business, St. John's University	F02.03I, F03.07C1
Hotho	Jasper	Copenhagen Business School, Denmark	S05.10C3
Hu	Yimei	Aalborg University	S07.10I1
Huang	Duo	Beijing International Studies University, China, People's Republic of	F03.08C, F04.10C, Posters 2
Huang	Vincent	Hong Kong Baptist University (HK)	Posters 2
Huang	Yawen	Hokusei Gakuen University, Japan	Posters 1
Hudakova	Monika	BUEM, Slovak Republic	Posters 2
Huhtinen	Sirkka-Liisa	Helsinki University, Finland	Posters 1
Hurmerinta	Leila	University of Turku	F02.14P, S06.13C
Hurst	Jamie Lee	Manchester Metropolitan University, United Kingdom	Posters 2
Hutzschenreuter	Thomas	Technical University of Munich	S05.05P

<b>I</b>			
I. J. M. Van der Heijden	Beatrice	Institute for Management Research, Radboud University, Nijmegen, the Netherlands;	Posters 1
ILIEVA	Maria Vasileva	Leeds University Business School, United Kingdom	
Imam	Md. Hasan	Aalborg University, Denmark	S07.10I1
Ipek	Ebru	San Francisco State University, United States of America	Posters 1, F04.01C
Isaza Vargas	Juan Pablo	Universidad Nacional de Colombia, Colombia	Posters 2
Ishii	Shinichi	Osaka Metropolitan University, Japan	Posters 1
Ivanova-Gongne	Maria	Åbo Akademi	Posters 1



Ivanova-Gongne	Maria	S06.02P
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<b>J</b>			
<b>Last Name</b>	<b>First Name</b>	<b>Affiliation</b>	<b>Session</b>
Jack	Sarah	University of Lancaster, UK	F01.01C
Jacobs	Nele	Trier University, Germany	S05.05C S07.10C
Jaklic	Andreja	University of Ljubljana, Slovenia	F02.09P, S06.03C2 S06.02C
Jakobsson	Johan	University of Gothenburg, Sweden	S06.03C
James	Barclay	St. Mary's University, United States of America	F01.09C
Jankowska	Barbara	Poznań University of Economics and Business	S06.04P2, Posters 2, Posters 2
Järv	Olle	University of Helsinki, Finland	Posters 2
Jasovska	Pavlina	University of Technology Sydney Business School, Australia	F04.09C
Jeppe	Arne	University of Duisburg-Essen, Germany	S06.03C2
Jerinic Ivic	Zorana	Université Paris-Saclay, France	S07.07I
Jez	Vedrana	Western Norway University of Applied Sciences, Norway	S06.01I
Jha	Soni	Purdue University - Fort Wayne, United States of America	F01.10P, F02.10C1, S05.09P
Jiang	Cuiling	Department of Management, Kedge Business School	F02.03I
Jo	Angouri	University of Warwick, UK	F02.07C1
Joergensen	Tetyana	University College Northern Denmark, Denmark	Posters 1
Joltreau	Thibaut	TBS Education France	F01.04C, S06.04P2
Jones	Chris	Aston University, United Kingdom	F01.06C
Jones	David. A.	Grossman School of Business, University of	Posters 2

		Vermont, United States	
Juk	Yohanna	University of Campinas, Brazil	Posters 1
Jukarainen	Lauri	University of Eastern Finland	Posters 1
Julkunen	Saara	University of Eastern Finland	Posters 1
Junni	Paulina	Hanken School of Economics, Finland	Posters 1

## K

Last Name	First Name	Affiliation	Session
Kabbara	Diala	University of Pavia, Italy	Posters 1
Kafouros	Mario	Alliance Manchester Business School	F01.08P
Kähäri	Perttu	Aalto University School of Business, Finland	F02.14P, F04.03P
Kahyalar	Neslihan	Nottingham Trent University, United Kingdom	S05.11I
Kajos	Attila	Corvinus University of Budapest, Hungary	F02.05C1
Kalanoski	Dimitrija	Alliance Manchester Business School, United Kingdom	S07.09C
Kalinic	Igor	European Commission	F03.02I, F04.02C
Kaltenecker Retto de Queiroz	Evodio	Northeastern University, United States of America	F02.03C S07.01I
Kamihanda	Mesiet W.	UEMF, Business School, Morocco	S05.10C1
Kang	Olivia	Mälardalen University, Sweden	F01.12P
Kania	Aleksandra	PUEB, Poznan	S06.04P2
Kano	Liena	University of Calgary, Canada	F02.11P, S05.05P
KANTARUK PIERRE	OKSANA	ICN Business School, CEREFIGE Reserach Center, France	S05.05C
Kappen	Philip	KTH, Sweden	Posters 2
Karamustafa- Köse	Güldem	Haute école de gestion Arc // HES-SO University of Applied Sciences Western Switzerland, Switzerland	S07.03C

Karelis	Stavros	University of Macedonia, Greece	Posters 2
Karhu	Anna	University of Turku, Finland	Posters 2, S07.1011
Karindi	Liisi	Estonian Business School, Estonia	
Karinen	Matti Tapio William	Turku School of Economics - University of Turku, Finland; EFOS, J.J Strossmeyer University in Osijek, Croatia	Posters 2
Karkanis	Dimitrios	University of Macedonia, Greece	S07.11I F01.09I
Karmowska	Joanna	Oxford Brookes University, UK	F04.07P1, S05.02C2
Kautto	Daria	Aalto University, Finland	Posters 1
Kayacı	Ayşe	Dicle University, Turkiye	S05.11I
Kehl	Anna	University of Bremen, Germany	F01.06C
Kemppainen	Joona Petteri	University of Eastern Finland, Finland	F01.02C
Kerner	Riina	Estonian Business School, Estonia	Posters 1
Ketteni	Elena	Frederick University, Cyprus	F02.09I
Khan	Iqra Sadaf	aalto university, Finland	S07.10C
Khan	Muhammad Taimur	Sheffield Hallam University, United Kingdom	S06.01I
Khapova	Svetlana	School of Business and Economics, Vrije University Amsterdam, Netherlands, The	
Kibler	Ewald	Aalto University, Finland	F01.01C
Kiefner	Valentin	WU Vienna University of Economics & Business, Austria	
Kim	Jihye	University of Dundee, United Kingdom	Posters 2
Kim	Na Young	Korea University, Korea, Republic of (South Korea)	S05.07I, S07.07I2
Kim	Nam	Korea University Business School, Korea, Republic of (South Korea)	S05.10C3, S07.08C

