

china goes global™

中国 走向 全球化

www.chinagoesglobal.org

September 25-27, 2013

Jacobs University Bremen



Conference Proceeding

china goes global

中国 走向 全球化

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Words of Welcome from the Conference Organizers



September 25, 2013

Dear Guests,

Ever since its start in 2006, the China *Goes* Global Conference has benefited and thrived from the enthusiasm, motivation and dedication of the members of the Chinese Globalization Association, the numerous scholarly presentations, as well as the commitment of all supporters involved in the organizational process.

Thus, we are proud that, once again, we gather a diverse group of experts here in Germany and enable a dialogue about the global challenges of our time.

The grounds for the China *Goes* Global Conference were laid with the foundation of the joint research project on China's outward investment activity seven years ago. What began as a cooperative initiative between Ilan Alon of Rollins College Florida, Julian Chang at Harvard University, John McIntyre from the Georgia Tech Center for International Business Education and Research, and Professor Christoph Lattemann from Jacobs University Bremen has grown into an internationally recognized endeavor that examines one of the most pressing issues of our time. The rise of China as a global economic power and the increasing awareness of its impact on international trading regimes have engendered a new dialogue about intercontinental business matters.

We founded the Chinese Globalization Association in 2012 to support and encourage academic research on the phenomenon of the contemporary globalization of China, not only as an exchange of knowledge between academic and business institutions but also to advance public awareness of the issues. Each year, more than 100 scholars attend the China *Goes* Global conference, discussing over 60 presentations. Their contributions not only contribute to the growth of knowledge about China's modern political and economic development, global crises and changes in business and people interaction but also ensure a realistic perspective on the changes we face in the world market.

This year's conference will enhance our knowledge about China's foreign direct investment, Chinese trade relations, China's government regulations, its sustainable partnerships, and many more topics germane to the subject of China's global presence.

We are positive that this year's conference will deepen these insights and we are looking forward to inspiring discussions. We wish you a great conference, an enjoyable stay at Jacobs University Bremen, and look forward to meeting each one of you individually.

Thank you very much!

Board of the Chinese Globalization Association and Conference Organizing Committee

Ilan Alon
Julian Chang
Christoph Lattemann
John R. McIntyre
Wenxian Zhang

Letter from the Conference Host



September 25, 2013

Dear China *Goes Global* 2013 Participant,

It is a great pleasure to welcome you to this conference on China *Goes Global*TM. We continue to witness great changes in China's modern political and economic development. The recent global financial crisis has given China a new role in the world system as many continue to look to China to drive economic recovery not just in the region but also globally. China's current growth problems aside, the world is still wondering how China's expansion into new markets, societies and education systems around the world will unfold. How will other countries and regions react to China's new stature, not only in the financial sectors but also in higher education? What kind of learning will China's enterprises, officials and entrepreneurs evidence in the years to come? How will Chinese managers and employees learn and benefit from this interaction?

The Hanseatic City of Bremen with its harbor has carried great economic importance within Germany and beyond for centuries. Bremen has long lasting relationships with China. For instance, as early as during the 1860s, C. Melchers & Co., a Bremen based company, engaged in trade with China and opened a first branch in Hong Kong in 1866. Many companies followed since then.

The founding of Germany's most international university in 2001, which is now renowned as Jacobs University, enhanced the city's international orientation and awareness even further. As trading networks expand to China, Bremen finds itself in an area of new orientation and adjustment. A new emphasis on China at our university is meant to offer academic expertise and transnational dialogues to companies as well as to the wider public. After all, bringing light into the seemingly impenetrable developments of world markets is of utmost importance to Bremen and its surroundings.

This conference stands in a series of initiatives from the Jacobs University and its partners to foster the relation between China and Bremen in academia and business. Jacobs University further established partnerships with Tsinghua, Fudan and the Capital Normal University to exchange researcher and students on a permanent basis. Furthermore, we will launch a program for Chinese visiting professors in the social sciences and humanities. We are in the process of establishing a research institute on China and Globalization in 2013 to funnel these and other activities. Jacobs University is also -- together with the Hochschule Bremen, the University Bremen, the Economic Senate of Bremen -- a full partner at the newly established Confucius Institute Bremen.

As we meet to discuss the implications of the fascinating growth of China's international profile, I would like to thank everybody for traveling so far and working so hard to contribute to this enterprise.

Sincerely,

Prof. Dr. Heinz-Otto Peitgen
President of Jacobs University Bremen

Supporters

We thank the following for their generous support of the 2013 China *Goes Global* Conference.

SAL. OPPENHEIM

Privatbank seit 1789

(Major Sponsor)

HANIEL STIFTUNG



Deutsche Bank 

EgonZehnder



Organizers



Georgia Tech  **Ernest Scheller Jr. College of Business**



Jacobs University Bremen Conference Guidelines

We come from many different countries and traditions but are united in the belief that knowledge is created through a two-way exchange of ideas and experiences.

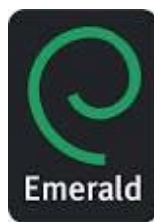
The effectiveness of the China *Goes* Global Conference will depend on collegial interactions among us. This will require a good deal of care to ensure that our conduct is respectful, particularly because we are working with a number of cultural norms. To avoid misunderstandings, we offer general guidelines for participants to clarify both the standards and the obligations expected during these next few days.

- It is a common German / American practice in an academic setting, where people are learning together and from each other, for participants to address each other, presenters, and staff by their first or given names; this is not intended to be disrespectful or discourteous.
- All members of this community are entitled to respect. All individuals are expected in their communication to demonstrate respect for each person's worth, dignity and capacity to contribute.

If each of us makes an honest effort to ensure that we treat others with professional respect and dignity, all of us will enjoy the maximum possible benefit from working and learning together.

Best Paper Awards

The *International Journal of Emerging Markets (IJoEM)*, published by Emerald is the official sponsor of the "China *Goes* Global" best paper awards for 2013. The journal brings together articles that examine the emerging markets, both theoretically and empirically. Highly rigorous research, case studies, and review articles, such as meta-analytic reviews, are also encouraged. The conference's submitted papers were narrowed down to a list of 10 finalists. The conference organizers and the Editor-in-Chief Ilan Alon further reviewed them and selected the best papers for an award.



