

Proceedings

2022 Annual Conference

Academy of International Business – Southeast US

October 27-29, 2022

Panama City, FL

“Responsiveness in Business Environments: New Ways to Thrive”

Editor:

Malika Richards, Ph.D., Pennsylvania State University

© 2022 Academy of International Business – Southeast USA



TABLE OF CONTENTS

Conference Awards.....3
Abstracts.....4

2022 AIB US Southeast Program Award Winners

Best Conference Paper Award Sponsored by Florida State University

Arranged Friendship: A New Construct, Instrument, and National Rankings

*Vas Taras, University of North Carolina at Greensboro
Ola Taras, Guilford County Schools*

Best Ph.D. Student Paper Sponsored by Georgia State University

Is Geopolitics Making a Comeback? Centering Location Strategy on Trade Access Resilience

*Anamika Datta, University of Memphis
Frances Fabian, University of Memphis*

Best Undergraduate/Graduate Student Paper Sponsored by the University of the District of Columbia and University of Florida

The Future of Supply Chain Management: Introducing Circularity

*Rayyan Hamza Chanda, Quest University
Halia M. Valladares Montemayor, Quest University*

Best Reviewer Award Sponsored by Georgia Gwinnett College and Georgia Tech University

*Alfred Coelho, Bordeaux Sciences Agro
Prescott C. Ensign, Wilfrid Laurier University
Jane Terpstra-Tong, Monash University*

Best Student Reviewer Award Sponsored by Georgia Gwinnett College and Georgia Tech University

*Rachel O'Sullivan, University of South Alabama
Kiwoong Yoo, University of Tennessee*

Culture, Organizations and Human Resources of the MNEs

Competitive Papers

Are Proactive Employees More Creative? The Impact of Recognition and Flow

Yunita Sofyan, Xi'an Jiaotong University, China

Malika Richards, Pennsylvania State University, USA

Yufan Shang, Xi'an Jiaotong University, China

Are proactive employees more creative? This study examines whether more proactive individuals are also more creative at work. Using social cognitive literature, we propose a theoretical model in which proactive employees are more likely to experience flow, and subsequently demonstrate more creativity. The analyses are based on a three-wave field panel of 328 employees from both private and government organizations in the Indonesian forest products industry. Our moderated mediation results provide support for the model. Proactivity appears to positively impact creativity through flow experience and the likelihood of this indirect relationship is contingent on recognition. This study contributes meaningful theoretical and practical insights into the interactive effects of proactivity, flow experience, recognition, and creativity in organizations.

Keywords: organizational behavior, work attitudes/behaviors, human resources, Creativity

Cultural Profile as Determinant of Interpersonal Bonds and Work Performance in a Collectivist Context

Edward O. Akoto, HSU/Akenten Appiah-Menka University (AAMUSTED), USA

Emmanuel Owusu, Akenten Appiah-Menka University (AAMUSTED), Ghana

Prince Gyimah, Akenten Appiah-Menka University (AAMUSTED), Ghana

Augustine Acheampong, Akenten Appiah-Menka University (AAMUSTED), Ghana

Veronica Adu-Brobbey, Akenten Appiah-Menka University (AAMUSTED), Ghana

Extant research evidence shows that the interpersonal bonds—the bond to the immediate supervisor and work team—have an incremental predictive effect in the western settings, neglecting emerging economic and cultural environments. This study, thus, examines the impact of cultural profiles on interpersonal bonds and relevant performance using data from an emerging market. Specifically, the study examines the emergence of profiles based on the individual level of psychological collectivism/individualism and power distance. The study further examines the effect of the emerged profiles on supervisor and worked team interpersonal bonds and the performance of activities relevant to the commitment targets. A survey questionnaire is used to collect data from 148 multiple public and private organizations of various industries (banking, manufacturing, education, and local government) of varied cultural profiles in an emerging market. Using MANOVA analytic procedure, the study finds the supervisor-oriented/team-involved cluster demonstrates a significantly higher level of interpersonal commitment to the supervisor than the supervisor-oriented/team-alienated profile. Further, the team-oriented/supervisor alienated profile exhibit a substantially higher task responsibility than the supervisor-oriented/team alienated profile. The study suggests that power distance cultural value seems to have a negative psychological effect in this study context, while collectivism has a positive psychological impact on the outcomes. The implication of the outcome for theory and policy in the collectivist context is discussed.

Keywords: work attitudes/behaviors, organizational behavior, human resources, Culture, cultural profiles, interpersonal bonds, supervisory commitment, workgroup commitment, performance.

Interpersonal Bonds and Engagement on Directed Performance: A Test in An Emerging Economic Setting

Edward O. Akoto, HSU/Akenten Appiah-Menka University (AAMUSTED), USA

Agustine Acheampong, Akenten Appiah-Menka University (AAMUSTED), Ghana

Prince Gyimah, Akenten Appiah-Menka University (AAMUSTED), Ghana

Emmanuel K. Owusu, Akenten Appiah-Menka University (AAMUSTED), Ghana

Veronica Adu-Brobbey, Akenten Appiah-Menka University (AAMUSTED), Ghana

The study tests the concurrent mediation effects involving supervisory and workgroup commitments and job engagement on directed performance outcomes. Specifically, the study examines the parallel mediating effect of two measures of job engagement and interpersonal bonds on the targeted performance outcomes of supervisory citizenship, workgroup citizenship, and task performance. The methodology is a quantitative survey study that employs regression-based mediation analysis using the Hayes Process analytic procedure with bootstrap sampling to analyze a sample of 155 from multiple organizations across industries in an emerging market. The study reveals the fit of the three component-structure of the Job engagement scale (JES) and the Utrecht work engagement scale (UWES), but only the physical-JES and absorption-UWES mediate the effect of organizational commitment (OC) on Supervisory citizenship behavior (SCB) and Workgroup citizenship behavior (WCB). However, workgroup commitment (WC) mediates the effect of OC on task performance. Our finding supports the theory and research on the role of engagement on outcomes but does not support the target-similarity view and signifies the relevance of the social influences in this emerging context. The implications for social influences on the job are discussed.

Keywords: work attitudes/behaviors, organizational behavior, human resources, Organizational commitment, interpersonal bonds, supervisor commitment, workgroup commitment, engagement, performance

Arranged Friendship: A New Construct, Instrument, and National Rankings

Vas Taras, University of North Carolina at Greensboro, USA

Ola Taras, Guilford County Schools, USA

The study introduces a new construct labeled here “arranged friendship” (AF). Based on an international sample of 7,481 people from 141 countries, an instrument for measuring AF is developed and validated, and national rankings are offered for the prevalence of AF beliefs and practices. In general, AF is empirically associated with, or predicted by, the economic development of the country, such that less economically developed countries tend to display a higher preference for AF. However, the U.S. and Canada are notable outliers: while highly economically developed, the two countries score high on AF values and practices, similar to how these two countries score on religiosity. The data also indicate that AF is on the rise in the U.S., whereas such a tendency is not observed in the rest of the world.

Keywords: comparative management, diverse international contexts, human resources, culture

A Review of Skilled Immigrants' Careers in Temporal Contexts

Dunja Palic, Carleton University, Canada

This thematic literature review explores the factors that influence the career development of highly skilled immigrants through different temporal contexts during the migration period. Using a temporal lens, I take stock of the findings in the literature and organize these according to the most common themes (career decisions, motivations, barriers, and strategies) and temporal contexts within which they are situated (pre-migration, settlement, integration, and long-term). The findings demonstrate that all four career factors are influenced by contextual factors and differ within each temporal category. The organization of these findings in temporal categories provides future researchers with a digestible overview of the main findings in the literature on immigrant careers, and also contributes to the idea that careers are multifaceted, temporal constructs. Limitations include the exclusion of immigrant youth and students and the neglect of host country contexts and other nuances.

Keywords: diverse international contexts, organizing frameworks, work attitudes/behaviors, immigrant careers, skilled immigrants, temporality

Culture, Organizations and Human Resources of the MNEs

Interactive Papers

Workers' Affective Organizational Commitment, Educational Level, and Age in Buenos Aires, Argentina

Juan De Leon, FIU, USA

Alejandro Delaney, FIU, USA

The phenomenon of emotional and affectional bonding between workers and the institutions that grant them professional development and material sustenance has been studied in academia since the late 60s (Mowday, Porter, & Steers, 1982). The manifestation of affective organizational commitment in an organization is subject not only to demographics but also to cultural differences and the ballast of traditions, making every country and every region a generator of varied outcomes (Meyer & Allen, 1997). We consider the case of Buenos Aires, the capital of Argentina, a country characterized by people with deep emotional attachments to folks and organizations (Nouzeilles & Montaldo, 2002). We set out to research the significance of age and educational level in the creation of affective organizational commitment in Buenos Aires, a cultural setting where limited research has been done so far. Drawing on attitudinal commitment theory (Kanter, 1968; Mercurio, 2015; Meyer & Allen, 1984, 1991) we focused on affective commitment, considering it the “core essence” of organizational commitment (Mercurio, 2015). The research question that guided our quantitative investigation was: what is the relationship, if any, between education level, age, and affective organizational commitment in Buenos Aires?