Kinnunen	Xiaoshi	Aalto University, Finland	Posters 1, Posters 1
Kjersem	Kristina	NTNU, Norway	Posters 1
Kleinhempel	Johannes	Copenhagen Business School, Denmark	F04.02C, S07.10I
Klidas	Antonis	Deree-The American College of Greece, Greece	F03.12C
Klishevich	Daria	Saint Petersburg State University, Russian Federation	F04.02I S05.02I
Kolesa	Iris	University of Ljubljana, Faculty of Social Sciences, Slovenia	S06.03C2 S06.02C
Kom	Caroline Nanain	Sheffield Hallam University, United Kingdom	F04.01C
Kontkanen	Minnie	University of Vaasa	F02.14P, S07.02I
Koornneef	Stephanie	Radboud University, Netherlands, The	S07.08C
Koskinen	Kaisa	Tampere University, Finland	S05.01P
Kosonen	Mikko	Aalto University School of Business, Finland	F02.14P
Kottaridi	Constantina	University of Piraeus, Greece	F02.09I, S05.14P
Kovacs	Erica	Indiana University	F02.12P, F03.07P F01.06P
Koveshnikov	Alexei	Aalto University School of Business, Finland	F02.07C1, F02.03C
Kowalski	Arkadiusz Michał	SGH Warsaw School of Economics, Poland	F03.08C
Kozma	Miklos	Corvinus University of Budapest, Hungary	Posters 1
Křečková Kroupová	Zuzana	Prague University of Economics and Business, Czech Republic	Posters 2, Posters 2
Kubala	Maria	Poznań University of Economics and Business, Poland	Posters 2
Kucherov	Dmitry	Graduate School of Management, Russia	S05.07I
Kuivalainen	Olli	Lappeenranta University, Finland	F01.04P, Posters 1, F04.12P1
Kujala	Irene	Abo Akademi UNiversity Finland	

Kulkki	Seija Kyllikki	Aalto University School of Business, Finland	Posters 1
Kumar	Vikas	The University of Sydney Business School, Australia	F02.11C, S07.02I
Kumodzie-Dussey	Makafui Kwame	University of Sussex Business School	F03.04C
Kunczer	Vera	Luis Guido Carli, Italy	S06.09I
Kurt	Yusuf	Alliance Manchester Business School	F01.02C
Kurtovic	Slavica	WU Wien, Austria	Posters 2
Kusi	Samuel	School of Management, University of Bradford	S05.02C
Kutten	Ambre	Deutsche Bundesbank	S07.04I
Kyrkilis	Dimitrios	University of Macedonia, Greece	Posters 2, S07.11I

<b>L</b>			
<b>Last Name</b>	<b>First Name</b>	<b>Affiliation</b>	<b>Session</b>
Lager	Mia-Kristina	University of Vaasa	Posters 1
Lagestrom	Katarina	Uppsala University	F02.03I
Laine	Igor	LUT University, Finland	Posters 2
Lammi	Daniel	Aalto University, Finland	Posters 2
Langinier	Hélène	Arte GIE	S06.13C
Larsen	Marcus M.	Copenhagen Business School, Denmark	S05.09P, S06.04P1, S07.09C1
Larsson	Toon Lars Tobias	Mälardalen University, Sweden	F03.12C
Latukha	Marina	Léonard de Vinci Pôle Universitaire	
Latukha	Marina	St. Petersburg state university, Graduate school of management, Russian Federation	F04.06C S06.10C
Lawton	Thomas	Cork University Business School - UCC	F03.11C2

Lazarova	Mila B.	Simon Fraser University	F02.07C1
Le	Dan Ha	Turku School of Economics, Finland	F04.07P1 S07.07I
Lecomte	Philippe	GEM&L	F03.07P2
Lee	Changchan	Korea University Business School, Korea, Republic of (South Korea)	S07.07I2
Lee	Jeoung Yul	College of Business Management, Hongik University, Sejong, South Korea	
Lee	Jong Min	Yonsei University, Korea, Republic of (South Korea)	F03.11C2, S06.09I
Lee	Sangmook	Penn State Great valley	F04.06C
Lehmann	Viviane Nadine Zoe	University of Fribourg, Switzerland	F04.04I
Leite	Emilene	University of Vaasa	F02.03I, Posters 2
Lemus	Daniel	Tecnologico de Monterrey (Mexico)	S07.01I
Lengler	Jorge	Durham University, United Kingdom	F04.08C1
Leonidou	Leonidas	University of Cyprus	F02.05C
Leonidou	Leonidas Costas	University of Cyprus, Cyprus	S07.10C F01.01C
Leppäaho	Tanja	LUT University, Finland	F03.01C
Lewandowska	Małgorzata Stefania	SGH Warsaw School of Economics, Poland	F03.08C
Leymann	Gunnar	University of Bremen, Germany	F01.06C
Li	Ben	University of Massachusetts, Lowell, USA	F03.04C
Li	Chen	The Chinese University of Hong Kong, Hong Kong S.A.R. (China)	
Li	Fangfang	University of Leeds	S05.05C
Li	Jiacong	University of International Business and Economics, China, People's Republic of	F04.10C
Li	Jiao	Universitat Autònoma de Barcelona, Spain	S05.02C1
Li	Linjie	BPP University, UK, United Kingdom	S07.10I

Li	Peter Ping	Copenhagen Business School, Denmark	S07.08C
Li	Wei	The University of Sydney Business School, Australia	S05.10C1
Li	Weidong	Nanjing University	S06.09I
Li	Yanwen	University of Vaasa	Posters 1, F04.04I
Li	Zijie	University of International Business and Economics, China, People's Republic of	F04.10C
Liang	Yanze	The University of Nottingham Ningbo China	S07.09C
Lin	Wei	University of St. Gallen, Switzerland	F03.01C, F04.06C
Lindner	Thomas	Innsbruck University, Austria; Copenhagen Business School, Denmark	F01.09C F02.03C F03.09C, F04.08C, F04.08C, Posters 2
Linnamäe	Birgit	Estonian Business School, Estonia	Posters 1
Liou	Ru-Shiun	University of Tampa, United States of America	F02.09I
Lisboa	Ana	Polytechnic University of Leiria, CARME, Portugal	F03.05C
Lisovskaia	Antonina	Rabat Business School, Morocco	S05.07I
Liu	Bingkun	University of Leeds, United Kingdom	S07.08I
Liu	Ling	University of Edinburg	F04.12P
Liu	Linyu	Aalto University, Finland	F02.07C1, Posters 1, Posters 1
Lougui	Monia	Swedish Defence Research Agency, Sweden	Posters 1
Lu	Jane	City University of Hong Kong, Hong Kong S.A.R. (China)	S05.11I, S07.02C
Lu	Xin	Hiroshima University, Japan	F01.07C
Luna	Rodrigo	WU Vienna	F02.03C
Lundan	Sarianna M.	Aalto University, Finland; University of Bremen, Germany	F01.10P
Lundberg	Pipsa	LUT University, Finland	Posters 1

Lunnan	Randi	BI Norwegian Business School	F01.13P1, F02.12P1, Posters 2
Lupina-Wegener	Anna	ZHAW School of Management and Law	S07.03C
Lutskes	Naomi	Wirtschaftsuniversität Wien, Austria	F01.04C
Lutz	Jakob	Copenhagen Business School, Denmark	S05.10C3