Organizers' Bios

Dr. Ilan ALON



is Cornell Chair of International Business and Director of The China Center at Rollins College, and Visiting Scholar & Asia Fellow at Harvard University. He published 27 books, and over 100 peer-reviewed articles. His recent books on China include: Chinese Culture, Organizational Behavior and International Business Management (Greenwood, 2003), Chinese Economic Transition and International Marketing Strategy (Greenwood, 2003), Business and Management Education in China: Transition, Pedagogy and Training (World Scientific, 2005), The Globalization of Chinese Enterprises (Palgrave, 2008), Biographical Dictionary of New Chinese Entrepreneurs and Business Leaders (Edward Elgar Publishing, 2009), China Rules: Globalization and Political Transformation (Palgrave, 2009) A Guide to the Top 100 Companies in China (World Scientific, 2010). Entrepreneurial and Business Elites of China (Emerald, 2011). Dr. Alon is a recipient of the Chinese Marketing Award, a dual award from the Tripod Marketing Association (China) and the Society for Marketing Advances (USA), and the prestigious Rollins College McKean Award for his work on education in China. He has taught courses in top Chinese MBA programs including Shanghai Jiao Tong University, Fudan University, East China University for Science and Technology and China Europe International Business School. He is also an international business consultant, with experience in China as well as other countries in Asia, the Middle East, Europe and America, and a featured speaker in many professional associations.

Ilan Alon, Crummer Graduate School of Business, Rollins College, Winter Park, FL, United States. E-mail: ialon@rollins.edu

Dr. Julian CHANG



is the executive director of the Rajawali Foundation Institute for Asia at Harvard Kennedy School's Ash Center for Democratic Governance and Innovation. He received his Ph.D. in political science from the Department of Government at Harvard University, where he also served as residential dean of Cabot House from 1993 to 1996, and worked in the University Development Office. He received his B.A. from Yale University and won a Yale-China fellowship to teach at Wuhan University, China. In 1996, Chang went west to Stanford to become assistant director of the Center for East Asian Studies. In 1997, he helped to establish the Stanford Asia/Pacific Scholars Program, a university-wide fellowship program for graduate students from Asia.

He joined Stanford's Asia Pacific Research Center (A/PARC) as deputy director in the fall of 1998 and returned to Harvard in 2001. His research interests include Sino-Soviet/Russian relations, Chinese enterprise reform and globalization, and mass media in China. He has edited several books on Asia, including Economic Reform and Cross-Strait Relations: Taiwan and China in the WTO (2007, with Steven Goldstein), Presidential Politics in Taiwan: The Administration of Chen Shui-bian (2008, with Steven Goldstein), and China Rules: Globalization and Political Transformation (2009, with Ilan Alon, Marc Fetscherin, Christoph Lattemann, and John McIntyre).

Julian Chang, John F. Kennedy School of Government, Harvard University, Cambridge, MA, United States. E-mail: julian_chang@harvard.edu

Dr. Christoph LATTEMANN is Professor for Business Administration and Information Management at the Jacobs University Bremen and Visiting Scholar at the Harvard University. His research focuses on International Business, Corporate Social Responsibility, Management Information Systems and Design Thinking.



He has taught courses in top MBA programs such as Copenhagen Business School, Hasso Plattner Institute for Software Engineering, Educatis University in Switzerland and Universita Cattolica de Sacro Cuore. Formerly he held senior positions in project management in the financial industry for over four years. He has published more than 130 publications in journals, books and in conference proceedings. The latest articles are about corporate governance, corporate social responsibility, and information systems. He is member of various review boards and professional associations.

He is also a Design Thinking consultant, with experiences from many projects with multinational companies and many non-for-profit and non-governmental institutions.

Christoph Lattemann, Jacobs University Bremen, Germany. E-mail: c.lattemann@jacobs-university.de

Dr. John R. MCINTYRE has been Director of the Georgia Tech Center for International Business Education and Research (CIBER), a national center of excellence, since 1993 and a full professor of international business management and international relations with joint appointments in the College of Management and the Sam Nunn School of International Affairs of the Georgia Institute of Technology, Atlanta, Georgia. He received his graduate education at McGill, Strasbourg and Northeastern Universities, obtaining his Ph.D. at the University of Georgia. Published in over 80 journals, reviews, and book chapters. He is author and co-editor of ten books, including *Business and Management Education in China: Transition, Pedagogy and Training* and *Globalization of Chinese Enterprises*, *Multinational Enterprises and the Challenge of Sustainable Development*. Recipient of numerous competitive grants to further the internationalization of business education and research. Extensive corporate consulting experience; expert in the aluminum industry.



John R. McIntyre, Scheller College of Business, Georgia Tech, Technology Square, 800 West Peachtree St, NE, Atlanta, Georgia, 30308-1149 USA. Email: john.mcintyre@scheller.gatech.edu

Prof. Wenxian ZHANG is a member of Arts and Sciences faculty since 1995. A Research Associate of the Rollins China Center, a recipient of the Cornell Distinguished Faculty Service Award, Arthur Vining Davis Fellow, and a Professor of Rollins College in Winter Park, Florida. He is also a recipient of the Patrick D. Smith Award for his academic work with Dr. Maurice O'Sullivan on *A Trip to Florida for Health and Sport* (FHS Press, 2010). In addition to many articles on information studies, historical research, and Chinese business management, his recent book publications related to China include *The Biographical Dictionary of New Chinese Entrepreneurs and Business Leaders* (Edward Elgar, 2009), *A Guide to the Top 100 Companies in China* (World Scientific, 2010), *The Entrepreneurial and Business Elites of China: The Chinese Returnees Who Have Shaped Modern China* (Emerald, 2011), and *A Winter in Sunshine* (Shanghai University Press, 2012).



Prof. Dr. Wenxian Zhang, Rollins College, Winterpark, USA. Email: WZhang@Rollins.edu

KEYNOTER: Sarianna M. Lundan, Chair in International Management and Governance at the University of Bremen



Sarianna M. Lundan received her PhD from Rutgers University (US), and has held prior appointments at the University of Reading (UK) and at Maastricht University (The Netherlands). She has published widely in journals and books, and has co-authored with John H. Dunning the second edition of *Multinational Enterprises and the Global Economy*, which has become an influential reference work in the field of international business. She has also consulted extensively with the United Nations and the World Bank on issues related to the development impact of foreign investment. She is an elected Fellow of the European International Business Academy (EIBA), and currently serves on six editorial boards, including the *Journal of International Business Studies*, *Global Strategy Journal* and the *International Journal of Emerging Markets*. Her current research interests focus on the co-evolution of multinational enterprises and the institutional environment in which they operate.

- Lundan, S. M. 2013. Regulating global corporate capitalism. In Mikler, John, (Ed.), *The Handbook of Global Companies*: Wiley-Blackwell.
- Lundan, S. M. & Mirza, H. 2010. TNC evolution and the emerging investment-development paradigm. *Transnational Corporations*, 19(2): 29-52.
- Cantwell, J., Dunning, J. H., & Lundan, S. M. 2010. An evolutionary approach to understanding international business activity: The co-evolution of MNEs and the institutional environment. *Journal of International Business Studies*, 41(4): 567-86.
- Dunning, J. H. & Lundan, S. M. 2008. Institutions and the OLI paradigm of the multinational enterprise. *Asia Pacific Journal of Management*, 25(4): 573-93.
- Dunning, J. H. & Lundan, S. M. 2008. *Multinational Enterprises and the Global Economy*, Second Edition. Cheltenham: Edward Elgar.