Keywords: organizational behavior, human resources, , affective organizational commitment, attitudinal commitment theory, age, education level.

Challenges & Opportunities of Inclusion in American Muslim Nonprofits

Dina Abdelzaher, University of Houston Clear Lake, USA

Zahir Latheef, University of Houston Downtown, USA

Muslim scholars have long viewed the concept of balance as a value that encompasses many aspects of individual and community life (Kriger and Seng, 2005; Yaakub and Othman, 2017). This includes balance in our worship of God, in our daily affairs, in how we manage/use resources, and in how we interact with His creation, be it fellow man or nature as a whole (Abdelzaher and Abdelzaher, 2017). Given the significance of balance in Islam, a balanced leadership approach is especially critical in driving organizational success for Muslim organizations. In this article, we focus on inclusion as a key element of a balanced leadership model in American Muslim nonprofits. Drawing upon Islamic teachings as well as diversity (specifically race, ethnicity, gender, and age) and inclusion management research, we discuss current challenges arising from the lack of inclusion and provide potential avenues for improving it in American Muslim nonprofits. In doing so, we aim to inform organizational leaders and members of the value of inclusion and its relevance to a more balanced leadership approach.

Keywords: human resources, Multinational corporations, organizations and enterprises - MNEs, Nonprofits, diversity, inclusion, American Muslim

Cross cultural psychological capital in the global virtual team context

Karen Lynden, UNC Greensboro, USA

Building on the work of Dawkins, Martin, Scott, Sanderson, & Schütz (2021) and Reichard Dollwet & Louw-Potgieter (2014), this study examines how cross-cultural psychological capital (PsyCap) variability impacts individual and team level performance and reported satisfaction in the global virtual team (GVT) setting. Additionally, this multilevel study considers how the cultural construct of individualism and collectivism moderates performance and satisfaction. (Prediction): Analyses of data from [N] GVTs conducting business consulting projects (1) further validates the construct of cross-cultural PsyCap, (2) in creating the first study to examine GVTs at the team and individual level using cross-cultural PsyCap, evidence mirrors many of the findings of Dawkins, et al., (2021), further validating their research model as a foundation for future research in this area, and (3) provides evidence of culture's impact on team cross-cultural PsyCap variability through the examination of collectivism as a cultural dimension. This study (prediction) provides evidence that high levels of collectivism within a team positively moderates team outcomes for teams with high cross-cultural PsyCap variability. This study extends the research to date related to cross-cultural PsyCap in a GVT environment. Theoretical and practical implications are discussed, along with recommendations for future research.

Keywords: virtual teams, organizational behavior, work attitudes/behaviors, Cross-Cultural psychological capital (PsyCap), collective-efficacy, cultural dimensions, individualism and collectivism, team composition

The influence of gender and culture related to self-evaluation modesty and self-promotion differences in the cross-national workplace

Karen Lynden, UNC Greensboro, USA

This study contributes to the cross-cultural and organizational behavior literature toward advancing our understanding of how culture moderates self-promotion as it relates to social role theory and gender role expectations in a cross-national workplace context. Using Hofstede's classification of national culture, measuring at the individual cultural values level, this article examines how culture influences men's and women's self-promotion tendencies related to self-evaluation of performance. In doing so, we may better inform organizational decision-making in cross-cultural management and international human resource management policies, procedures, and systems that include self-evaluation data; particularly hiring, performance appraisals, compensation and reward systems, training and development, and promotion activities. [Findings to be determined]

Keywords: human resources, work attitudes/behaviors, diverse international contexts, social role theory, individual cultural values, cross-cultural management and international human resource management

The Effect of CEO's Cultural Background on the Foreign Market Entry: Examining the Moderating Effects of External Board Memberships and CEO Duality

O. Volkan Ozbek, Trinity University, USA

The CEO, as the “top” decision maker in organizations, must make many strategic decisions toward maximizing the shareholder value. While entering any new markets may be quite challenging, the foreign market entry will have its unique challenges. In this conceptual paper, we argue that CEO's cultural background will have a direct effect on the number of foreign markets entered. More specifically, we argue that if the CEO comes from an individualistic culture, the number of foreign market entry will be high. In terms of the moderating effects, we also argue that if the firm has a CEO duality structure and the directors sit on some other foreign companies' boards, the relationship between CEO's cultural background (individualistic) and the number of foreign markets entered will be much higher. Thus, this paper conceptually explores how CEO and board characteristics influence firm internationalization.

Keywords: Multinational corporations, organizations and enterprises - MNEs, comparative management, diverse international contexts

Putting People First: Female CEOs and Relational CSR

Prachi Gala, Kennesaw State University, USA

Cameron Duncan Nicol, Union University, USA

In the following research, the authors investigate the differential impact of a female CEO on corporate social responsibility (CSR) initiatives and introduce two new measures of CSR: relational and rational. Using self-construal theory as the foundation for their research, the authors investigate this phenomenon in a large-scale study using 19,969 firm-year observations from 1993 to 2013. Further, they look at the boundary conditions surrounding this impact using different components of CEO power. Their findings indicate that female CEOs are more likely to have higher levels of relational CSR strengths as well as high rational CSR strengths and are also less likely to get involved in controversies. Further, female CEOs who are board chair and who have longer tenure strengthen that relationship, while those with a higher pay gap tend to lessen the effects.

Keywords: comparative management, organizational behavior, Multinational corporations, organizations and enterprises - MNEs, Corporate Social Responsibility, CEO Power, Rational CSR, Relational CSR, CEO Duality, CEO Pay Gap, CEO tenure, Self-Construal Theory

Expected Versus Observed Challenges Congruence (EVOCC): Effects on the GVT Dynamics and Performance and Implication for Training

Vas Taras, University of North Carolina at Greensboro, USA

Longzhu Dong, University of Wisconsin Eau Claire, USA

Who would perform the best as a member of a Global Virtual Team: those who under-estimate, over-estimate, or know exactly how difficult it would be to work with people from other countries? The answer to this question has important implications for cross-cultural training and pre-project orientation. The present study addresses the question using a sample of over 7,000 people working in 1,240 Global Virtual Teams. By comparing the congruence between their pre-project expectations of challenges and their post-project reports of actual challenges they experienced, we were able to explore the effects of the Expected Versus Observed Challenge Congruence (EVOCC) on team dynamics and performance. The results showed that knowing what to expect helps, but over-estimating the challenges helps even more. A test of the mediating role of group dynamics suggests that those who over-estimate the challenges tend to over-prepare and work harder and, as a result, have a better experience and ultimately show higher performance and produce better-quality work.

Keywords: organizational behavior, human resources, virtual teams, culture

Global Talent, Knowledge Transfer, and Team Performance

Rachel O'Sullivan, University of South Alabama, USA

As the world becomes more interconnected, multinational enterprises (MNEs) are increasingly relying on global virtual teams to implement organizational strategy. In order for global teams to be able to achieve that goal, they need to be supported by global talent management (GTM). GTM allows MNEs to design heterogeneous teams and facilitate knowledge transfer across boundaries. Global teams by nature are geographically, culturally, and functionally diverse. This diversity creates a resource that is potentially rare, valuable, inimitable, and non-substitutable. The diversity of global teams requires teams to transfer knowledge in order to achieve team goals. With the development of new communication and connection tools, global teams are able to transfer knowledge faster and in new ways that positively influence team performance without requiring co-location. The relationship between GTM, global team composition, knowledge transfer, and team performance allows MNEs to assemble corporate dream teams to achieve sustainable performance.

Keywords: Multinational corporations, organizations and enterprises - MNEs, knowledge flows, virtual teams

The Standardization of Selection Practices: An Institutional Perspective

Raina M. Rutti, Wichita State University, USA

Gergana Markova, Wichita State University, USA

This paper employs institutional perspective in order to explain isomorphism and variability in hiring practices. We identify five institutional sources relevant to human resources practices - social relationships, legal regulations, public policies, professional associations, and other organizations' practices. We propose that the pressure from cognitive, normative, and coercive forces can influence adoption of selection practices. These sources, in interaction with each other, are expected to create the institutional environment in which organizations decide about their selection practices, which explain the similarities or lack of similarities of hiring practices across organizations. We integrate research in employee selection with institutional perspective to advance our understanding of both institutional processes and selection practices adoption in organizations. We also discuss the role of mimicking of other organizations' practices of to gain legitimacy on the labour market. Practical implications and direction for future research are provided.

Keywords: human resources, Multinational corporations, organizations and enterprises - MNEs, diverse international contexts, International Strategic HRM, Institutional sources, Institutional theory

Emerging Economies and Emerging Market MNEs

Competitive Papers

Determinants of Digital Collaborative Consumption in the South African food delivery industry

Fanny Saruchera, University of the Witwatersrand, South Africa

Tinayeshe Shumba, University of the Witwatersrand, South Africa

Digital collaborative consumption (DCC) enables consumers to share products instead of owning them. A rapidly growing class of business models uses digitally-mediated platforms to facilitate the DCC of products. Despite being integral to daily life in emerging marketplaces, little seems to be known about DCC business models. This paper aimed to examine DCC drivers and deterrents among consumers, assess the impact of the DCC business model, and develop a conceptual model that explains and predicts consumer attitudes and buying intentions towards digital food delivery services. Data was collected from 828 participants from South Africa using validated instruments. The theorised relations were assessed simultaneously using Structural Equation Modelling. The study incorporated cognitive response and attitudes as potential mediators of DCC drivers in EMs and integrated variables and relations not previously studied in EMs, including environmental influences and individual differences influencing consumer adoption. It emerged that home delivery, social norms, Perceived Usefulness and Ease of Use, security assurance, trust in the platform and social benefits have practical relevance for marketing strategies and reshaping public policy in DCC. The study recommends approaches that policymakers can adopt to unlock opportunities and get new guidance on this rapidly growing business model in EMs.