## M

Last Name	First Name	Affiliation	Session
Macedo	Dinis	ISEG - Lisbon School of Economics & Management, Portugal	S05.02C1
Maciel	Inês	University of Porto, Portugal	F02.02I
Magnani	Giovanna	University of Pavia, Italy	Posters 1
Mahmood	Feroj	University of Vaasa	F03.02I
Mainela	Tuija	Oulu University, Finland	F01.01C
Majcherek	Dawid	SGH Warsaw School of Economics, Poland	F03.08C
Majdenic Karinen	Danijela	Turku School of Economics, University of Turku, Finland	Posters 1
Majocchi	Antonio	LUISS	F01.02C, S07.02C
Mäkelä	Kristiina	Aalto University, Finland	S07.07C
Malagila	John	University of Southampton, United Kingdom	F02.06C
Matecka-Ziembińska	Edyta	Poznań University of Economics and Business, Poland	
Mammadov	Avaz	University of Agder, Norway	F04.02C
Mancini	Michele	Banca d'Italia	S07.04I
Manish Saxena	Jini	Dr. D.Y Patil Institute of Management and Research	
Manotas Rodriguez	Eddie Esteban	OlarteMoure & Asociados, Colombia	Posters 1, Posters 2
Marco-Lajara	Bartolomé	University of Alicante, Spain	S05.02C1
Margaret	Irene	University of Liverpool, UK	S06.10P1
Marinov	Marin A.	Aalborg University, Denmark	F02.05C, F03.09P1



Marinov	Marin Alexandrov	Aalborg University, Denmark	S07.10C
Marinova	Svetla T.	Aalborg University, Denmark	F02.05C
Marinova	Svetla Trifonova	Aalborg University, Denmark	S07.10C
Mariotti	Sergio	Politecnico di Milano	
Marques-Silva	Maria Sol	FGV Sao Paulo School of Business Administration, Brazil	S07.10I1
Marra	Marianna	University of Sussex, Politecnico di Milano	F01.08P, F03.03C, F04.13P
Martínez Pantoja	Yadira Ixchel	Prague University of Economics and Business, Czech Republic	S07.01I
Martinez Toro	Juan David	OlarteMoure & Asociados, Colombia	Posters 1
Martínez-Falcó	Javier	University of Alicante, Spain	S05.02C1
Martinez	Irving	Unifranz University	F04.12P
Marzano	Riccardo	Sapienza Università di Roma, Italy	
Massini	Silvia	The University of Manchester	F01.04C, F01.10C
Mata	José	Copenhagen Business School, Denmark	F04.02C
Matala	Saara	Chalmers University of Technology, Sweden	F01.09C, S07.01I
Mataruna-dos-Santos	Leonardo José	Canadian University Dubai, United Arab Emirates	F02.01C
Mavri	Gaja	University of Ljubljana, Faculty of Social Sciences, Slovenia	S06.03C2
Mayrhofer	Ulrike	Université Côte d'Azur, IAE Nice, GRM, France	F01.02C, F02.03I, S07.08C
Mees-Buss	Jacqueline	University of New South Wales, Australia	F04.03P
Melén Hånell	Sara	Mälardalen University, Sweden	S05.02I, S06.01I Posters 2
Mello	Rodrigo	University of Vaasa, Finland	F04.06C Posters 1, F04.02I
Memar	Noushan	Mälardalen University, Sweden	S07.08I
Meneses	Raquel	Universidade do Porto	F02.05C1 S05.02C1
Meng	Can	Molde University College, Norway	S05.11I

Mengoli	stefano	department of management, Italy, Bologna	S07.02C
Meyer	Klaus	Western University, Canada	F02.12P1
Miao	Chunzi	Nanyang Technological University	
Michélsen Forsgren	Miranda	Swedish Defence Research Agency, Sweden	Posters 1
Mihailova	Irina	University of Eastern Finland, Finland	F03.08C, S07.02I
Millán-Tudela	Luis A.	University of Alicante, Spain	S05.02C1
Miller	Stewart Robert	Durham University, United Kingdom	S07.01I
Milotta	Margherita	University of Milan, Italy	F02.05C, Posters 2
Minbaeva	Dana	King's College, UK	F01.12P, F03.07P, S07.07C
Mishcheniuk	Mark	Prague University of Economics and Business, Czech Republic	Posters 1
Mogos Descotes	Raluca	ULCO (Université du Littoral, Côte d'Opale), LEM CNRS Research Center, France	S05.05C
Mohammadian	Ayoub	University of Tehran, Faculty of Management, Iran, Islamic Republic of	F01.02I
Mohr	Alexander	Vienna University of Economics and Business WU, Austria	Posters 1, Posters 2
Montoya Bayardo	Miguel Angel	Tecnológico de Monterrey	F02.03C
Montoya	Miguel	Tecnologico de Monterrey (Mexico)	S07.01I
Moore	Elizabeth	Northeastern University	F02.12P
Moretto	Antonella	Politecnico di Milano, Italy	S05.10C1
Morgulis-Yakushev	Sergey	Uppsala University, Sweden	S05.02C2
Morschett	Dirk	University of Fribourg, Switzerland	F01.02I, F04.04I
Mroczek-Dąbrowska	Katarzyna	PUEB, Poznan	S06.04P2
Mohammadian	Ayoub	University of Tehran, Faculty of	F01.02I

		Management, Iran, Islamic Republic of	
Mohr	Alexander	Vienna University of Economics and Business WU, Austria	Posters 1, Posters 2
Montoya Bayardo	Miguel Angel	Tecnológico de Monterrey	F02.03C
Montoya	Miguel	Tecnologico de Monterrey (Mexico)	S07.01I
Moore	Elizabeth	Northeastern University	F02.12P
Moretto	Antonella	Politecnico di Milano, Italy	S05.10C1
Morgulis-Yakushev	Sergey	Uppsala University, Sweden	S05.02C2
Morschett	Dirk	University of Fribourg, Switzerland	F01.02I, F04.04I
Mroczek-Dąbrowska	Katarzyna	PUEB, Poznan	S06.04P2
Mu	Yu	University of Groningen, Netherlands, The	F02.03I
Mudambi	Ram	Temple University, United States of America	F01.10P
Mueller	Michael	Copenhagen Business School	F03.07C1
Müllner	Jakob	WU (Vienna University of Economics and Business), Austria	F04.09C
Mumford	Jonathan Van	University of Turku School of Economics, Finland	F03.12C
Munoz	Bernardo	University Complutense of Madrid, Spain	F02.11C
Mutinelli	Marco	University of Brescia	
Mwesiumo	Deodat Edward	Molde University, Norway	Posters 1

## N

Last Name	First Name	Affiliation	Session
Nakos	George	Clayton State University	F03.02I
Namatovu	Rebecca	Copenhagen Business School, Denmark	S05.10C1
Nandakumar	M.K.	Indian Institute of Management Kozhikode, India	S05.02C
Nandal	Anu	IIM Indore, India	S07.09C1