KEYNOTER: Prof. Dr. Klaus E. Meyer, Professor of Strategy and International Business, CEIBS Shanghai, China



Klaus Meyer has been a Professor of Strategy and International Business at China Europe International Business School (CEIBS) in Shanghai, China since summer of 2012, and he is also an adjunct professor at Copenhagen Business School (DK). Previously, he was a Professor at the University of Bath and the University of Reading in England, and spend eight years Copenhagen Business School, Denmark. I also held visiting in Hong Kong and Taipei.

Prof. Meyer graduated with a PhD from London Business School, UK in 1997 with a dissertation on *"Determinants of Direct Foreign Investment in the Transition Economies in Central and Eastern Europe"*, which received the best thesis award by the European Association for Comparative Economic Studies. He also have a Diplom-Volkswirt (MSc Econ) degree from University of Göttingen, Germany in May 1992, and spend two years in banking with the Nord/LB in Braunschweig, Germany.

His research focuses on strategies of multinational enterprises in emerging economies. He is in particular interested in how firms adapt their business strategies to the specific conditions prevailing in each emerging economy. He thus investigated foreign investor's choice of entry mode and foreign acquisitions in transition economies. Recently, he has re-focused on multinational enterprises originating from emerging economies, such as China, with a focus on how the context of the home country affects the strategies driving their outward investment.

Prof. Meyer has, with Mike Peng, written a textbook *"International Business"*, which provides a comprehensive introduction to the field and is primarily aimed at students in courses taught in English across Europe. Hence, the book specifically incorporates issues and contexts relevant to European businesses. Moreover, Prof. Meyer holds various responsibilities in scholarly associations and journals, including the role of Vice President of the *Academy of International Business* (AIB) with responsibility for the 2014 program in Vancouver.

KEYNOTER: Prof. Dr. John Child, Professor Emeritus at the University of Birmingham, UK



John Child has an M.A. in Economics and a Ph.D. in Management both from the University of Cambridge (UK), which in 1984 also awarded him a Sc.D. for outstanding scholarly work. In 1996 he was awarded an Honorary Doctorate by the Helsinki School of Economics, one of the first business schools to be founded in Europe. In 2009 he was awarded an honorary doctorate by Corvinus University, Budapest.

In 2002, he was elected a Fellow of the Academy of Management and also of the British Academy of Management. In 2004, John Child received the Distinguished Contribution Award from the International Association for Chinese Management Research and in 2012 he received its first Lifetime

Achievement Award.

In 2006, he was made an Honorary Member of the European Group for Organization Studies [EGOS] in recognition of his contribution to the study of organization and to the work of the association. In the same year, he was elected a Fellow of the British Academy.

Professor Child's career started with posts in marketing and personnel at Rolls-Royce Ltd. He worked as a Research Fellow at Aston University from 1966 to 1968 and then held a faculty position at the London Business School until 1973. In that year he was appointed Professor of Organizational Behaviour at Aston University.

From 1986 to 1989 he was Dean of the Aston Business School. During 1989-90, he was seconded to the position of Dean and Director of the China-European Community Management Centre in Beijing with which he had been connected since 1985. He took up the Guinness (later Diageo) Chair of Management at Cambridge in 1991. He was Editor-in-Chief of the international journal Organization Studies from 1992 to 1996. He also founded the Centre for International Business and Management [CIBAM] at Cambridge and he is a Fellow of the Judge Business School in Cambridge. He is also a Visiting Professor at Lingnan University College, Zhongshan University, Guangzhou, China.

John's research interests include Management and economic reform in China; organization and performance of strategic alliances; internationalization of SMEs; evolution of new organizational forms.

KEYNOTER: Nicholas C. Niggli, Chairman, Government Procurement Agreement (GPA), WTO/Swiss Embassy, London (UK)

Mr. Nicholas C. Niggli, Counsellor, works for the Swiss State Secretariat for Economic Affairs and has been based at the Permanent Mission of Switzerland to the WTO & EFTA since 2002. He is the



Mission's current Deputy Head of the WTO Division. As a Swiss trade negotiator, he is in particular covering the Doha Round negotiations, budgetary and host country matters as well as many of the major Accessions to the WTO.

In 2011, Mr. Niggli has been part of the restricted team of Swiss negotiators / diplomats that successfully mediated between Russia and Georgia, permitting the latter to join consensus on Russia's Accession to the WTO. He was also Coordinator and Vice-Chairman of the organizational Host-country Task-Forces of the 2009 and 2011 WTO Ordinary Ministerial Conferences in Geneva.

Mr. Niggli has been Chairman of the WTO Committee of Government Procurement Agreement (GPA) from February 2007 to July 2012 and is the present Chairman of the WTO Pension Plan Management Board since 2007. Before that, he served the membership of the WTO as Chairman of the Committee on Specific Commitments, during the year 2005.

In his GPA Chairman capacity, Mr. Niggli did successfully conclude a decade long negotiation to improve internationally agreed disciplines for this key sector of the world economy and expand the market access coverage valued at 100 billion Dollars a year, in 2011. In 2009, he did complete a groundbreaking diplomatic mediation between China & Taiwan, which permitted the latter to accede to the GPA. Mr. Niggli has also supervised the accession negotiations of China, Jordan, Ukraine and Georgia, amongst other, during his tenure.

In his WTO Pension Plan Management Board Chairman capacity, Mr. Niggli has been instrumental in preparing and successfully negotiating a major administrative reform, including the increase of the normal retirement age from 62 to 65 for staff in the WTO.

Mr. Niggli holds a D.E.A (Diplome d'Etudes Approfondies) in economic history from the Universities of Geneva, Switzerland & Aberdeen, Scotland and a D.E.A. in international relations at the Graduate Institute of International Studies, Geneva, Switzerland. An expert and former consultant in intercultural behaviour, he speaks French, English, German, Swiss-German and possesses notions of Russian.

Jacobs University Venue Map

Conference Location

Jacobs University
Campus Ring 1
28759 Bremen
Germany

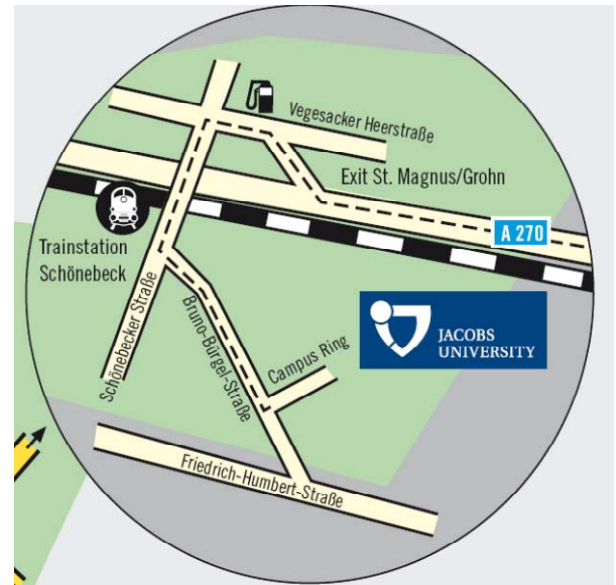
Vege sack

Train from main train station:

Take train to Vege sack (Platform 6 –
may change)

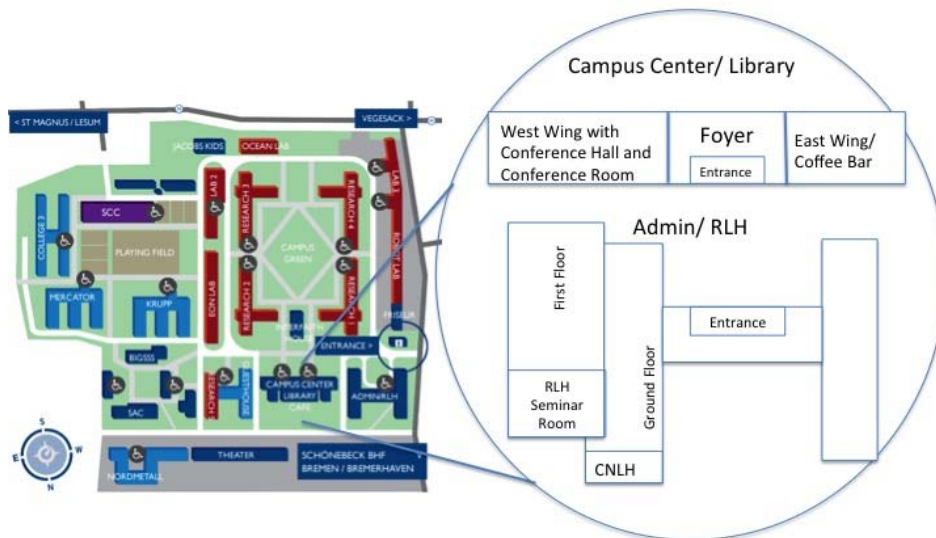
Exit Bremen-Schönebeck (18 minutes)

+ 5 minutes walk



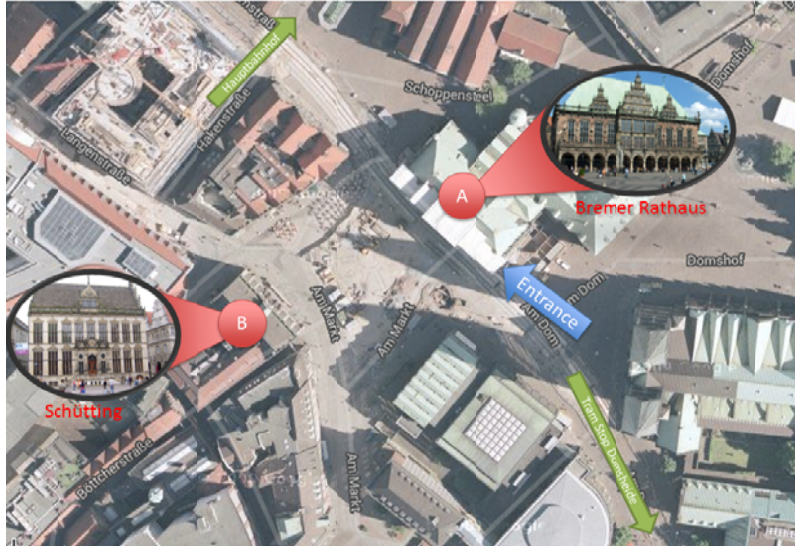
Detailed Jacobs University School Map

St. Magnus /Bremen



Conference Venues II

Rathaus (Wednesday evening) and **Schütting** (Thursday evening)



Main Train Station to Rathaus (A) / Schütting (B):

with Tram: Line 4 or Line 6 (Stop: Domsheide) + 2 minutes walk (8 minuten)

Airport to Rathaus (A) / Schütting (B):

with Tram; Line 6 to Domshof + 2 minutes walk (14 minutes)

Airport to Main Train Station (Hotel Intercity).

with Tram; Line 6 to Main Train Station (18 Minutes)

China Goes Global Conference - Program at a Glance

* Indicates paper presenter

Wednesday, September 25, 2013- (Bremen City)

3:30 - 5:00 pm

City Tour Bremen

(Free – Optional, *Meeting Point:* Bremer Roland)

5:00 - 7:00 pm

Registration and Reception at Rathaus Bremen, Kaminsaal

5:00 - 6:00 pm

Introduction:

- Words of Welcome from Senator Günthner
- Words of Welcome from President Peitgen (Jacobs University Bremen)
- Words of Welcome from Christoph Lattemann (Host/Organizer)
- Keynote: Selcuk Esenbel (President of the Confucius Institute Istanbul)
"China and Turkey at the Crossroads of the Global 21st Century"

6:00 - 7:00pm

Networking

Thursday, September 26, 2013 (Jacobs University Bremen)

8:30 - 9:00 am

Registration & Coffee & Networking

Campus Center (IRC) Foyer

9:00 - 10:00 am

Official Conference Welcome

Campus Center - West Wing Conference Hall

- Opening by President Jacobs University – HO Peitgen
- Words of welcome from Julian Chang – Harvard University/President Chinese Globalization Ass.
- Words of welcome from Christoph Lattemann - Organizer
- Keynote Speaker: Sarianna Lundan – President EIBA

10:00 - 10:15 am

Break

10:15 - 11:45 am

Session 1

Panel A (Conference Room):

China's Globalization (Chair: *Stephen Thomas*)

*Ji Chen, Stephen Thomas**: How Has China's Pre-1978 Historical Experiences Shaped Its "China Goes Global" Policies?

*Marc Venhaus**: Power Shift to the East? American Hegemony and China's Ascent in Times of Global Financial & Monetary Crises

Xiaocun Tiffany Qiu, Tianjie He*: Quantifying the Prospects and Impacts of RMB Internationalization

Panel B (Reimar-Lüst-Hall, Seminar Room – 2nd Floor):

Organization and Institutions (Chair: *Sten Söderman*)

Guido Moellering, Chenjian Zhang* : Chinese Entrepreneurs' Strategies at Home and Abroad: Institutional Conditions and Cohort Effects

*Guillermo Cardoza, Gaston Formes**: The International Expansion of China's Small And Medium-Sized Family Business. Status Today and Future Outlook

Ann Westenholz: Exploration of Organizing in Chinese High-Tech Companies Located In Denmark

Panel C (Conrad Naber Lecture Hall – CNLH)

China's Trade Relation (Chair: *Louise Curran*)

*Louise Curran**: EU-China Trade Relations within Global Value Chains

*Reinhard Biedermann**: Beauty Pageant on Ice – How China and the EU compete over Greenland's Resources

*Hua Ping**: Impact of China's Economic Cooperation and OFDI on its trade with Africa

11:45 am - 1:30 pm Poster Presentations and Lunch

Campus Center - East Wing

*Carola Drews**: Corporate Business Communication in Web 2.0 In The Intercultural Context Between Germany and China

*Fenfang Lin**, *Jake Ansell*: 'Created In China' –The Future Global Exporting Model for 'Made In China'

*Jianxiu Hao**: "A Real China" on User-Generated Videos? Audio-Visual Narratives of Confucianism

Kim Nevinger, *Xiaohua Yang**, *Stephen Morris*: Antecedents to Localization in Emerging Economy Multinationals: Evidence from Chinese Firms

Qingfeng Tian, *Ravi Madhavan**: Complex Capabilities In A Global Industry: China's Entry Into The Manufacture Of Large Commercial Aircraft (LCA)

*Jillein Aivi Lim**, *Rilando Sitepu*, *Tony Fang*: Cultural Interactions in Service Management – How Do Chinese Companies Conduct Service in Sweden?