Keywords: emerging economies Digital Collaborative Consumption; Food delivery; Sharing; Attitudes; South Africa

Governing Non-Equity Public-Private Joint Ventures: New public governance in Emerging Economies

Khaled Kesseba, York St John University, United Kingdom

Non-Equity Public-Private Joint Ventures (NE-PPJVs) are one of the pervasive forms of Public-Private Partnerships in sovereign industries of emerging economies. They entail a state-international business relationship to extract and develop mineral reserves. The complexities in governing the partnership transcend the contractual agreement due to the tightness of the organisational form, and the state biased hierarchal structure within three core exchanges: the management-staff exchange, the inter-organisational exchange and the intra-organisational exchange. Research has shown that several non- contractual factors may influence and drive the governance and performance of a wide range of PPPs. However, which factors are linked to the core exchanges of tight partnerships remains unclear. Building on the concepts of, principal-agent theory, and network governance, this article addresses the relational and managerial performance factors influencing the governance of NE-PPJVs in emerging economies. Qualitative empirical data was gathered by interviewing public and private senior executives in the field. The findings identified seven factors within the three core exchanges of the partnership. Such findings corroborated with the overarching tenants of the New Public Governance.

Keywords: joint ventures, developing countries, foreign investments, Principal-agent theory, network governance, interviews, new public governance, state-owned enterprises, emerging economies

Emerging Economies and Emerging Market MNEs

Interactive Papers

**Innovation Capabilities of Emerging Market MNEs and Host Country Innovation Systems:
A Comparative Institutionalism Perspective**

Niti Bhasin, University of Delhi, India

Surender Munjal, University of Leeds, United Kingdom

Sumit Kundu, Florida International University, USA

While there exists considerable literature on the strategies of MNEs to build innovation capabilities, research on how these capabilities and their competitiveness relates to the host country innovation systems is limited, particularly in the case of emerging market multinational enterprises (EMNEs). We examine the relationship between innovation capability of an EMNE and the innovation system of the host country. Using the comparative institutionalism perspective and providing support from cases of MNEs from various emerging economies, we posit that the difference between the innovation system of the home and host country (innovation distance) affects the relative competitive advantage of the innovation capability of an EMNE. This, in turn, has a bearing on the internationalization strategy of the EMNE. We contribute to the existing literature by laying out a framework for understanding the utilization of innovation capabilities by EMNEs in the specific institutional context of innovation systems of home and host countries. Based on this relationship, we categorize EMNEs as leaders, achievers, learners and aspirers.

Keywords: emerging economies Innovation capabilities; Comparative institutionalism

When do Export-Led Internationalization and Innovation Reduce Firm-Idiosyncratic Risk? Evidence from an Emerging Economy

Jun Li, Shanghai University of Finance and Economics, China

Ruby Lee, Florida State University, USA

Although prior research has largely focused on the relationship between a firm's degree of internationalization and systematic risk, little is known of its direct impact and interaction effects with innovation on firm-idiosyncratic risk. In response, the authors use a set of panel data collected from high tech firms in China to demonstrate that while export-led internationalization directly suppresses firm-idiosyncratic risk, increased innovation makes such risk reduction effect weaker. Furthermore, while firms facing a more turbulent market environment see export-led internationalization alone a potent tool to alleviate firm-idiosyncratic risk, concurrently increasing export-led internationalization and innovation leads to higher idiosyncratic risk. Results remain robust after controlling for endogeneity and after considering several nuance factors such as firm ownership types and timing. Post-hoc analysis, using systematic risk and performance indicators, provides further evidence showing the criticality of concerning idiosyncratic risk.

Keywords: emerging economies, foreign investments, , innovation and internationalization

Paper ID: 74

The Impact of Home country cultural, administrative, geographical and economic distance dimensions on CSR activities by MNEs

Rama Seth, CBS, Denmark

This paper investigates the impact of the home country's cultural, Administrative, Geographical and Economic distance measures on the excess Corporate Social Responsibility expenditure incurred in the host countries by MNEs. Using data of MNEs in India for 2014-2020 and a Random-Effects Panel Regression, the CSR activities are impacted by these distance measures. We find that foreign shareholders have a statistically significant impact on CSR activities.

Keywords: emerging economies, foreign subsidiaries, distance measures, CSR, culture

Entrepreneurship, SMEs, and Born Globals

Competitive Papers

A Knowledge-Based Conceptual Framework of Immigrant Entrepreneurship

Dike Ike, Toronto Metropolitan University, Canada

Immigrant entrepreneurship is an important socio-economic phenomenon and has been identified as a promising concept to drive economic activity in host nations. Several theoretical frameworks have been applied in the study of immigrant entrepreneurship in the literature. Using a knowledge-based view of entrepreneurship, this study contributes to previous research which has focused on the scope of this phenomenon at the institutional or firm level, but not at the level of the immigrant entrepreneur. Furthermore, this study highlights an important source of entrepreneurial opportunity- knowledge gained from past organization work experience. Based on data from the Canadian labour force survey, this study proposes a knowledge-based framework of immigrant entrepreneurship. This paper provides a valuable and unique discussion of a new model to understand the immigrant entrepreneurship process.

Keywords: entrepreneurshipknowledge-based framework

Disruption and the Internationalized Family Firm: Balancing Socioemotional Wealth and Institutional Complexity

William Donohue, Georgia College & State University, USA

This paper develops theory to understand how internationalized family firms respond to disruptive institutional change, and specifically whether they alter international investment allocations as a result. The outcome is seen as a function of institutional dynamics and the family's concern with maintenance of its socioemotional wealth, the set of non-economic interests that represents the family's intimate connection and identification with the family firm. Although institutional disruption may be beneficial in general by opening the field to additional legitimate practices, socioemotional wealth concerns negate this broad effect among family firms. The effects of institutional pluralism, institutional voids, and institutional distance are considered against the backdrop of socioemotional wealth and propositions specific to each are presented.

Keywords: family-owned, internationalization process, entrepreneurship, socioemotional wealth

Entrepreneurial Internationalization in Renewable Energy Industry: The Impact of Industry Structure and Policy

Meysam Manesh, Fayetteville State University, USA

To date, there have been few studies that discussed the entrepreneurial internationalization of renewable energy companies. In this study we explored the effects of industry and policy level factors on international development of this emerging industry from the perspectives of international entrepreneurship (IE) and sustainable entrepreneurship. The data were collected from six renewable energy companies in Spain, and we triangulated our data using secondary data and conducting interviews with policy makers and institutions. The findings suggest that the maturity of the sector, the level of concentration, the regime of appropriability, and global integration of this industry are significant industry structural factor in the internationalization of the firms. Moreover, evidence from our cases indicate that since renewable energy industry is a policy sensitive industry, supportive energy scheme is the most important factors that affect internationalization decision of these companies. Both unfavorable domestic energy policy and favorable energy policy in other countries can motivate companies to internationalize. The contribution of the study is twofold: first, it develops international entrepreneurship (IE) theory by incorporating sustainable entrepreneurship literature. Second, , in this study we explored the entrepreneurial internationalization in renewable energy industry as an emerging industry at industry and policy level. Our results explain how this industry is different from other types of industries. Findings of this study are particularly important for policy makers and entrepreneurs to follow vigorous development of renewable energy industry in the international markets.

Keywords: internationalization, international new ventures, entrepreneurship, International entrepreneurship, sustainable entrepreneurship, renewable energy industry, Policy

Entrepreneurship, SMEs, and Born Globals

Interactive Papers

Cluster dynamics: A study of lock, pottery and glassware industry of Northern India

Ratna Vadra, IMT Ghaziabad, India

Aligarh's lock industry, Khurja's pottery industry, and Firozabad's glassware and bangles industry are all in India's northern state of Uttar Pradesh. In their different towns and cities, these industries established clusters. The study examines the theoretical contexts in which these industries arose and grew, as well as the competitive advantages that aided their establishment and growth. The Michael Porter diamond model is used to assess the clusters' success. A critical examination was conducted to determine the current state of the respective industries, as well as the causes for their poor performance in recent years.