Napiórkowska	Anna	SGH Warsaw School of Economics, Poland	F04.10C
Nascimento	Luis Felipe	Universidade Federal do Rio Grande do Sul, Brazil	S07.10I1
Ng	wilson	IDRAC Business school	F03.11C2
Nguyen	Arthur	University of Rouen Normandy, France	S06.01I
Nguyen	Bach	University of Exeter	S07.02I
Nguyen	Duc Cuong	Alliance Manchester Business School, United Kingdom	F04.13P
Nguyen	Ha	University of Sussex, United Kingdom	F03.03C, F03.03C
Nguyen	Huu Thi Thuy Duong	ESCP Business school, France	S06.10C
Nguyen	Ngoc	Edinburgh Business School, Heriot-Watt University, United Kingdom	F01.02I
Nguyen	Quyên	University of Reading, United Kingdom	S07.03C
Nielsen	Bo Bernhard	University of Sydney, Australia	F02.01C
Niittymies	Aleksi	Aalto University, Finland	F01.01C, F02.14P, Posters 1
Nishikawa	Hidehiko	Hosei University, Japan	S07.07I
Niskavaara	Johanna	Aalto University School of Business, Finland	F02.14P, Posters 1, F03.07P2
Noll	Matias A.	Instituto Federal Goiano, GO, Brasil	S05.10C1
Nollau	Juliet	University of Erfurt, Germany	F02.09I
Nordbäck	Emma	Hanken School of Economics, Finland	S07.07C
Nordell	Martin	Abo Akademi University Finland	
Nova Alarcon	Michel Alejandro	Gsom	F03.02I
Nowak	Jan	European University of Business	S07.11I
Ntim	Collins	Copenhagen Business School, Denmark	F02.06C
Nujen	Bella	NTNU, Norway	Posters 1
Nujen	Bella B.	Norwegian University of Science and Technology, Norway	F01.04P, S06.03C
Nujen	Bella Belerivana	Department of International	F02.11C

		Business, Norwegian University of Science and Technology, Ålesund, Norway	
Nummela	Niina	University of Turku	F02.14P, F03.02I, S05.02C2, S07.07I
Nurmi	Niina	Aalto University, Finland	S07.07C
Nykvist	Rasmus	Linköping University, Sweden	S07.03C
Nyström	Anna-Greta	Abo Akademi University Finland	

## O

Last Name	First Name	Affiliation	Session
O'Higgins	Ciara	University of Deusto	F02.14P, F04.07P1, S07.01I
Obloj	Krzysztof	Kozminski University, Poland	F02.09P, S06.16P
Odorici	vincenza	department of management, Italy, Bologna	S07.02C
Oertel	Simon	Paris Lodron University of Salzburg, Austria	F02.09I
Oguike	MacDonald Nnadozie	University of Vaasa, Finland	Posters 1
Oguji	Nnamdi	SRH university of applied sciences, campus Hamburg	Posters 1
Ojala	Arto	University of Vaasa	Posters 1, F03.08C F04.02I F04.04I
Ojubanire	Olugbenga A.	Department of Consumer Sciences and Hospitality Management, Obafemi Awolowo University, Nigeria	S05.10C1
Okafor	Godwin	De Montfort University, United Kingdom	S05.11I
Okoye	Kingsley	Tecnológico de Monterrey	F02.03C
Olarewaju	Adeniyi Damilola	School of Business, Maynooth University, Ireland	S05.02C
Olejniak	Iwona	Poznań University of Economics and Business	

Oleksiuk	Adam	SGH Warsaw School of Economics, Poland	Posters 1
Oliveira	Alexandre	School of Technology and Management - Polytechnic Institute of Leiria; Faculty of Economics - University of Coimbra	F01.09I, F03.09C
Olkkonen	Laura	LUT University, Finland	F03.01C
Olsen	Karen Modesta	NHH Norwegian School of Economics, Norway	S07.07C
Onoz	Ergun	University of Groningen	F03.04C
Ott	Ursula	Nottingham Trent University	F01.02C
Owenvbiugie	Robinson Osarumwense	University of Benin, Benin City. Nigeria, Nigeria	
Owusu	Richard Afriyie	Linnaeus University, Sweden	Posters 1
Oxelheim	Lars	Lund University, Sweden	F02.06C

## P

Last Name	First Name	Affiliation	Session
Paavilainen-Mäntymäki	Eriikka	University of Turku, Finland	F01.01C F02.14P S06.13C, S07.10I1
Pacheco	Larissa	Northeastern University	F02.12P
Padrón-Hernández	Ivar	Hitotsubashi University, Japan	S07.03C
Pahlberg	Cecilia	Uppsala University	F02.03I
Pajunen	Kalle	Tampere University, Finland	F01.01C
Palihawadana	Dayananda	UNIVERSITY OF LEEDS	
Pallás Rocafull	Andrea	University of Valencia, Spain	S05.02I S06.13C
Palmunen	Lauri-Matti	University of Turku, Finland	Posters 2
Panibratov	Andrei	Léonard de Vinci Pôle Universitaire, France & St . Petersburg University, Russia	F02.09P F04.06C
Papanastassiou	Marina	University of Leeds, United Kingdom	F02.11P, S07.08I
Parast	Mahour	Arizona State University, USA	Posters 2

Parente	Ronaldo	Florida International University, FL, USA	F01.06P, F02.03I, F02.12P Posters 2
Park	Hyeyoun	Univeristy of Surrey, UK	S07.09C
Patel	Pankaj C.	Villanova School of Business, Villanova University	F02.05C
Pathak	Priyanshu Protim	Politecnico Di Milano, Italy	F01.10C
Pedersen	Torben	Copenhagen Business School	S05.07I, S07.07I1
Pedroletti	Daniel	Uppsala University, Sweden	S07.04I
Pegoraro	Diletta	Politecnico di Milano	F04.13P
Pegoraro	Diletta	Politecnico di Milano, Italy	Posters 2 S07.04I
Peixoto	Inês	University of Vaasa, Finland	S07.10I1
Pelle	Anita	University of Szeged, Hungary	Posters 2
Pelto	Elina	University of Turku, Finland	Posters 2
Peltokorpi	Vesa	Hiroshima University, Japan	F01.07C, F01.07C, S07.07I2
Pereira Cabral	Bernardo	University of Campinas, Brazil; Federal University of Bahia	
Pereira	Vijay	NEOMA Business School, Reims Campus, France	S07.07I1
Pesch	Robin	Northumbria University, UK	Posters 1, F04.01C
Petersen	Bent	Copenhagen Business School	F02.14P
Phan	Hoang Quoc Khanh	LUT University, Finland	Posters 2
Piaskowska	Dorota	University College Dublin School of Business, Ireland	F04.07P1, S07.02I
Piekkari	Rebecca	Aalto Univ, Finland	F01.13P2, F02.14P, Posters 1, S05.01P
Pina e Cunha	Miguel	Nova School of Business & Economics, Lisbon, Portugal	S07.02C
Pineda-Escobar	Maria Alejandra	ISS - Erasmus University Rotterdam, The Netherlands; Politecnico	Posters 1