Ke Rong, *Nigel William*, *Yuning Gao*, *Yantai Chen**: Using Ecosystem Strategy to Deal With Weak Institutional Environment in the Process of Globalization: Chinese OFDI in Central Africa

Jan Willem van Gelder, *Sanne van der Lugt**, *Ward Warmerdam*: Biodiversity Impacts Of Chinese Economic Activities in Africa

*Ge Yu**: Self-employment and older workers in China

11:45 am - 12:15 pm Author's meeting for Special Issue "International Journal of Emerging Markets" – Participants: Alon, Lattemann, Hertenstein, Biedermann, Yang, Berning, Söderman, Jansson, Fornes, Wanjiru, Venhaus, Prange (conference room)

1:30 - 3:00 pm

Session 2

Panel A (Conference Room):

FDI & M&A/Greenfield Investment/Networks (Chair: *Xiaohua Yang*)

Lucia Piscitello, *Roberta Rabellotti*, *Vittoria Giada Scalera**: Acquisitions Versus Greenfield Investments: Determinants and Motivations of Chinese Multinationals in Europe

*Thomas Schøtt**, *Maryam Cheraghi*, *Shahamak Rezaei*, *Jan Vang*: Innovation Embedded in Entrepreneurs' Networks in Public and Private Spheres: China and Denmark in Global Context

*Zhaojun Gao**: Are Business Groups Always a Giant? Internalization, Innovation and Institutional Legitimacy

Panel B (Conrad Naber Lecture Hall):

China's Government Influence (Chair: *Reinhard Biedermann*)

Klaus E. Meyer*, **Yuan Ding**, **Jing Li**, **Hua Zhang**: Foreign Entry Strategies by State-owned Enterprises: A Chinese Political Economy Perspective

Guillermo Cardoza, **Gaston Fornes***, **Ping Li**, **Ning Xu**, **Song Xu**: The Influence of Public Policies on Chinese SMEs' International Expansion

Hans Hendrichske*, **Wei Li**: Chinese Outbound Direct Investment in Australia - Characteristics and Integration

Panel C: (Reimar-Lüst-Hall, Seminar Room – 2nd Floor):

Branding (Chair: *Ann Westenholz*)

Nieves García de Frutos*, **José Manuel Ortega Egea**: Modeling Spanish Consumers' Reluctance to Buy Chinese Apparel Products

Chun-Chieh MA, **Hsiao-Ping CHANG***: Managing Service Brand Value in Emerging Markets: the HRM Perspective in China's Hotel Industry

Francesca Checchinato, **Lala Hu**, **Alessandra Perri**, **Tiziano Vescovi***:

Internationalization of a Chinese "Born Global" Brand in a Foreign Sector: The Case Study of Goodbaby

3:00 - 3:20 pm

Break

3:20 - 4:50 pm

Session 3

Panel A (Conference Room):

FDI and Strategic Management (Chair: *Hinrich Voss*)

Sten Söderman, **Hans Jansson**: International Strategic Management Hybrids in China

Schueller, **Margot***, **Yun Schueler-Zhou**: Chinese Investment Strategies and Migration

Andy Anderson, **Dylan Sutherland***, **Sean Severe**: An Event Study Of EM MNE Strategic Asset Acquisitions: The Case of Patent Generation in Chinese Acquisitions in Developed Markets

Panel B (Conrad Naber Lecture Hall):

China and Changing World Orders – Historical and Contemporary Perspectives (Chair: *Dominic Sachsenmaier*)

Selcuk Esenbel: Turkey's Changing Foreign Policy Stance: Getting Closer to Asia?

Sun Yue: The China Dream - Historical and Contemporary Perspectives

Du Tao: The Global Significance of the Chinese Pathway

Panel C (Reimar-Lüst-Hall, Seminar Room – 2nd Floor):

Culture, Language, Globalization (Chair: *Song Yan*)

Song Yan: Culture, Language, Globalization

Qi Zhu, **Peng Li**: How Chinese Children Read Chinese Characters

Su Li: Phonological awareness in adults learning Chinese as a second language Phonological Awareness in Thai-English-Chinese and Japanese-English-Chinese Trilingual Adults

5:00 – 6:00 pm

Relocation via bus shuttle to Bremen City

6:00 – 9:00 pm

Kaminabend at Haus Schütting

(Shared program – Bremer Unternehmertage, China Goes Global Conference Dialogue between Scholars and Practitioners)

- Words of Welcome – Christoph Weiss – HK President (5 Min.)
- Words of Welcome – Senator Günthner – Schirmherr (5 Min.)
- Keynote Speaker: **Nicolas Niggli** – WTO (60 Min.) + Q&A
The WTO-China Government Procurement Act

Friday, September 27, 2013 (Jacobs University Bremen)

8:00 - 8:30 am

Registration and Networking

8:30 - 9:30 am

Keynote Speaker- China Goes Global Conference

Prof. Dr. Klaus E. Meyer (Vice President AIB – Academy of Business)
(Conrad Naber Lecture Hall)

8:45 am - 1:00 pm - Special Track China Goes Europe – Bremer Unternehmertage (in German):
(Conference Hall- West Wing)

8:45 – 9:30 am: Kiekerts Weg zur weiteren Globalisierung - Strategisches M&A mit Hilfe eines chinesischen Investors
Ulrich-Nicolaus Kranz (*Kiekert AG*)

9:45 – 10:30 am: Die Kunst des Übergangs – Finanzmärkte und der Umbau des chinesischen Wachstumsmodells
Frank Hübner (*Sal. Oppenheim jr. & Cie.*)

10:30 – 11:15 am: Innovationsstrategien chinesischer Unternehmen in Deutschland
Margot Schüller (*German Institute of Global and Area Studies - GIGA*)

11:30 – 12:15 pm: Ein deutsches Familienunternehmen in China: Der lange Weg zum Erfolg
Jan-Oliver Buhlmann (*Buhlmann Rohr-Fittings-Stahlhandel GmbH + Co. KG*)

12:15 – 1:00 pm: Competition in China and beyond – New Challenges for Old Multinationals
Hellmut Schütte – (*CEIBS, China Europe International Business School*)

9:30 - 9:45 am

Networking Break

9:45 - 11:15 am

Session 4

Panel A (Reimar-Lüst-Hall, Seminar Room – 2nd Floor):

Lessons Learned from Going Global (Chair: *Wenxian Zhang*)

Xueli Huang*, **Guangping Huang**: Why Sino Iron Project Fails? A Perspective of Liability of Foreignness

Christiane Prange*: Better at Home or Abroad?