Keywords: entrepreneurship, SMEs, family-owned

The Rise of Airbnb: A Qualitative Analysis of The Good, The Bad, and The To Be Determined

Julius E. Ekeroma, University of South Alabama, USA

Home-sharing platforms have faced hostility from local communities and authorities across North America, Europe, and Australia since they operate outside of designated tourist areas and have ignored current planning and construction rules. Airbnb and its competitors are altering local communities by reimagining properties as short-term visitor accommodations. The aim of the present study is to examine Airbnb's impact on the local rental housing market, analyze the impact of home-sharing on residential home prices and rentals, and evaluate the possible benefits of Airbnb's debut and development in US cities. The investigation relied on secondary data collection. As a result, data for this study were drawn from journal articles, conference papers, periodic papers, edited volumes, documentary materials, and other web-based resources. Data were analyzed using thematic analysis. Findings revealed that home-sharing platforms may impact both demand for and supply of housing to the degree that part of the homes supplied in the market would have been offered instead of in the housing market. The study reveals that Airbnb has already significantly impacted long-term housing availability and costs in some of the world's most populous cities. Based on the findings of this research, suggestions to navigate the rise of Airbnb will be explored.

Keywords: Home-sharing, Airbnb, Accommodation, Holiday home-sharing platforms, Short-Term Rental, Vacation Rental

Digital Innovation of International Business in SMEs.

Mario Gonzalez Segura, Georgia State University, USA

SMEs are falling behind in adopting digital innovation initiatives and not taking advantage of the new digital tools and technologies for doing business internationally and reaching customers globally. In today's world, online presence and digital commerce have taken the main stage of our economy. There are different research streams in digital innovation and international trade, but there is an opportunity to contribute from the SME perspective. A digital innovation framework (Kohli & Melville, 2018) will be used to map every SME participant's different digital innovation initiatives in the study and consider the external competitive environment and the internal organizational environment. This research is a qualitative study about the different digital innovation initiatives of a group of SMEs in North America. This research will bring a closer look at digital innovation for SMEs in terms of contributions and in particular, this research responds to a call for research to examine international trade issues, particularly explorations of the role of technological advancements in international trade (Lacka et al., 2019). From a practical standpoint, my research could provide guidelines and suggestions to any small business owner on leveraging digital innovation to positively impact their bottom line when trying to expand internationally.

Keywords: SMEsdigital innovation

Global Strategy, Value chains and Competitiveness of the MNEs

Competitive Papers

Risk Taking Propensity as a result of Deregulation

Elzotbek Rustambekov, Bryant University, USA

This study examines the relationship between two types of corporate aspirations and corporate risk taking before and after financial crisis, on a sample of global investment banks. Corporate aspirations can be based on past performance and performance of reference group and those two types of aspirations have different effects on risk taking. Aspirations by their very nature have strong impact on the behavior. In the face of the last financial crisis, the importance of corporate risk-taking cannot be overstated.

Findings of this study surprising and show that aspirations based on past performance are irrelevant to corporate risk taking while aspirations based on reference group are relevant, and the relationship between them and risk-taking changes before and after the crisis.

Keywords: deregulation, Competitiveness, growth strategies, bt of

Content, Configuration, and Conduct of Enterprise Strategy for Global 500 Firms

Veselina Vracheva, Chapman University, USA

Kaveh Moghaddam, University of Houston - Victoria, USA

Ryan Mason, Chapman University, USA

The enterprise strategy is the overarching organizational strategy which specifies the firm's degree of integration with society. It concerns how the firm identifies itself vis-à-vis its stakeholders and what it stands for. Enterprise strategy can deepen understanding of stakeholder management and outcomes, but little is known about this construct. Utilizing an enterprise strategy typology, this study examines the content (stakeholder focus), configurations (stakeholder patterns) and conduct (stakeholder performance) of the enterprise strategies of 129 Global 500 companies from North America, Europe and Asia. The investigation is based on the computer-aided text analysis of 387 stakeholder letters from sustainability reports. Findings suggest that enterprise strategy of Global 500 companies is focused on the natural environment, customers, employees, and the community stakeholders. Distinctive configurations consistent with the enterprise strategy typology emerge. The enterprise strategy correlates with the firm's financial performance in a way that the strategy's stakeholder scope is negatively and its proactiveness positively associated with the firms' financial performance.

Keywords: global networksenterprise strategy, stakeholder strategy, financial performance

Global Strategy, Value chains and Competitiveness of the MNEs

Interactive Papers

Organizational Sustainability as a Strategic Concept

Irina Naoumova, University of Hartford, USA

Annette Rogers, University of Hartford, USA

Irina Berezinets, Graduate School of Management Saint Petersburg State University, Russia

Research shows a great spike in interest for sustainability strategy in international business. This article examines sustainability concept and opportunities for creating the assessment mechanism that could be easily used at a company level. The qualitative approach in sustainability assessments could be done by using Corporate Social and Environmental Responsibility pillars for analysis. We suggest that the most difficult for measuring, ethical and discretionary responsibility pillars, could be assessed in connection to recent developments in organizational and behavioral science, namely diversity, equity, and inclusion (DEI), which became an intriguing unfolding area of interest for scholars worldwide. In this conceptual paper, where we develop a new approach for assessing organizational sustainability for improvements and strategy revisions. We argue that sustainability of organization improves over time with DEI principles used at all levels of strategic decision making.

Keywords: resourcessustainability, stakeholders, corporate social and environmental responsibility

Stakeholder interactions and collaboration influence on supplier CSR practices: The case of Bangladesh's apparel industry

Md Tareq Bin Hossain, Thammasat University, Thailand, Thailand

Mahmood Momin, Auckland University of Technology, New Zealand

Steven Dellaportas, Nottingham University Business School, Ningbo, China, China

This study aimed to investigate the influence of multiple stakeholders and their interactions on the corporate social responsibility (CSR) practices of apparel suppliers in Bangladesh.

'Face to face' and 'drop off and collect' survey administration techniques were used to collect a total of 371 questionnaires from the middle level managerial executives of apparel suppliers. The data was analysed using Partial Least Square Structural Equation Modelling (PLS- SEM) combined with resampling and bootstrapping techniques. The findings indicate that the media, buyers, and government all had significant interaction effects on apparel suppliers' CSR practices. The media and buyers work together to provide a combined and salient influence on top management to shape CSR practice. Top-management of suppliers could use the findings of the study for the improvement of CSR practices enhancing relationships between interconnected stakeholders and the suppliers. Bangladesh government could take policy initiatives to address CSR-related concerns. This study contributes to the stakeholder influence and CSR literature by providing evidence on stakeholder interaction within networked relationships. It also proposes a two-staged stakeholder influence model that researchers can develop further.

Keywords: global strategy, global networks, Competitiveness, CSR practices, Stakeholder Network, Collaboration and Interaction, Managerial Perception, Apparel Industry

The Impact of Sustainable Supply Chain Transparency on Corporate Performance

Hsiang-Hua Yang, National Taiwan University, Taiwan

Cheng-Min Chuang, National Taiwan University, Taiwan

In recent years, corporate stakeholders have paid more and more attention to ESG issues. It is a trend for companies to disclose non-financial performance information in their reports. Such information disclosure is an essential consideration for investors to evaluate companies' performance and future growth. Thus, companies with less transparency in sustainable information may lose the favor of investors. The study explores the impact of sustainable supply chain information transparency on financial performance and market performance. In addition, the corporate governance mechanism can enable the management to implement the best disclosure policy to improve information transparency (Healy & Palepu, 2001). Consequently, the study will discuss the moderating effect of institutional investor shareholding ratios on the clarity of information disclosure in sustainable supply chains.

Keywords: Sustainable Supply Chain Management; Transparency; Corporate Performance

Is ambidexterity the strategy for navigating the post-pandemic business world? An exploration of ambidexterity as a survival mechanism for firms.

Nazly Katherine Nardi, Purdue Global University, USA

Reccia Natasha Charles, St. George's University, Grenada

To be or not to be, or in the global business world, 'to plan ahead or to respond to the immediate ever-changing situation'? The key to a business's survival, as O'Reilley & Tushman (2008) point out, is the company's ability to engage in advantage-seeking and opportunity-seeking activities simultaneously; what we call ambidexterity. Ambidexterity is a "unique strategic behavior of emerging market multinational enterprises (EM MNEs)" (Luo & Rui, 2009, p. 49).

Ambidexterity of strategy has been showcased in EM MNEs, which may prove useful to the global community as a blueprint for the survival of businesses going forward - seismic shifts in long and short-term strategy.

Exploring ambidexterity hinges on finding balance, where, to survive and thrive - the traditional and the innovative receive unequal focus but the duality of focus. Ambidexterity can provide a framework to generate resilience behaviors to face challenging times (Stokes et al., 2018; Weik, 1995). An ambidextrous strategy's paradoxical thinking, planning, and actions will have to be engaged to navigate the way forward. This leads to the overarching questions: does strategic ambidexterity improve the firm's response to business disruptions, and will ambidexterity ensure the firm's competitive advantage and survival?

Keywords: global strategy, Competitive Advantage, Competitiveness, Ambidexterity, Organizational Ambidexterity, Strategic Ambidexterity, Long-term Strategy, Short-Term Strategy, Emerging Markets Multinational Enterprises, Global Strategy, Company Strategy, Competitiveness, Crisis Response.