		Grancolombiano, Colombia	
Pinto	Karen	University of Campinas, Brazil	Posters 1
Pirrone	Giuseppe	University of Pavia, Italy	F02.05C, S06.12P, Posters 2
Piscitello	Lucia	Politecnico Di Milano, Italy	F01.10C, F04.04I, S06.16P
Pla-Barber	Jose	University of Valencia, Spain	F01.10C, S05.02I
Plakoyiannaki	Emmanuella	University of Vienna	F01.02C
Plaza Peña	Isaac	Universidad Hemisferios, Ecuador	F04.02I
Poprzen	Luka	Vienna University of Economics and Business, Austria	Posters 1
Poveda-Pareja	Esther	University of Alicante, Spain	S05.02C1
presutti	manuela	department of management, Italy, Bologna	S07.02C
Prévoit	Frédéric	Kedge Business School, France	F03.11C, S07.10I1
Proff	Heike	University of Duisburg- Essen, Germany	S06.03C2
Pruthi	Sarika	San Jose State University	F04.12P
Puhr	Harald	Vienna university of economics and business, Austria	F04.08C, Posters 2
Puig	Francisco	University of Valencia, Spain	F01.09I
Punnala	Mikko	University of Vaasa, Finland	F04.02I
Purkayastha	Anish	The University of Sydney Business School, Australia	F02.11C
Puslecki	Lukasz	Poznań University of Economics and Business, Poland	S07.08I
Pyun	Ju Hyun	Korea University, Korea, Republic of (South Korea)	F01.04C

## Q

Last Name	First Name	Affiliation	Session
Qiu	Yixin	University of Galway	S06.03C



Quer	Diego	University of Alicante, Spain	F03.11C2, S06.16P
Quintana	Javier	Banco de España	S07.04I

<b>R</b>			
<b>Last Name</b>	<b>First Name</b>	<b>Affiliation</b>	<b>Session</b>
Raatikainen	Markus	University of Eastern Finland, Finland	F01.02C
Rabbiosi	Larissa	Copenhagen Business School	S07.07C
Rabczun	Aleksandra	Poznan University of Economics and Business, Poland	Posters 2
Raghavan	Nikhila	Friedrich-Alexander- Universität Erlangen- Nürnberg, Germany	Posters 2
Rahimipour Anaraki	Amir	Brunel University London, United Kingdom	F04.08C1
Rahman	Arafat	Hanken School of Economics	S05.02C
Rahman	Mohammad Iftekhar	University of Auckland, New Zealand	F03.11C
Raitis	Johanna	Turku University, Finland	S07.07I
Rajwani	Tazeeb	University of Surrey, United Kingdom	F02.11P, F03.11C2, S07.09C
Rakowska	Wiktorja	Poznan University of Economics and Business, Poland	Posters 2
Rammal	Hussain	University of Adelaide, Business School, Australia	F04.09C S07.07I1
Rana	Mohammad	Aalborg University, Denmark, Denmark	F04.04I
Randoy	Trond	University of Essex, United Kingdom	F02.06C
Rani	Pushpa	University of Oulu, Finland	F02.02I
Rašković	Matevž {Matt}	Auckland University of Technology, New Zealand	F01.09C F02.12P1

Raswant	Arpit	University of Newcastle, Australia	F02.01C
Reiche	B. Sebastian	IESE Business School, Spain	F02.07C1
Reichstein-Scholz	Harriet	Hamburg School of Business Administration	F04.12P
Reinecke	Juliane	University of Oxford, UK	
Reis	Nuno Rosa	School of Technology and Management - Polytechnic Institute of Leiria	F01.09I, F03.09C
Reithofer	Evelyn	WU (Vienna University of Economics and Business), Austria	Posters 2
Reuber	Becky	University of Toronto, Canada	F01.13P
Reunamäki	Riku	University of Helsinki, Finland	Posters 2
Reus	Taco	Rotterdam School of Management, Erasmus University	F03.07C1
Reverdy	Thomas	Univ. Grenoble Alpes, CNRS, Sciences Po Grenoble, Pacte, 38000 Grenoble, France	S07.09C
Revilla	Antonio	UNIVERSIDAD CARLOS III DE MADRID, Spain	F02.10C1
Rewilak	Johan	University of South Carolina, Columbia	F01.06C
Rialp Criado	Alejandro	Universitat Autònoma de Barcelona, Spain	S05.02C1 F04.04I
Ribeiro	Fábio Matos	CARME, Polytechnic of Leiria, Portugal	F03.05C
Richard	James	Heriot Watt University, United Kingdom	
Ridge	James Anthony	Sheffield Hallam University, United Kingdom	Posters 2
Rienda	Laura	University of Alicante, Spain	S07.10C
Ritvala	Tiina	Aalto University, Finland	S07.10I1
Roder Figueira	Ariane	Universidade Federal do Rio de Janeiro, Brazil	F02.01C

Rodríguez	Alicia	UNIVERSIDAD CARLOS III DE MADRID, Spain	F02.10C1 F03.08C
Rodriguez	Mauro	Tecnologico de Monterrey (Mexico)	S07.01I
Roedder	Felix	RMIT University, Saigon, Vietnam	S07.04I
Roell	Christiaan	UNSW business school	F03.11C2
Rollins	Minna	University of West Georgia, United States of America	Posters 1, Posters 2
Rondi	Emanuela	University of Bergamo	F01.02C
Rosenbaum	Paul	Uppsala University, Sweden	Posters 2
Roth	Fabrice	Magellan Research Laboratory, Lyon 3 Jean Moulin University, France	S05.10C3
Rovira Nordman	Emilia	Mälardalen University, Sweden	S05.02I
Røed	Josefine	BI Norwegian Business School, Norway	Posters 2
Rudakova	Daria	Saint Petersburg State University, Russian Federation	F04.02I
Ruigrok	Winfried	University of St.Gallen, Switzerland	F02.11P, F03.03C, F03.01C, F04.06C
Ruiz-Fernández	Lorena	University of Alicante, Spain	S07.10C
Russo	Eduardo	Tecnológico de Monterrey, Mexico	F02.01C
Rygh	Asmund	University of Manchester, United Kingdom	S06.01I, S07.09C1, S07.10I
Rysakova	Liana	St Petersburg State University, Graduate School of Management	F04.06C

## S

Last Name	First Name	Affiliation	Session
Saarenketo	Sami	LUT University, Finland	Posters 1
Sabaratham	Aranthy	Toronto Metropolitan University, Canada	S07.10I

Safari	Arsalan	Qatar University, Qatar	Posters 2
Safari	Aswo	Mälardalen University, Sweden	F02.05C1, S05.02C2, S05.02I
Saittakari	Iiris	Aalto University School of Business, Finland	F02.03C, Posters 2
Saka-Helmhout	Ayse	Radboud University, The Netherlands	S07.10I1
Salciuviene	LAURA	University of Birmingham, United Kingdom	F04.02I, S05.11I
Salmelin	Mirja	Aalto University School of Business Department of Management, Finland	Posters 2
Salokangas	Saara Sofia	University of Eastern Finland, Finland	Posters 1, Posters 1
San José Iglesias	Rafael	Prague University of Economics and Business, Czech Republic	F02.05C1, S07.01I
Sandberg	Susanne	Linnaeus University	S06.02P, S07.08I
Sanden	Guro Refsum	GEM&L; BI Norwegian Business School	F03.07P2
Sandvik	Alexander Madsen	NHH Norwegian School of Economics, Norway	S07.07C
Sang	Kate	Heriot Watt University, United Kingdom	
Sanguino Fabre	Juan Andrés	Universidad de Sevilla, Spain	
Sanna-Randaccio	Francesca	University of Rome	S05.14P
Santangelo	Grazia	Copenhagen Business School	F01.08P, F03.02P, S06.04P1
Santini	Erica	University of Trento, Italy	Posters 2
Santos-Paulinos	Amelia	UNCTAD, Switzerland	F04.10P2
Santos	Maria Carolina S.	Faculdade de Economia - Universidade do Porto, Portugal	S05.02C1
Sartorius	Anastasia	IDRAC Business School, France	F02.03I
Sato	Akiko	Kyushu University, Japan	F02.12P1
Savolainen	Hanne Elina	Aalto University School of Business, Finland	Posters 1