Ying Zheng*, **Daying Yan**, **Bing Ren**: Institutional Barrier, Learning Through Experience and Network Ties, and FDI Location Choice Of EMNEs

Panel B (Conrad Naber Lecture Hall):

China's OFDI & Geopolitical Power (Chair: *Gaston Fornes*)

Gaston Fornes*, **Alan Butt-Philip**: Chinese Outward Investments to Emerging Markets. Evidence from Latin America

Mohammad Salman*, **Gustaaf Geeraerts**: The Impact of Strategic Hedging on

the Foreign Politics of Great Powers: The Case of Chinese Energy Strategy in the Middle East

Roseline Wanjiru*: Chinese MNEs in Sub-Saharan Africa: ownership and local linkages

Panel C (Conference Room):

HRM & Work Organization (Chair: *Chris Smith*; Presenters: *Jos Gamble, Huaichuan Rui, Yu Zheng*)

Presentations on Chinese MNC HRM and Work Organization in Overseas Operations and Discussion with Audience.

11:15 - 11:30 am Networking Break

11:30 am - 1:00 pm Session 5

Panel A (Reimar-Lüst-Hall, Seminar Room – 2nd Floor):

MNE, Networks (Chair: *Halil Kıymaz*)

Peter Hertenstein, Dylan Sutherland*: Liabilities Of ‘Outsidership’: The Process Model, Global Production Networks And EM MNEs

*Simona Gentile-Luedecke**: What motivates German companies to agree to be sold to Chinese investors? The case of Chinese acquisitions in the German automotive sector

Giovanni Balcet, Hua Wang, Xavier Richet*: Geely: a trajectory of catching up and asset-seeking multinational growth

Panel B (Conference Room):

Strategic Asset Seeking Motives/Human Resources (Chair: *John McIntyre*)

*Wang Qi, William Wei**: The Effects of Knowledge-Intensive Business Services on the Comparative Advantage of China's Manufacturing Sector

Philipp Boeing: In-house R&D and External Knowledge Acquisition – What Makes Chinese Firms Productive?

Xiaohua Yang, Cindy Qin, Rongxin Chen, Mark Cannice: Reverse Knowledge Transfer in Chinese Multinationals: Evidence From the US

1:00 - 2:00 pm Networking Lunch & Group Picture (West Wing)
(in cooperation with Bremer Unternehmertage)

2:00 - 3:30 pm Session 6

Panel A (Conrad Naber Lecture Hall):

Education and Talent Management (Chair: *William Wei*)

*Carsten Wundrack**: Chinese Talent-Management and Leadership

*Wenxian Zhang**: Reaping the Benefits of Brain Circulation: The Impact of the Overseas Study and the Returnees on the Development of the Management Education in China

Lala Hu, Andrea Pontiggia, Marco Savorgnan*: China's Human Resources Development: Recent Evolution and Implications

Panel B (Reimar-Lüst-Hall, Seminar Room – 2nd Floor):

Book Panel (Chair: *Ilan Alon*)

Xueli Huang, Ian Austin*: Chinese Investment in Australia – Unique Insights from the Mining Industry

Gaston Fornes*, Alan Butt-Philip: The China-Latin America Axis. Emerging Markets and the future of globalization
Ilan Alon*, Marc Fetscherin, Philippe Gugler: Chinese International Investment

Panel C (Conference Room):

Political Perspective on China's Globalization (Chair: *Francis Ulgado*)

Dirk Holtbrügge, Sue Claire Berning*: The push and pull effects of government policies on Chinese outward foreign direct investment

Duncan Freeman: China's Outward Investment: Institutions, Constraints and Challenges

3:30 - 3:45 pm	Break and Relocation
3:45 - 4:00 pm	Best Paper Award Ceremony (Conference Room – West Wing)
4:00 - 4:30 pm	Keynote Speech – Closing Summary (Conference Room – West Wing) (Prof. Dr. John Child - Professor Emeritus at the University of Birmingham, UK)

Closing Remarks from the Conference Organizers

Schedule and content is subject to change.

Detailed Program & Abstracts

Thursday, September 26, 2013

SESSION 1

Panel A: China's Globalization

How Has China's Pre-1978 Historical Experiences Shaped It's "China Goes Global" Policies?

Stephen Thomas, University of Colorado Denver, United States of America

Ji Chen, University of Colorado Denver, United States of America

Before 1842, China was a major world economic power, about 30 percent of the world economy. From 1842 to 1901, China was forced to sign 29 "unequal treaties," depriving China of much of its sovereignty. (China lost tariff autonomy, consular jurisdiction over foreigners, control over land in concession areas, inland shipping rights, control over foreign troops, and the right to outlaw opium and to tax businesses). These sovereignty losses correlated with China's economy shrinking to about 5% of the world economy by 1949 (Maddison, 2009).

Communist China regained full sovereignty in 1949 and, even with a post-Korean War U.S.-led Western blockade; China's planned economy model achieved average GDP per capita growth of 2.8% annually from 1949 to 1973, despite the disasters of the Great Leap Forward and Cultural Revolution (Maddison, 2009, p. 216). Though twice the per capita growth rate of India (1.4%), China's growth was only 35% of Japan's growth rate (8.0% from 1950 to 1973). After Mao's 1976 death, Deng Xiaoping, with the new global political/economic environment, opened China to the global economy, achieving annual per capita growth of more than 5% (Maddison, 2009, p.216). China's per capita income increased from USD 200 in 1978 to about USD 5000 in 2012, making China the world's second largest economy.

We will explore how China used its post-1949 full sovereignty to combine lessons from China's semi-sovereign past and its domestic experiences (Great Leap Forward and Cultural Revolution) to engage in Western-style market reforms and "China Goes Global" policies. These Chinese reforms were also based on the post-WWII changed international environment and the success of Japan and the Four Tigers in creating "miracle" economies.