Governments, Institutions, Social Enterprises and Non-Profits, their roles in the New Economy

Competitive Papers

Paper ID: 4

Government Stimulus and Mortgage Payments During COVID-19: Evidence from the US Census Household Pulse Survey

Florence Neymotin, Nova Southeastern University, USA

fred forgey, Nova Southeastern University, USA

We investigated the impact of governmental stimulus payments and how they were employed by individuals—whether saved, spent, or used to pay down debt—on mortgage repayment. We determined that there was a positive effect for individuals who were eligible for the Economic Impact Payment (EIP) Stimulus and used it to increase their ability to make their next mortgage payment. However, this did not affect their overall likelihood of having paid off their mortgage. These findings held after various demographic controls were employed, as well as after controlling for alternative measures of spending meant to disentangle the EIP from other long-term patterns of saving and spending. Differences by Race and Socioeconomic status were also explored. Our results provide preliminary evidence that the EIP had a positive effect on mortgage payments during the COVID-19 pandemic, and show that a path may exist for crafting future government stimulus payments.

Keywords: Government Policy

Rare and Valuable: Female Board Directorship in the Middle East and North Africa

Canan Mutlu, Kennesaw State University, USA

Julia Barbar, St. Gallen, Switzerland

Amassing unique hand-collected data for 1197 publicly listed firms across eleven MENA countries, we explore the predictors and outcomes of female board assignments. Relying on institutional logic, we find that foreign ownership, firms in industries with larger female employment bases, and gender parity promote female board directorship. We find partial support that smaller firms as well as family- and state-owned firms have more female directors. We find partial support that female directors have a positive effect on firm accounting performance and a negative effect on firm market performance. We thus examine multiple layers of conditions that impact female board directorship in a context that is highly different not just from developed countries but also from other developing countries with unfavorable institutional configurations for female workforce participation.

Keywords: Institutional Voids, Emerging Economies, Stakeholder Engagement, female board directorship

Corporate governance transparency: Do firm-level ethics policies and country-level investor protections substitute or complement?

Thomas Weber, University of Southern Indiana, USA

Kaveh Moghaddam McAdam, University of Houston-Victoria at Katy, USA

Krista Lewellyn, Florida Southern College, USA

Amirhossein Maleki, Northeastern Illinois University, USA

This study empirically investigates the direct and interactive effects of firm-level ethics policies and country-level investor protections on firm corporate governance transparency. Using 9,298 observations from the Bloomberg database, we find that there is a positive relationship between country-level investor protection and firm corporate governance transparency. The results also support the argument that firms with existing ethics policies exhibit higher corporate governance transparency. We also find that in countries with weaker investor protection, the impact of firm level ethics policy on corporate governance transparency is stronger. This study advances our understanding of the corporate governance transparency determinants and the empirical evidence supports the notion that firm level factors such as ethics policies may compensate for the lack of formal national investor protection regulations.

Keywords: Formal Institutions, Institutional Environments, , Corporate Governance

Organizational and Institutional Identity Orientation Antecedents of Enterprise Strategy for Multinational Firms

Veselina Vracheva, Chapman University, USA

Why do firms vary in their strategic choice on which stakeholders to engage and what benefits to offer? The comparative institutionalism perspective attributes such variation to differences in institutional complementarities that firms face in their country of origin. A resource-based view, however, suggests it is due to disparate abilities of firms to organize their unique bundle of resources. The separate application of such theoretical lenses grounded in different level ontologies limits our understanding of what determines the firm-stakeholder relationship once we start crossing geographic boundaries to examine the case of multinational enterprises (MNEs)—firms with value-adding operations in at least two countries. In this conceptual piece, we adopt a multi-level approach, combining a macro- and a micro- perspective, to identify novel explanations of the firm-stakeholder relationship in MNEs. We present a preliminary model demonstrating how the organizational identity orientation of MNEs affects the selected scope and type of stakeholder relationships as outlined in the study “enterprise strategy.” We also show how the interaction between organizational identity orientation from the home country and institutional identity orientation of the host country’s governance system influence an MNE’s enterprise strategy.

Keywords: Formal Institutions enterprise strategy, organizational identity orientation, institutional identity orientation; comparative institutionalism

Perspectives on Risk in Strategy: An Integrative Review

Irina Stoyneva, Thomas Jefferson University, USA

In this paper I offer a comprehensive review of the research on the topic of risk in the field of strategic management, utilizing an integrative framework that enables the extraction and synthesis of the main findings in the extant research. Using the proposed framework, I review the literature from 2006 until 2013 and identify six distinctive categories of risk conceptualizations or perspectives on risk. Within each category, the review further explores differences in levels of analysis, theoretical frames used, antecedents, dimensions and outcomes of risk. This review establishes some future areas of research, and identifies the implications for managers. The review further addresses the need to integrate prior knowledge in a cumulative manner thus contributing to the development of a coherent scholarship. It also advances our understanding and interpretations of the nature of risk.

Keywords: Institutional Environments, Institutional Theory, Regulation and Regulatory Risk,

Differences in Institutional Ownership Structure across Countries: The Impact of Institutional Investors on Innovation

Irina Stoyneva, Thomas Jefferson University, USA

Vadake Narayanan, Drexel University, USA

The impact of different institutional investor types and two institutional environment dimensions on innovation investment and performance were studied. Professional investment fund ownership was positively related to investment in innovation while negatively related to innovation performance. Pension fund equity exhibited no direct relationship with both innovation investment and innovation performance. Executive ownership was positively related to the innovation investment but unrelated to innovation performance. Results further suggest that the impact of professional investment fund ownership on innovation investment and innovation performance is contingent upon the degree of minority investor protection and the strength of the rule of law.

Keywords: Institutional Theory, Institutional Environments, Regulation and Regulatory Risk

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

Rama Seth, CBS, Denmark

Pratim Majumdar, Indian Institute of Technology Kharagpur, India

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

Keywords: Public-Private Partnerships, Sustainability, Climate Change, Biodiversity, Innovative Finance, Synergy, Sustainable Finance

IB Theory, FDI, and Entry Mode Strategies

Competitive Papers

The Effect of a Formal Institutional Void and a Countervailing Informal Institution on the Internationalization Levels of Firms in a Highly Developed Home Country

Omer F Genc, Youngstown State University, USA

Jack Clampit, Texas A&M University Corpus Christi, USA

Melanie Lorenz, Florida Atlantic University, USA

The international business literature on internationalization focuses on host-country determinants. level of analysis. Theory related to home-country institutional voids suggests that formal voids affect firms in emerging markets. We add thought related to developed countries, informal institutions, and institutional tension. Our hypotheses that a formal void (related to a lack of labor laws) predicts higher levels of internationalization while an informal social custom (reflected in worker collectivization levels) is negatively associated with internationalization were supported. Our prediction that tension between these opposing forces would interact in ways that weaken their effect was only partially supported.

Keywords: institutional environments, multinational enterprises (MNEs), , Institutions, Home-Country Institutions, Institutional Voids, MNEs, Internationalization, Escape-based Internationalization

Firm Dominant Logic and Foreign Direct Investment in Developing Markets

Doug Johansen, Jacksonville University, USA

Zonghui Li, Jacksonville University, USA

Zachary Davis, Jacksonville University, USA

Somtochukwu Dike, Jacksonville University, USA

This conceptual paper explores the significance of firm dominant logic towards foreign direct investment decision-making and performance in developing markets. It highlights the impact of firm dominant logic on the perceptual, dynamic and network capabilities for decision-making and performance of foreign direct investments in developing markets. Based on the resource-based view and institutional theories, propositions were put forward to buttress the espoused relationships between firm dominant logic and the capabilities for foreign direct investment. The propositions of this paper are intended to be quantitatively tested for conclusive purposes.

Keywords: foreign direct investment (FDI), multinational enterprises (MNEs), institutional environments, firm dominant logic, capabilities

Is Geopolitics Making a Comeback? Centering Location Strategy on Trade Access Resilience.

Anamika Datta, University of Memphis, USA

Frances Fabian, University of Memphis, USA

While research on multinational enterprise (MNE) location choice has predominantly focused on relative advantages, this article demonstrates the importance of geopolitical risk factors associated with trade access resilience in foreign direct investment (FDI) location decisions. More broadly, we have explained why conventional wisdom on cost advantages in MNE FDI location choice downplays the significance of geopolitics at the time of global conflict. Based on six mini cases on seven countries in the Indian subcontinent, this study reveals that the ownership, location, and internalization (OLI) advantages in determining FDI location differ across the context of global integration and global polarization cycles. Political conflict among powerful nations increases both the value of geographic features related to logistics capabilities, and the political linkages of the host country with the powerful nations at conflict, in the MNE investment decision. The evolving political and economic dynamics of global power has had even more severe repercussions on developing nations, who have more leverage to lose in balancing geopolitical power.

Keywords: multinational enterprises (MNEs), location choices, Global economic and institutional environment, Geopolitics, Global polarization.