Saxena	Siddhartha	Heriot Watt University, United Kingdom	
Saxhena	Siddharta	Heriot Watt University	F04.12P
Sayed	Sabaa	United Arab Emirates University, United Arab Emirates	S05.02I
Scalera	Vittoria	University of Amsterdam, Netherlands, The	F03.09C F01.10P
Scharf	Constantin Günther Maria	TU Dresden, Germany	F01.01C
Schaupp	Gretchen Lina	University of Applied Sciences Magdeburg- Stendal, Germany	Posters 2
Scherleitner	Moritz	Aalto University School of Business Department of Management, Finland	Posters 2
Schlaegel	Christopher	Otto von Guericke University Magdeburg, Germany	F01.07C
Schmeisser	Björn	University of Economics and Business Administration of Vienna, Austria; Norwegian School of Economics	F04.09C
Schmid	Stefan	ESCP Business School, Berlin, Germany	S07.04I
Schmitt	Jan	University of Amsterdam	S06.03C
Schneider	Leon	RWTH Aachen University, Germany	F02.03I
Schütz	Adrian	Trier University, Germany	F01.05C
Schweizer	Roger	Gothenburg University	F02.03I
Sciascia	Salvatore	Università Carlo Cattaneo - LIUC	F01.02C
Scullion	Hugh	Hull University	F04.06C
Sels	Annabel T.H.	KU Leuven, Belgium	F01.09I
Sena-Dias	Pedro	Nova School of Business & Economics, Lisbon, Portugal	S07.02C
Seniuk	Ninel	BUEM, Slovak Republic	Posters 2
Seppälä	Tomi	Aalto University	Posters 1
Servais	Per	Linnaeus University	F02.02I, F04.02C, S07.08I

Settles	Alexander	University of Florida, United States of America	S07.11I
Seva-Larrosa	Pedro	University of Alicante, Spain	S07.10I
Shahzad	Faisal	Hamk Univeristy, Finland	F03.02I
Shallari	Irida	Mid Sweden University	Posters 2
Sharkey Scott	Pamela	Dublin City University	F01.13P1, S06.03C
Sharpe	Diana Rosemary	Sheffield Hallam University, United Kingdom	F04.01C, S06.01I
Shen	Yinfeng	University of Sydney, Australia	
Shin	Jiyoung	University of Bristol	S07.09C
Shneor	Rotem	University of Agder	S05.02C2
Shoham	Amir	Temple University, United States of America	F04.06C
Shui	Xiaolong	University of Bristol, United Kingdom	S07.02I
Shulist	Patrick	Aalto University, Finland	S05.01P
Silenskyte	Ausrine	University of Vaasa	S07.10I1
Silva	Beatriz	Polytechnic University of Leiria, Portugal	F03.05C
Silva	Susana	Universidade Católica Portuguesa	F02.05C1, S06.02P S05.02C1
Simões	Vitor Corado	ADVANCE/CSG, ISEG- Lisbon School of Economics and Management, University of Lisbon, Portugal	F03.01C S05.14P
Simon	Fanni	Malardalen University, Sweden	Posters 2, Posters 2
Singh	Vik	Toronto Metropolitan University, Canada	S07.10I
Sinha	Rai Siddhant	NEOMA Business School, France	S05.02C
Sinkovics	Noemi	Newcastle University, United Kingdom; InnoLab, University of Vaasa, Vaasa, Finland	F02.04C F03.01P F04.12P
Sinkovics	Rudolf	University of Durham, UK	S06.10P1 F02.04C F03.09P1, F04.12P1
Sivolapova	Elena	University of Turku, Finland	S05.02C2

Siwiec	Anna	Poznań University of Economics and Business, Poland	
Skica	Tomasz	University of Information Technology and Management in Rzeszów	Posters 2
Slager	Rieneke	University of Groningen, Netherlands, The	F02.03I
Slepniov	Dmitrij	Aalborg University Business School, Denmark	F03.03C
Smale	Adam	University of Vaasa	S07.07C
Snellman	Kirsi	Aalto University School of Business Department of Management, Finland	Posters 2
Soleimani	Marzieh	Department of Management studies, Aalto University, Finland	Posters 1
Solli Sæther	Hans	NTNU, Norway	Posters 1 F01.04P, F02.11C, S06.03C
Song	Ji-Won	University of Edinburgh, United Kingdom	S07.07I1
Song	Tianqi	Nanjing University	S06.09I
Sonnenschein	Alina Sophie	University of St.Gallen, Switzerland	Posters 1
Sousa	Carlos M. P.	Molde University College	S06.02C Posters 1, S05.11I
Sousa	Marcos de Moraes	Instituto Federal Goiano, GO, Brasil	S05.10C1
Spyropoulou	Stavroula	UNIVERSITY OF LEEDS	
Stahl	Günter	Vienna University of Economics and Business, Austria	S07.10C Posters 2
Stephens	Robert	Shippensburg University of Pennsylvania, Shippensburg, Pennsylvania, USA	F03.12C
Storm	Minna	University of Turku School of Economics, Finland	F03.12C
Story	Jodie	University of Leeds, United Kingdom	Posters 1

Strange	Roger	University of Sussex, United Kingdom	F03.03C
Stutz	Christian	Jyväskylä University School of Business and Economics, Finland	F01.09C, S07.01I
Sui	Sui	Toronto Metropolitan University, Canada	F02.02I, S07.10I
Summers	Tim	The Chinese University of Hong Kong, Hong Kong S.A.R. (China)	
Sun	Jongin	Korea University, Korea, Republic of (South Korea)	F01.04C
Sundqvist	Sanna	Aalto University, Finland	Posters 1, Posters 1
Suter	Mariana	Toulouse Business School, France	Posters 1
Sutherland	Dylan	Durham University, United Kingdom	Posters 2
Suutari	Vesa	University of Vaasa, Finland	Posters 1, Posters 1, F04.06C
Suzuki	Manami	Hosei University, Japan	S07.07I
Swoboda	Bernhard	Trier University, Germany	F01.05C, S05.05C, S07.10C
Szymanski	Mike	University of Illinois Urbana-Champaign	F02.03C
Szymura-Tyc	Maja	University of Economics in Katowice, Poland	Posters 1