Power Shift to the East? American Hegemony and China's Ascent in Times of Global Financial & Monetary Crises

Marc Venhaus, Freie Universität Berlin, Germany

For the past six decades, the US has managed to create and sustain a hegemonic position in the global financial/monetary order. This is based on three central pillars: 1) institutional power (control over outcomes in the International Monetary Fund), 2) structural power (dollar/Wall-Street dominance, forming an 'exorbitant privilege') and 3) ideational power (Neoliberalism as the leading politico-economic ideology - especially since the 1970s). In concerto this has served the countries' very own interest, whereas other nations have repeatedly been forced to shoulder most of the burdens of adjustment. However, the sovereign debt crisis of 2008ff. (as a critical juncture) not only laid bare the deficiencies of the US-centred order and the increasing vulnerability of the highly indebted and economically stuttering hegemon, but also opened a window of opportunity for its main rival: liquidity-rich and booming China. Accordingly, Beijing is now starting to contest the US by: 1) significantly increasing its influence within the International Monetary Fund, 2) extending the international role and convertibility of the Renminbi and establishing Shanghai as a new global financial center until 2020, and 3) following a Neo-Mercantilist/Listian approach which is signified by gradual financial liberalization and an accumulation of monetary reserves.

Quantifying the Prospects and Impacts of RMB Internationalization

Xiaocun Tiffany Qiu, Royal Bank of Scotland, Hong Kong S.A.R. (China)

Tianjie He, Dow Jones, People's Republic of China

The aim of this paper is to analyze the prospects of RMB internationalization in the medium run, and assess its impacts on China's economy. To begin with, the paper examines the demand-supply conditions for currency internationalization and the imbalance of the two sides for RMB. It then classifies the major currencies into three groups: fully, partially and non-internationalized currency. Based on the classification and assumptions on different demand-supply combination, panel data analysis and scenario analysis are conducted to quantify RMB's potential international role. The estimations show that RMB will rise to the second position as a global currency after USD in 10-15 years' time if Chinese government takes aggressive measures to liberalize the currency. Further, the paper summaries transmission channels for the internationalized RMB to influence the domestic economy, and quantifies the benefits and costs. It concludes that China may gain from transaction cost reduction, seigniorage revenue, credit cost decrease and terms of trade improvement etc. It also evidences that the cost of losing domestic monetary policy independence will not be as significant as most observers concerned. Some of the impacts are sensitive to domestic economic outlook, but the magnitude will not be tremendous. In all, the paper finds the benefits of RMB internationalization overwhelm potential costs, and it suggests Chinese government to promote a full (instead of partial) RMB internationalization in the medium run.

Panel 1B: Organization and Institutions

Chinese Entrepreneurs' Strategies at Home and Abroad: Institutional Conditions and Cohort Effects

Guido Möllering, Jacobs University Bremen, Germany

Chenjian Zhang, Jacobs University Bremen, Germany

The paper presents empirical evidence of how Chinese entrepreneurs' networking strategies have been influenced by institutional conditions and cohort effects 'at home'. In particular, institutional change led to less behavioral change among an older cohort of early entrepreneurs compared to the behavior displayed by a younger cohort of more recent entrepreneurs who found different founding conditions for their ventures. This can be seen, for example, in the way entrepreneurs team up with close vs. weak ties and how they build trust with their partners. The paper then proposes to extend this research design to strategies of institutionalization by Chinese entrepreneurs. We hypothesize that, *ceteris paribus*, Chinese entrepreneurs who have taken their business abroad early on will still use different strategies today compared to more recent cases of internationalization by Chinese firms and that this is partly due to a cohort effect. For example, older entrepreneurs may be much more reliant on Chinese networks abroad while younger entrepreneurs may be more open to local, non-Chinese business partners. This kind of research can explain why changing institutional conditions at home and abroad may indeed induce a change in entrepreneurial behavior, but dependent on which cohort the entrepreneurs belong to. The paper acknowledges the challenge of distinguishing between cohort and age effects as well as comparing entrepreneurial behavior in several dynamic institutional contexts at different points in time. Nevertheless, we suggest a meaningful contribution that might be generalizable beyond Chinese entrepreneurs.

The International Expansion of China's Small and Medium-Sized Family Business. Status Today and Future Outlook

Guillermo Cardoza, University of Bristol, United Kingdom

Gaston Fornes, University of Bristol, United Kingdom

Purpose: The paper critically analyses the relevant literature on the international expansion of China's small and medium-sized family enterprises with the aim of highlighting the main topics analysed by scholars and identifying areas for future research.

Design: The paper reviews the works on the international growth of China's SMFEs published in selected peer-reviewed English-language journals vis-à-vis what has been published on Chinese MNEs and Western SMFEs. It does this by, first, studying the literature at both firm and industry levels and, second, by analysing the specific characteristics of small business from China along with the particularities of the Chinese business environment.

Findings: The paper highlights the need to deepen the understanding of the process leading to SMFEs' expansion beyond China's borders to conclude with the identification of areas for future research.

Exploration of Organizing in Chinese High-Tech Companies Located in Denmark

Ann Westenholz, Copenhagen Business School, Denmark

Purpose: Very little research has been done to find out what happens to organizing in Chinese companies that are located in countries characterized by cooperative capitalism. I focus on this phenomenon and explore what happens to organizing in two Chinese high-tech companies located in Denmark.

Design/methodology/approach: Case studies, interviewing, and three questions inspired by the work of Boltanski & Thévenot: 1) What type of test scenarios are the Chinese and Danes becoming engaged in? 2) Which worlds are called upon as justification of actions by the Chinese and Danes in the test scenarios? 3) How do they discover their relative worth in different worlds enacted in the test scenarios?

Findings: The analysis shows that controversies have emerged in test scenarios where Chinese managers and engineers have enacted a market world and a domestic world, while Danish managers and engineers have enacted an industrial world and a civic world. Furthermore, it is suggested that controversies also occur when Chinese managers enact a fuzzy world. Different worlds collide in these types of test scenarios, creating ambiguity about the worth of the persons involved and the organizing principles in their practices. The Chinese and the Danes deal with the ambiguity in many different ways.

Research limitation: Few cases exist and the data is limited.

Practical implications: The analysis creates learning opportunities for Chinese and Danish managers and highly qualified employees.

Panel 1C: Chinas Trade Relation

EU-China Trade Relations within Global Value Chains

Louise Curran, Toulouse Business School, France

This paper seeks to shed light on the interactions between national and regional institutions and increasingly complex Global Value Chains (GVCs) through a case study of the European Union (EU) antidumping investigation against Chinese solar panels. The paper explores the facts of the case, drawing also on the recent very similar case in the US, and analyses the arguments proposed by actors for and against antidumping action. This case demonstrates how the growing complexity of these chains makes the process of lobbying for government support for a given industry more difficult. As value chains cross frontiers, different actors within the same country have different interests and certain EU-based companies have common interests with Chinese manufacturers. Thus policy choices of governments are increasingly complex. The result of the US antidumping action was a large and immediate fall in Chinese exports of solar panels to the US. As a Chinese company representative interviewed for the research explained; 'Like every other company, who was manufacturing solar cells in China, we stopped manufacturing solar cells in China and we moved them instead to overseas production'. The case thus also highlights the malleable nature of GPNs. Although they are not direct actors in the current debate, third countries clearly have an interest in the outcome. In terms of the GVC literature, the case also highlights that MNE choices on where to produce within global value chains can be heavily impacted by the institutions which regulate world trade – in this case regional and national administrations.