IB Theory, FDI, and Entry Mode Strategies

Interactive Papers

Re-thinking Paradigm and Methodology in Qualitative IB Research

Stewart Miller, University of Texas at San Antonio, USA

Roberta Aguzzoli, Durham University, United Kingdom

Jorge Lengler, Durham University, United Kingdom

Agnieszka (Aggie) Chidlow, The University of Birmingham, United Kingdom

This study examines the relationship between paradigms and methodology, problematizes what paradigms have been used in qualitative scholarship and investigates how such paradigms connect the application and discussion of methodology in IB research. Using empirical data from four IB journals during the period 1963-2000, we show the prevalence of the positivist/(post)positivist paradigm; limited paradigmatic diversity; some evidence of paradigmatic fit, albeit room for improvement; and confusion relating to terminology. We discuss guidelines for IB scholars in terms of how methodology is understood for qualitative research and how such scholarship can be pursued vis-a-vis paradigmatic pluralism to examine complex IB phenomena.

Keywords: international business, methodology, methods, paradigm, qualitative research

International Accounting, Economics, and Finance

Competitive Papers

Socially Conscious Investment Funds and Institutions

Gary A. Hoover, Murphy Institute and Economics Department, Tulane University, USA

Kamal Smimou, Ontario Tech University, Canada

We delve into performance and riskiness of socially conscious (SC) investment funds while taking into account the salient role of institutions as proxied by freedom indicators—namely, economic freedom with its five underlying component areas—in addition to the personal and overall human freedom of countries/regions as related to the base currency of those funds. From a global perspective and including nonlinear considerations, evidence shows that advances in economic freedom and its constituent areas, as well as differences in personal freedom, have a consistent sizeable positive impact on the performance of SC funds but also a slight positive effect on their riskiness, attested to by various robustness tests. We articulate the added financial benefits to be gained when both socially responsible features and freedom infrastructure are present, confirming that freedom indicators matter. There is subtle evidence that changes in legal structure and security of property rights, as well as sound money, show a statistically and economically significant positive effect on performance across various specifications. In accord with widespread support for the importance of private property and the rule of law, this study shows that without sound money, a functioning legal system, and entrenched property rights, the performance of SC funds is stalled.

Keywords: International finance, Finance, economic research methods, Institutions, Economic Freedom; Property Rights; Rule of Law; Socially Responsible Investing; Mutual Funds, Portfolio Selection, Sustainable Investment

International Accounting, Economics, and Finance

Interactive Papers

Examining the Unexamined: Mid-Cap Stock Returns

Margarita Kaprielyan, Elon University, USA

Benjamin Jansen, Middle Tennessee State University, USA

We find that mid-cap and small-cap MSCI All Countries and Developed Markets indices outperform MSCI All Countries and Developed Markets large cap indices in the month of January. We do not find evidence of mid-cap and small-cap outperformance outside of the month of January in international markets. In U.S. market, mid-cap stocks earn higher returns than large-cap and small-cap stocks outside the month of January. We find that Sharpe ratios for small-cap MSCI All Countries index, Developed Market index and MSCI Emerging Markets index exceed the Sharpe ratios of the respective mid-cap indices. Sharpe ratios of MSCI mid-cap indices in turn exceed MSCI large cap indices. In U.S., portfolios of mid-cap stocks have the highest Sharpe ratios. We also find that mid-cap stocks outperform small-cap (large-cap) stocks when large-cap (small-cap) stocks outperform small-cap (large-cap) stocks in international and U.S. markets. These results suggest that when investing in U.S. stocks, mid-cap stocks may provide more consistent returns than small or large-cap stocks at a lower risk. Internationally, there is only limited evidence that small- or mid-size premium exists and is bound to the month.

Keywords: Finance, International finance, , size premium, international portfolio allocation, mid-cap stock returns

International Marketing

Competitive Papers

Cosmopolitan Orientation's Impact on Green Buying Behavior

Sandra Graca, Eckerd College, USA

Virginie Khare, Eckerd College, USA

This two-step study empirically tests a conceptual model of the impact of cosmopolitan orientation on green buying behavior. First, the relationships between a consumer's global versus local identity, cosmopolitan orientation, and preference for a global framing of advertising message for a green product are tested. Second, this research examines the influence of a consumer's cosmopolitan orientation on pro-environmental factors that ultimately contribute to their intention to purchase green products and services. Correlations and regression analysis were used to analyze data from consumer samples from the United States, Brazil, and Germany. Findings indicate that both global identity and global framing of advertising are positively linked to cosmopolitan orientation. Cosmopolitan consumers identify as global citizens and as such prefer advertising messages that link them to the rest of the world. Additionally, the role of cosmopolitan orientation in increasing a consumer's knowledge, concern, attitude and perceived effectiveness towards green purchases highlights the importance of global education and citizenship skills in fostering pro-environmental behavior.

Keywords: Global Consumption Orientation, Sustainability, , global identity, cosmopolitan orientation, global advertising, green buying behavior, environmental knowledge, environmental concern, sustainability

Effects of exporting SMEs promotion policies in foreign markets

Claude Obadia, ESCE, France

Irena Vida, University of Ljubljana, Slovenia

Dora Triki, ESCE, France

Surprisingly little is known about the promotion policies implemented by exporting SMEs in foreign markets. Most studies investigate the adaptation of promotion policies such as global advertising that are beyond the capabilities of SMEs. In this study, we uncover the components of the promotion policies of exporting SMEs. Moreover, we test their effectiveness to attain export success. Finally, we show how the interplay of these policies with the exporter-importer relationships affects importers efforts in favor of the exporter. First, we conduct a qualitative study in order to define the components of SMEs promotion policies. Further, we test our hypotheses with structural models using survey data from exporting SMEs. Finally, a post-hoc analysis leads to economizing recommendations especially

The World of International Business Education

Interactive Papers

**An Investigation of the Association Between Student Performance and Satisfaction across
Three Course Delivery Modalities**

Mourad Dakhli, Georgia State University, USA

Marta S. White, Georgia State University, USA

There is extensive research investigating the link between student performance in a course and the degree of satisfaction with the course and instructor. While results are not entirely consistent, there is a general understanding that students who do well will reflect positively on their learning experiences. Similarly, those who do not perform as well may reflect poorly on their experiences. This study investigates the degree of association between performance and satisfaction across three different course modalities: traditional (face-to-face), hybrid, and online. We use student scores on rote, critical thinking, and engagement assessment components as proxies for performance, and leverage the Student Evaluation of Instructor instrument (SEIs) to measure satisfaction with the course and instructor. Our results are mixed and point to the complexity of the performance-satisfaction relationship. We discuss the implications of our findings and offer practical recommendations for research and practice.

Keywords: IB Education, IB Teaching, Technology in IB education, Online

Education Hubs as Industry Clusters

John David Branch, University of Michigan, USA

David Wernick, Florida International University, USA

Jumanah Saadeh, University of Michigan, USA

The purpose of this research is to examine education hubs through the lens of industry clusters. More specifically, we trace the development of education hubs. We then review the literature on industry clusters, with a view to identifying their key characteristics and mechanisms. Finally, we map these characteristics and mechanisms onto education hubs, in order to identify their conceptual and functional similarities to industry clusters.

Keywords: study abroad programs education hubs

Honking up the Right Trees - Canada Goose Takes Flight

David Wernick, Florida International University, USA

Amory Pescariu, Florida International University, USA

John David Branch, University of Michigan, USA

This teaching case considers the future expansion prospects for Canadian outerwear company Canada Goose. It is written for undergraduate and graduate students taking international business, strategy, and marketing courses. The case is set in early 2022. The protagonist is the company's CEO, Dani Reiss, who is reflecting upon his two decades as chief executive. During that time the company has grown from a small family business into a leading global lifestyle brand with nearly \$1 billion in annual revenue. Reiss anticipates strong demand for his company's products as consumer confidence returns to pre-pandemic levels. But challenges remain, including claims of false advertising and discriminatory return policies in China, its most important foreign markets. The company also continues to receive criticism from animal rights activists in the U.S. and Europe for using animal fur and feathers in its jackets. There is also the prospect of future travel restrictions and store closures in major markets due to the evolving course of the pandemic. The case concludes with Reiss considering how to position Canada Goose for continued success in an increasingly crowded global market for luxury outerwear and how to best allocate the company's resources for the next phase of international expansion.

Keywords: IB Education, IB Teaching, Case-based methodology, globalization; marketing; foreign expansion; corporate strategy; brand management

The Wide World of Sports: Experiential Education for Student-Athletes in International Business

Jeffrey Kappen, Drake University, USA

Matthew Mitchell, Drake University, USA

Based on several experiences providing short-term, blended athletic-academic study abroad experiences, this paper illustrates possible approaches for international business faculty and staff who want to provide such options to their student-athletes. These include a variety of approaches for blending targeted academic experiences, whether on the home campus or in-country with foreign university partners, with athletic experiences, service learning, and intercultural skill building. For each model, we consider the advantages and relative costs to the approach, student learning outcomes, and implementation challenges. While the perspective is that of an institution in the United States, there is no reason such designs could not be used in other contexts as well if athletics are part of the university experience.