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Tabei	Fatemeh	University of Tehran, Faculty of Management, Iran, Islamic Republic of	F01.02I
Tajuddin	Syed Ahmed	Aalborg University, Denmark	S06.10C
Takagi	Shuichi	Osaka Metropolitan University, Japan	Posters 1, Posters 1
Takeoka	Shiro	Kibi International University, Japan	Posters 1
Talarico	Ana Carolina	FGV Sao Paulo School of Business Administration, Brazil	S07.10I1



Talouni	Zakaria	Poznan University of Economics and Business, Poland	Posters 2, Posters 2, Posters 2
Talukder	Sazzad	Åbo Akademi University School of Business and Economics, Finland	S05.02I
TAN	Hongbin	Tongji University	S05.11I
Tan	Xionikai	University of Groningen	S07.10I1
Tang	Sheryl	University of St.Gallen	F03.03C
Tang	Yuxuan	Shanghai University of International Business and Economics	S06.09I
Tao	Yiran	Aalborg University, Denmark	
Taras	Vas	University of North Carolina at Greensboro	S05.07I F03.12C
Tarba	Shlomo	University of Birmingham	F04.06C
Tarnovskaya	Veronika	Lund University, Sweden	S06.01I
Tauringana	Ven	University of Southampton, United Kingdom	F02.06C
Tavares-Lehmann	Ana Teresa	CEF.UP, FEP, University of Porto	F03.08C
Tavoletti	Ernesto	University of Macerata, Italy	F03.12C
Taylor	Danielle	Université Paris 1 Panthéon-Sorbonne	F03.07P2 S06.13C
Teissandier	Magdalena	TBS Education	F02.01C, F02.04C
Temouri	Yama	Khalifa University	F01.06C
Tengblad	Stefan	Göteborgs universitet	S07.07C
Terán-Yépez	Eduardo	Department of Economics and Business, CIMEDES Research Center, University of Almeria, Spain; Andalusian Institute of Research and Innovation in Tourism (IATUR), Spain	Posters 1
Thallmayer	Nikolaj	Vienna University of Economics and Business, Austria	Posters 2
Thiele	Ida-Anna	Otto von Guericke University Magdeburg, Germany	F01.07C

Thilenius	Peter	Uppsala University, Sweden	F01.05C
Tienari	Janne	Hanken School of Economics	F03.07P2
Tietze	Susanne	Sheffield Hallam University	Posters 1, F03.07P2, S05.01P
Tihanyi	Can	WU Vienna University of Economics & Business, Austria	Posters 2
Tims	Maria	Department of Management and Organization, School of Business and Economics, Vrije Universiteit Amsterdam, Amsterdam, The Netherlands	S07.07C
Tinhof	Laurenz	WU Vienna	F03.09C, Posters 2 F02.04C
Tinits	Priit	Aalto University School of Business, Finland	S07.09C1
Tippmann	Esther	University of Galway	S06.03C
Tobin	Damian	Cork University Business School - UCC	F03.11C2
Tobón	David	University of Antioquia, Colombia	F01.10C
Tomassen	Sverre	BI Norwegian Business School	S07.11I
Tonn Goulart Moura	Stephanie	Cork University Business School - UCC	F03.11C2
Tonn	Alexander	University of St.Gallen, Switzerland	S06.12P
Torkkeli	Lasse	LUT University	Posters 1, Posters 1 F02.03I S05.10C1
Torres	Miguel	University of Kent, UK	F01.06P
Toumazi	Aegli	UNIVERSITY OF LEEDS	
Tran	Yen	Edinburgh Business School, Heriot-Watt University, United Kingdom	F01.02I
Trąpczyński	Piotr	Poznań University of Economics and Business, Poland	F02.05C, S07.11I
Trigeorgis	Lenos	Durham University, United Kingdom	S07.01I
Triki	Dora	ESCE International Business School, OMNES Education	F02.01C

Troiani	Nico	Vienna University of Economics and Business (WU Vienna), Austria	F01.02I
Tshilemba	D'alice Ntumba	Åbo Akademi University, Finland	Posters 2
Tsybova	Victoria	Graduate School of Management, Russia	S05.07I
Tumentseva	Anastasiia	St Petersburg State University, Graduate School of Management	F04.06C
Turnovská	Kateřina	Prague University of Economics and Business, Czech Republic	F02.05C1

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Uchanska-Bieniusiewicz	Anita	Kozminski University, Poland	Posters 2
Ulrich	Nik	University of Fribourg, Switzerland	F01.02I
Uzhegova	Maria	LUT University, Finland	Posters 1, Posters 1

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Last Name	First Name	Affiliation	Session
Vaaler	Paul	University of Minnesota, United States of America	F01.09C
Vaara	Eero	Said Business School, Oxford University	S05.06P
Väätänen	Juha	LUT University, Finland	Posters 2, S07.11I
Vahlne	Jan-Erik	University of Gothenburg, Sweden	S06.03C
Valdemarin	Stefano	ESSCA, Lyon, France	F01.02C
Välimäki	Kaisamaija	University of Turku, Finland	Posters 2
Van Acker	Veronique	Luxembourg Institute of Socio-Economic Research	Posters 2

Van Assche	Ari	HEC Montréal, Montreal, Canada, Canada	F03.01P, S05.09P, S06.04P1, S07.08I
Van der Heijden	Beatrice I. J. M.	Institute for Management Research, Radboud University, Nijmegen, the Netherlands;	Posters 1
van der Straaten	Khadija	Rotterdam School of Management, Erasmus University	F01.13P2, F04.10P2, S05.09P
van Heerwaarden	Bas	Radboud University, The Netherlands	S07.10I1
van Herk	Hester	Department of Marketing, School of Business and Economics, Vrije Universiteit Amsterdam, The Netherlands	S07.07C
van Kranenburg	Hans	Radboud University, Netherlands, The	S07.08C S07.10I1
van Oorschot	Kim E.	BI Norwegian Business School, Norway	S06.03C
van Tulder	Rob	RSM Erasmus University Rotterdam	F03.01P, S06.16P
Vandepoele	Louis	University of Mannheim, Germany	F04.09C
Vargas Braga da Silva	Mariana	Universidade Federal do Rio Grande do Sul, Brazil	S07.10I1
Vasconcellos	Silvio	ESCOLA SUPERIOR DE PROPAGANDA E MARKETING, Brazil	Posters 2
Vatne	Marcus Nikolay	Norwegian University of Science and Technology (NTNU), Norway	Posters 2
Veglio	Valerio	University of Pavia, Italy	Posters 1
Velasquez	Santiago	RMIT Vietnam	F04.09C
Velinov	Emil	Škoda Auto University, Czech Republic and RISEBA University of Applied Sciences	F01.06P Posters 1
Verbeke	Alain	University of Calgary, Canada	F02.09P
Verbeke	Alain	University of Calgary	F03.02P
Verdone	Francesco	University of Valencia, Spain	F01.09I

Vergeiner	Andrea	Vienna university of economics and business, Austria	F04.08C, F04.08C
Vilasboas Calixto Casnici	Cyntia	University of Leeds, United Kingdom	Posters 1
Virani	Salman Saleem	Molde University, Norway	Posters 1
Vissak	Tiia	University of Tartu, Estonia	Posters 1, F03.02I, F03.02I
Vo	Thao	BI Norwegian Business School, Norway	F01.12P, Posters 2
Voimavuo	Valentina	Aalto University, Finland	Posters 1
Vu	Chi	Durham University, United Kingdom	F04.08C1
Vuorio	Anna	LUT University, Finland	Posters 1

## W

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Wald	Andreas Erich	University of Agder, Norway	F04.02C
Wan	Skylar	University of Leeds, United Kingdom	F01.06C, S07.08I
Wan	Zixian	University of Chinese Academy of Sciences	S06.09I
Wang	Daojuan	Aalborg University, Denmark	
Wang	Eilzabeth	University of Leeds	F03.01P F04.12P
Wang	Gang	Florida State University, USA	Posters 1
Wang	Yi	University of Southern Denmark	S06.02P
Wąsowicz-Zaborek	Elżbieta	SGH Warsaw School of Economics, Poland	Posters 1
Wedlin	Linda	Department of Business Studies, Uppsala University, Sweden	
Wei	Chenxi	Yonsei University, Korea, Republic of (South Korea)	F03.11C2
Wei	Tian	Fudan University, China	F02.12P1, F03.09P1
Wei	Yingqi	Leeds University Business School, Leeds, United Kingdom	

WEICHERT	Ilka	University of Tübingen (Germany)	S05.14P
Weihls	Anna	WU (Vienna University of Economics and Business), Austria	Posters 2 F01.13P2 F02.14P
Welch	Catherine	Trinity College Dublin	S05.06P
Wen	Zhihong	University of Sydney, Australia	S07.02I
Weresa	Marzenna Anna	SGH Warsaw School of Economics, Poland	F03.08C
Werfer	Carolina	Vienna University of Economics and Business WU, Austria	Posters 1
Wernicke	Georg	HEC Paris, France	F04.09C
Wesołowska	Monika Anna	Poznań University of Economics and Business, Poland	Posters 1
Westney	Eleanor	MIT Sloan School of Management, Schulich School of Business	F04.03P, S05.01P F02.03C, F04.10P2
Wierenga	Marleen	Radboud University, Netherlands	S07.10I1 F01.13P
Wiig	Heidi	BI Norwegian Business School	
Wilmot	Natalie	Lincoln International Business School, UK	F04.07P1
Wilmot	Natalie Victoria	University of Lincoln, United Kingdom	S06.01I, S07.07I2
Witek-Hajduk	Marzanna	SGH Warsaw School of Economics, Poland	F04.10C
Wójcik	Piotr	Kozminski University, Poland	Posters 1
Wolfesberger	Michael	Wirtschaftsuniversität Wien, Austria	F01.04C, S06.03C2 F02.04C
Wolniak	Radosław	University of Warsaw	S07.11I
Wu	Jue	Antai College of Economics & Management, Shanghai Jiao Tong University	
Wu	Shi	University of Birmingham, United Kingdom	S05.11I
Wurtz	Olivier	ESCP Business School	F02.07C1

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Last Name	First Name	Affiliation	Session
Xiao	Jiahui	Yonsei University, Korea, Republic of (South Korea)	S06.09I
Xie	Zhenzhen	Sun Yat-sen University, China, People's Republic of	S07.08C
Xu	Weizhang	Anhui University of Technology, China	F04.04I

# Y

Last Name	First Name	Affiliation	Session
Y. Degbey	William	School of Management, University of Vaasa, Finland	Posters 1
Yahiaoui	Dorra	Kedge Business School, Marseille, France	S07.07I1
Yan	Kaifeng	Saint Petersburg State University, Russia	S06.10C, S07.07I1
Yildirim	Canan	Rennes School of Business, France	F01.06C
Yildiz	Emre	Mälardalen University	F01.13P1, F04.08C1, S07.08I
Yong	Yen Nie	Kyoto University, Japan	S05.02C2
Younis	Heba	London South Bank University, United Kingdom	F02.02I
Yoveska	Maria	Vienna University of Economics and Business WU, Austria	S05.02C2
Yu	Jiayin	Aalto University, Finland	Posters 1
Yu	Rongjian	Zhejiang Gongshang University	Posters 1
Yu	Zhihong	University of Nottingham, UK	S06.09I
			F03.04C

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Zachová	Daniela	Prague University of Economics and Business, Czech Republic	Posters 2, Posters 2
Zagelmeyer	Stefan	The University of Manchester	F02.03C, S07.10I
Zander	Ivo	Uppsala University, Sweden	F03.01C
Zander	Lena	Uppsala University, Sweden	F03.07C1, F03.07C1, F04.01C
Zander	Udo	Stockholm School of Economics	F04.03P
Zane	Amarildo	Universidad de Castilla La Mancha, Spain	
Zanfei	Antonello	DESP-University of Urbino, Italy	S07.04I
Zapkau	Florian Benedikt	Vienna University of Economics and Business (WU Vienna), Austria	F01.02I
Zdziarski	Michal	University of Warsaw, Poland	S06.09I
Zen	Aurora	Universidade Federal do Rio Grande do Sul, Brazil	F03.11C
Zettinig	Peter	University of Turku School of Economics, Finland	F03.12C, F03.07C1, S05.02C2
Zhang	Haiyan	NEOMA Business School, France	S06.09I
Zhang	Huan	The University of Sydney, Australia	S07.11I, S07.02I
Zhang	Jiaming	Department of Marketing, School of Business and Economics, Vrije Universiteit Amsterdam, The Netherlands	S07.07C
Zhang	Kaixuan	Antai College of Economics & Management, Shanghai Jiao Tong University	
Zhang	Si	University of Chinese Academy of Sciences	S06.09I



Zhang	Xiaoxu	University of St. Gallen, Switzerland	F03.01C, F04.06C
Zhang	Xufei	Brunel University, United Kingdom	F03.04C
Zhang	Zhao Yi	Beijing International Studies University, China, People's Republic of	Posters 2 F03.08C, F04.10C
Zhang	Zhiwen	University of Padua, Italy	S07.10I
Zhang	Zhu	University of International Business and Economics, China, People's Republic of	F04.10C
Zhao	Shasha	University of Surrey Business School	F01.08P, F03.01P, S06.10P1
Zhao	Xin	The University of Manchester (GB)	Posters 2
Zhao	Yichun	Onomichi City University	Posters 1
Zhao	Yuxuan	Tsinghua University, China, People's Republic of	S07.08C
Zhong	Chen	University of Tampa, United States of America	F02.09I
Zhou	Qiongyao	Antai College of Economics & Management, Shanghai Jiao Tong University	
Zhou	Xiaoyu	Shanghai Technology University	S07.02C
Zhuang	Xiaolin	Myongji University, Republic of Korea	F03.08C, F04.10C
Zijie	Li	University of International Business and Economics, China	F03.08C
Zimmer	Lukas	Trier University, Germany	S07.10C
Zoller-Rydzek	Benedikt	Zurich University of Applied Sciences, Switzerland	S07.10I
Zong	Shaofang	University of Vaasa, Finland	Posters 1, Posters 1
Zschoche	Miriam	University of Erfurt, Germany	F02.09I
Zucchella	Antonella	University of Pavia, Italy	Posters 1

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