Keywords: study abroad programs, experiential learning, IB Education

Undergraduate/Graduate Students Research

Competitive Papers

Cross-Cultural Influencer Marketing

Thomas Campi, Pepperdine University, USA

Atalie Olivia, Pepperdine University, USA

Tyler Williams, Pepperdine University, USA

Cameron Woo, Pepperdine University, USA

Clark D Johnson, Pepperdine University, USA

Brittney C Bauer, Loyola University New Orleans, USA

We examine the influence of cross-cultural influencer marketing on increasing global brand awareness, localization, and overall brand messaging. In this paper, cross-cultural influencer marketing is defined as influencing related to different cultures on social media platforms. We propose that cross-cultural influencers drive a brand's global message and allow a brand to cater to the local cultures of a global market. Therefore, if support is found on this topic, we conclude that cross-cultural influencer marketing will lead to further authentic relationships and provide businesses with critical insights to develop global brand marketing strategies that will lead to success in the global marketing arena.

Keywords: influencer marketing, cross-cultural marketing, individualism, collectivism, power distance

Foreign Celebrity Endorsers

Shayan Alimohammadi, Pepperdine University, USA

Kerry Donahue, Pepperdine University, USA

Kidan Habtay, Pepperdine University, USA

Ryan Napier, Pepperdine University, USA

Clark D Johnson, Pepperdine University, USA

Brittney C Bauer, Loyola University New Orleans, USA

Brands have utilized celebrities as endorsers to drive growth for hundreds of years. This paper studies the use of foreign celebrity endorsers and the marketing concepts that can be utilized to measure endorser success. Using the stereotype content model and the match-up hypothesis, this paper will develop a research agenda examining how a foreign celebrity endorser can drive consumer persuasion. BTS is a world-renowned pop group that has a positive, well-maintained public persona. This case study details two endorsement deals with Puma and Hyundai and how both brands used a foreign celebrity endorser to build brand awareness and infiltrate new consumer groups. Based on the success of these two marketing campaigns, we suggest measuring the analytics behind BTS' social media accounts to better understand their cross-cultural presence and the demographics of their global following.

Keywords: foreign celebrity endorsers, cross-cultural marketing, stereotype content model, match-up hypothesis

Entering Mexico's Medical Tourism Industry: An Exploratory, Qualitative Analysis

Daniel Rottig, Florida Gulf Coast University, USA

Conor Brandon, Florida Gulf Coast University, USA

Ashley Montoya, Florida Gulf Coast University, USA

Erin Mallia, Florida Gulf Coast University, USA

Jorge Baez, Florida Gulf Coast University, USA

This exploratory study examines the institutional opportunities and challenges when entering the Mexican tourism industry from the perspective of US-based MNCs. Based on semi-structured interviews of Latin America Business experts and executives/managers of several Fortune 500 companies, this paper analyzes the strategic appeal of medical tourism in Mexico and reveals valuable insights for MNCs contemplating to expand to this industry. Our analysis is based on institutional theory as well as the resource-based view, and guided by the overarching questions of: What are the formal and informal institutional opportunities and challenges for US-based MNCs when entering the Mexican medical tourism industry? What strategies and best practices should U.S. MNCs in the medical industry develop and employ to successfully expand to and operate in Mexico? To provide exploratory answers to these questions, this paper analyzes the institutional environment of Mexico in the context of the medical tourism industry, and discusses strategies US-based MNCs can utilize to effectively navigate this institutional environment and so successfully expand to and operate in this market.

Keywords: Student Research, Qualitative Study, Emerging Markets

Responsiveness in a Post-COVID New Normal: Supply Chain Strategies for US-Based Semiconductor Manufacturing MNCs with Operations in China

Daniel Rottig, Florida Gulf Coast University, USA

John Burkner, Florida Gulf Coast University, USA

Jessica Foss, Florida Gulf Coast University, USA

This paper, building on institution- and resource-based theories and a qualitative research approach using executive interviews, examines the product shortages in the global semiconductor manufacturing industry resulting from the COVID-19 pandemic. Based on our findings, we identify supply chain strategies that US-based semiconductor MNCs with operations in China implemented to build more robust supply chains and so become more responsive in this new business environment. These strategies are related to four key business functions: risk management, advanced digital technology, talent strategy, and logistics. Risk management enables semiconductor manufacturers to predict and respond to product shortages that are caused by global disruptions. By investing in advanced digital technology such as blockchain, cloud technologies, and/or artificial intelligence/machine learning (AI/ML), MNCs will be able to collaborate at all parts of the product development and shipping processes more effectively. Effective talent strategies involve strong processes in acquiring, developing, and retaining employees. By building robust supply chain networks, companies would be equipped to continue to function normally when hit with a disruption in supply or demand.

Keywords: Student Research, Qualitative Study, Global Supply Chains

Responsiveness in the Business Environment: US-based SMEs in the Industrial Machinery Manufacturing Industry Expanding to Taiwan

Daniel Rottig, Florida Gulf Coast University, USA

Houston Kulig, Florida Gulf Coast University, USA

Jaime Bagby, Florida Gulf Coast University, USA

Rosele Castor, Florida Gulf Coast University, USA

Based on a qualitative research approach comprising executive interviews, this paper examines the strategic implications of global environmental and competitive forces on US-based SMEs that aim to expand and operate in Taiwan. More specifically, we build on the institution-based view to examine the focal institutions in Taiwan that affect global supply chains in the industrial machinery and equipment industry. We further build on the resource-based to examine how Artificial Intelligence (AI) is being used by US as well as Taiwanese SMEs to better manage the recent global supply chain crisis that is rooted in the 2020-22 Covid-19 pandemic. Based on our research findings, we concluded that the opportunities for US-based SMEs in Taiwan outweigh the threats and challenges in this institutional environment and discuss strategies and best practices these firms can employ to become more responsive in the current, post-COVID business environment.

Keywords: Student Research, SMEs, Institutions

The NBA's Ethical Dilemma with China

C.G. Das, Lazaridis School of Business & Economics, Wilfrid Laurier University, Canada

Prescott C. Ensign, Lazaridis School of Business & Economics, Wilfrid Laurier University,
Canada

On the 4th of October, 2019, an incident occurred within the National Basketball Association (NBA) which ignited a public international controversy: the General Manager of the Houston Rockets – Daryl Morey – tweeted a photo in support of Hong Kong. It is well known amongst Westerners that Hong Kong was, and still is, undergoing a political conflict with the People's Republic of China. While Morey's genuine intentions may be known only by himself, it is difficult to argue against the idea that Morey used the conflict to make a personal political statement. The ensuing chaos from the NBA has since created a storm of news which, more than two years since the initial tweet, has yet to die out. Since the event, Chinese Central Television (CCTV), who are owned by the state, have yet to broadcast a single NBA game; the Chinese conglomerate Tencent, however, has resumed broadcasting the NBA since January of 2021 with the sole exception of Morey's new employer – the Philadelphia 76ers (White, 2021b). This paper seeks to explore the complicated affair which has driven a wedge between the NBA's avarice for the Chinese market and the politicization of an athletic organization.

Keywords: ethics; political discourse

The Future of Supply Chain Management: Introducing Circularity

Rayyan Hamza Chanda, Quest University, Canada

Halia M. Valladares Montemayor, Quest University, Canada

This research entails a bibliometric analysis of the current literature on the topic of Sustainable Supply Chain Management and Circular Supply Chains and how the two concepts are interrelated. This research aims to progress the body of knowledge and show the correlations between these two concepts. It was found that the literature is heavily leaning toward Sustainable Supply Chain Management despite its many barriers to adoption. It analyzes the differences between sustainability and the circular economy to determine the best solution for the future of supply chain management. It finds that Circular Supply Chain solutions can solve the barriers to Sustainable Supply Chain Management. Furthermore, the remaining obstacles can be overcome through the widespread adoption of Circular Supply Chains as the framework for sustainability in supply chain management moving forward. Moreover, it introduces the ideas of industry 4.0, blockchain, and IOT as the solutions moving forwards to facilitate Circular Supply Chains.

Keywords: Circular Supply Chain, Sustainable Supply Chain Management, Supply Chain Management, Circular Economy, Sustainability

Development and Deployment of Chatbots on Social Media for Cyber Security: Reducing Threats and Vulnerabilities

Allan Muir, University of the District of Columbia, USA

Chevell Parnell, University of the District of Columbia, USA

Amit Arora, University of the District of Columbia, USA

Anshu Arora, University of the District of Columbia, USA

Chatbot is an application that uses artificial intelligence (AI) to communicate. AI is the automation of intelligent behavior in the context of chatbots. Humans respond more positively to chatbots that are anthropomorphic (human-like), preferring clarification chatbots over error-free chatbots. Chatbot has the capacity to consume large amounts of information and give an appropriate response in an efficient and timely manner. However, gaps in cyber security reduce the integrity of chatbots due to the deficits in secure message, voice, and image transfer to servers that host the chatbots and how that data is processed, stored, and shared. Consequently, threats and vulnerabilities are two of the main cyber security hazards when using chatbots. This research aims to develop strategies to reduce threats, vulnerability, and data manipulation of chatbots, consequently improving cyber security. Further the research develops a multilingual, conversational AI chatbot on SAP and Bot Libre! Platforms, and deploys it on social media sites (e.g., Twitter) for detecting cyber security threats.

Keywords: Artificial Intelligence, Chatbot, Cyber Security, Threats, Vulnerability, Data Manipulation, Clarification chatbots, Error-free chatbots

Performing Sentiment Analysis on Twitter to Counter Cyber Security Threats

Demario Asquitt, University of the District of Columbia, USA

Grace Yopez, University of the District of Columbia, USA

Amit Arora, University of the District of Columbia, USA

Anshu Arora, University of the District of Columbia, USA

In recent years, groups of cyber criminals/hackers have carried out web security attacks with the goal of destabilizing web services in a specific context for which they are motivated with the use of various tactics. Predicting these attacks is a critical task that assists in determining what actions should be taken if the attack goes undetected. Although there are software programs to detect security concerns on the internet, there is currently no system that can anticipate or foretell whether the attacks will be successful. This research provides a sentiment analysis strategy for predicting future cyber-attacks using Twitter data. The strategy is based on a daily collection of tweets from two types of users: those who use the platform to voice their opinions on important and relevant subjects, and those who use it to share information on web security attacks. To demonstrate practical applications of this research, it focuses on retrieving tweets from Twitter using Jupyter software along with coding using Python. The research utilizes text analysis code/software (e.g., MaxQDA) to conduct sentiment analysis on the retrieved tweets for analyzing cyber security threats on social media. The research has broader societal implications for analyzing potential cyber threats for avoiding cyber terrorism.

Keywords: Sentiment Analysis, Social Media, Cyber Security

Undergraduate/Graduate Students Research

Interactive Papers

Language-Based Cues in Advertising

Kiki Brar, Pepperdine University, USA

Frances Garcia, Pepperdine University, USA

Kori Neal, Pepperdine University, USA

Hadeez Weng, Pepperdine University, USA

Clark D Johnson, Pepperdine University, USA

Brittney C Bauer, Loyola University New Orleans, USA

Language cues include both verbal and nonverbal communications: (1.) verbal cues communicate through language, words, phrases, and voice; (2.) nonverbal cues employ body language, facial expressions, tone, and speech pauses as a means of communication. Brands are increasingly employing language cues in their advertisements, and the activation of country-of-origin connections is one of the key reasons for using these language cues. These connections should, in theory, transfer to the advertised goods, resulting in a favorable impact on the receivers' attitudes and purchasing intentions. Standard language cues are often thought to be more respected, although non-standard language might appeal to personal integrity ideals (i.e., comfort and acceptance). International marketers can also use emotional appeals in their ads, which can create sentiments of respect and warmth, as well as boost the effectiveness of their message. The goal of this paper is to examine how accents as a language cue can affect the persuasiveness of messages that are driven by emotional appeal.

Keywords: language cues, advertising, cross-cultural advertising

**Entrepreneurial Spirit, Identity, Resilience and Responsiveness Amid The COVID-19
Pandemic: An Empirical Study**

Jaimie Szarko, Quest University, Canada

Halia M. Valladares Montemayor, Quest University, Canada

The following research paper investigates the impacts of COVID-19 and its lockdowns on local businesses in Canada. Four unique business owners and CEOs were asked a series of questions about their business along with their thoughts around COVID and how it has affected their businesses individually. A main finding of this research was how each business approached the pandemic with an entrepreneurial spirit to continue to try to run their businesses. It was found that several themes emerged from the findings that show major changes such as businesses closing, businesses having to add further policies and the development of government assistance programs. The main conclusion of the research found that all four entrepreneurs featured in this paper had to be willing and vulnerable to adjust their business to the new normal and fit within new health regulations.

Keywords: entrepreneurial, Responsiveness, Resilience

Robotic Autonomy Benefiting Individuals with Autism: Ethical Curriculum Development through Social Robotics' Design and Research

Grace Yopez, University of the District of Columbia, USA

Anshu Arora, University of the District of Columbia, USA

Mohamad Sepehri, University of the District of Columbia, USA

Pradeep Behera, University of the District of Columbia, USA

The increased ability of robots to make unsupervised decisions necessitates mechanisms to ensure the safety of their behavior. This research examines the efficacy of social robots' design and research through curriculum development aimed at individuals with autism spectrum disorder (ASD). The study highlights the impact of social robots as 'assistive tools' for improving achievement in learning and providing enriched and engaged learning experiences to ASD individuals. Inspired by the simulation theory of cognition, the research attempts to address ethical-social robotics by adding an ethical layer to a humanoid NAO robot. We focus on developing a STEM-focused 'robotic artificial intelligence (AI)' social robotics course for ASD individuals encompassing social-behavioral and ethical elements of social cognition, ethics, and basic and advanced rules of human behavior and engagement in human-robot interaction scenarios. The research highlights curriculum design and instruction processes, followed by the educational analysis methodology and key findings, demonstrating the massive beneficial impact of social-ethical robotic autonomy on student performance that extends far beyond the boundaries of specific technical concepts taught in robotics and helps ASD individuals develop social-behavioral, ethical and computational thinking skills.

Keywords: Simulation Theory, Autism Spectrum Disorder (ASD), Robotic Autonomy, Ethical Layer, Course Curriculum, Student Performance, Computational Thinking Skills, Human-Robot Interaction

Retail: Yesterday, Today, Tomorrow. America's Love-Hate Relationship with the Mall

JC Blewitt, King's College, USA

Nicholas Lutz, King's College, USA

In the wake of World War II, one aspect of American life that was here to stay as American troops returned home to settle down was the American suburb. This movement led to the development of shopping districts to join downtown employment with residential families. One European architect with a dream would flee war-torn Europe to create what would become the hallmark of American consumerism for decades, the indoor shopping mall. Capitalism could only imagine the level of growth that these centers would dictate. Then, it began to fall apart. These once great pillars of society began to crumble and fall as the very economic factors and influences that fostered their development and growth turned away in the name of innovation. For some, it is far too late as they fall into the grip of history, forgotten, leaving behind crumbling shells of what once was. What led to the massive growth of shopping malls? Why do some manage to live on while others fail and collapse? What effects do these transitions have on the communities that once embraced the malls with open arms? What can be done with the once vast retail spaces now sitting empty across the country?

Keywords: Retail, Consumer Behavior, Marketing

Panels

X-Culture: Preparing Students to Thrive in the Current Work Environment

Karen Lynden, UNC Greensboro, USA

Leilani O. Baumanis, Lynn University, USA

Reccia Natasha Charles, St. George's University, Grenada

Omer F Genc, Youngstown State University, USA

Ru-Shiun Liou, University of Tampa, USA

Tim Muth, Florida Institute of Technology, USA

Daniel Rottig, Florida Gulf Coast University, USA

Vas Taras, University of North Carolina at Greensboro, USA

Structured as an interactive panel session, this session is led by several dedicated professors and designed to provide insights and reflections on how the X-Culture project is utilized across a variety of business courses spanning eight (8) universities. The session will contain prepared prompts for conversation organized across several categories, with the majority of the session offering great interaction and discussion with the audience. This will be the first time since the 2019 San Antonio conference to gather and discuss X-Culture-related teaching and research topics in a live AIB-SE community format. This session's purpose is to bring together academics with X-Culture experience and those who may be considering adding this project to their course so that they could share insights focused on developing ways to optimize the use of X-Culture in IB courses. X-Culture (www.X-Culture.org), launched in 2010, provides the opportunity for students from different countries to work in global virtual teams (GVTs) and complete a business project, learning in the process the challenges and best practices of global cross-cultural collaboration.

Keywords: Enhancing IB education and curriculum, IB Education, experiential learning, IB Teaching

Panel: New Frontiers in IB Research – A Closer Look at Complexity

Stewart Miller, University of Texas at San Antonio, USA

Pervez Ghauri, University of Birmingham, UK

As scholars ponder research opportunities in IB, a recent article by Nielsen and Eden (2020) focused on complexity as a distinguishing aspect of the multinational environment in general and the multinational enterprise in particular. Aguinis and Gabriel (2021) challenged that assumption suggesting that their “claims are exaggerated and misplaced” but a JIBS counterpoint by Casson and Li (2022) discussed different types of complexity that, in turn, hold great promise for IB researchers. This Panel will discuss opportunities for different types of Complexity.

Keywords: Global economic and institutional Paper ID: 104

Meet-the-Editors Session

Daekwan Kim, Florida State University, USA

Stewart R Miller, University of Texas at San Antonio, USA

Glenn Richey, Auburn University, USA

Meet-the-Editors Session

Keywords: Advertising, Brand Management, Consumer Animosity, None environment, IB theory strategies, Complexity

Paper ID: 109

Responsiveness in Business Environments: New Ways to Thrive

Daniel Rottig, Florida Gulf Coast University, USA

John McIntyre, Georgia Institute of Technology, USA

Matthew Mitchell, Drake University, USA

George Nakos, Clayton State University, USA

Irina Naoumova, University of Hartford, USA

Vas Taras, University of North Carolina at Greensboro, USA

AIB-SE Fellows Panel on Responsiveness in Business Environments: New Ways to Thrive

Keywords: Global economic and institutional environment, multinational enterprises (MNEs), institutional environments

Proceedings of the Annual Conference of the
Academy of International Business – Southeast US Chapter
“Responsiveness in Business Environments: New Ways to Thrive”
Panama City, FL
October 27-29, 2022

© 2022 Academy of International Business – Southeast US Chapter

For more information:
E-mail: aibse-us@aib.msu.edu • Web: <https://us-se.aib.world>