Beauty Pageant on Ice – How China and the EU Compete over Greenland's Resources

Reinhard Biedermann, Tamkang University, Taiwan, Republic of China

Purpose: This paper compares China's and the European Union's economic diplomacy towards the Arctic region with focus on Greenland. The Arctic, due to climate change, has become the new frontier on intense global competition for resources and raw materials like rare earth elements. The paper gives an innovative insight in the interaction of competition for resources between the EU and China on democratic third markets.

Design/methodology/approach: The exploration is based on rational choice analysis and comparison of economic diplomacy along a framework that highlights the external situation of the Arctic for the EU and China, actor recognition, governance and diplomatic instruments, the role of norms in a democratic environment, sector interests, and negotiation results.

Findings: While China's government supports its state-owned corporations, looking for 'deals', the EU is a multilevel governed, liberal market economy, that wants to establish a common floor of rules, including rights of indigenous people, environment protection, and democratic values. Cooperation between China and the EU on Arctic matters would be promising for both, but is currently not in sight due to China's internal and external economic policy on resources.

Impact of China's Economic Cooperation and OFDI on its Trade with Africa

Ping Hua, CERDI, Auvergne University, France

China's increasing engagement in Africa since 2000 is often seen as driven by market potential and natural resources endowments with however an absence of empirical studies. To complete this absence, a "financial engagement augmented" gravity model is proposed. It is applied to China's bilateral trade with 45 Sub-Saharan African countries over the period from 2000 to 2010. We show that the activities of economic cooperation favour exports to Africa whereas its OFDI increases exports to and imports from Africa; both explaining 35% of the annual average growth rate of China's exports to Africa; and only OFDI accounted 45% for the imports from Africa. China tends to export manufactured goods to countries having better governance while to import raw materials from those having bad governance. The exports of China's manufactured goods are sensible to real exchange rates whereas the imports of raw materials from Africa are not, but facilitated by the official diplomatic relationship. China's special economic zones created in Africa decrease the exports of China's textile and clothing; lighten thus the Chinese competition on African industry. African countries should thus take this opportunity to diversify their industry and to be integrated to the world production system.

POSTER PRESENTATIONS

CORPORATE BUSINESS COMMUNICATION IN WEB 2.0 IN THE INTERCULTURAL CONTEXT BETWEEN GERMANY AND CHINA

Carola Drews, University Dresden, Germany

The purpose of the initial thesis was to develop an approach of a new communication strategy on the German market. Furthermore, this approach should be adaptable in Chinese intercultural context to achieve an increasing perception of a German corporation and its brands on the Chinese market. On the basis of a discussion, about the terms "communication" and "culture", and the connection in between, a general comprehension of "intercultural communication in business" was worked out. In addition, the problems of intercultural communication in business were pointed out. An analysis of the external communication instruments in general in German and Chinese cultural context, showed the most potential for a new economic communication strategy in multi-media communication. As result, the "virtual experience" was developed. Since it is a multi-media communication instrument using a lot of features of web 2.0, the use of internet in both cultural contexts is scrutinized too. Obvious differences are not such a problem like the invisible ones. But these invisible differences could be crucial in communication in business. In special if these differences seem to be apparent common ground.

"Created in China" – The Future Global Exporting Model for "Made in China"

Fenfang Lin, University of Edinburgh, United Kingdom
Jake Ansell, University of Edinburgh, United Kingdom

A review of the literature on Country of Origin indicates the need to explore the influences on country brand development and the effect on its country image. Netnography is employed to explore the Chinese producers' voices toward 'Made in China' brand behind the screen. The findings indicated the path for future movement is from 'Made in China' to 'Created in China'. Some major impediments, though, exist, e.g., copying issue within China, which has impact on 'Made in China' current image. It further leads to profits 'thin as paper' that hindered the achievement of elements within 'Wish List' for the movement toward 'Created in China'. Our findings draw attention to the development of country brand. It provides a significant implication for research and practice.

"A Real China" on User-Generated Videos: Alternative Audio-Visual Narratives of Confucianism

Jianxiu Hao, Jacobs University Bremen, Germany

China has over 560 million Internet users, more than the EU 27 countries' citizens. Web 2.0/social media's development in China has provided Chinese prosumers to express and share their mediated experiences and opinions from grass-roots' perspectives, even challenging the mainstream media. Some Western scholars prefer the future scenario of a Westernized democratic China, mainly due to the ICTs' rocketing development. Some Chinese scholars (e.g., Deng Zhenglai) argue that socio-cultural, economic and political developments with Chinese characteristics cannot be explained by the imported Western theories but only by Chinese perspectives.

The study intends to investigate the image of China as portrayed in Chinese prosumers' videos and to interpret them in terms of the thoughts of Confucianism.

This thematic narrative analysis analyzes approximately 13 hours of the most-viewed user-generated videos on the China's most popular video sharing platform - Youku. It has been shown that the grass-root prosumers on social media shape and reshape Chinese socio-cultures and portray "a real China". Furthermore, with the investigation of the audio-visual narratives and their patterns of the user-generated videos, it can be argued that they are not only challenging, but supporting the mainstream party-state privileges, power and ideologies. These patterns reflect one of the foundations of China's cultural and politico-ideological commitments, Confucianism.

Antecedents to Localization in Emerging Economy Multinationals: Evidence from Chinese Firms

Kim Nevinger, University of San Francisco, United States of America
Xiaohua Yang, University of San Francisco, United States of America
Stephen Morris, University of San Francisco, United States of America

Purpose: The purpose of this study is to explore factors that influence the level of localization of talent and operations in emerging economy multinationals (EEMs).

Design/methodology/approach: We adopted a case method that helps us reach our research goal of understanding localization process in EEMs. We collected firm level data from personal interviews face-to-face and telephone and we triangulated some data by accessing published sources.

Findings: Our preliminary findings suggest that strategic resource seeking, legitimacy forces and subsidiary autonomy are likely the significant factors determining the level of localization of talent and operations in EEMs' international expansion.

Research limitation/implication: Our study contributes to the literature on localization by extending research to emerging economy multinationals and by integrating resource-based view and organizational legitimacy theory. Given the non-generalizability of our case method, future studies should investigate the relationship between localization and strategic resource seeking, legitimacy forces, and subsidiary autonomy, as well as localization and venture success by conducting large scale and longitudinal studies to gain insights on how the dynamics and interrelations among the antecedents might impact localization and how the timing of localization within a firm may impact venture success.

Practical implication: Our research provides insights for Chinese companies looking to internationalize in the future. In addition, we intend it to provide insights to international managers on how to identify factors that lead to localization and in turn lead to overseas venture success.

China and the Middle East

Muhamad Olimat, Khalifa University, United Arab Emirates

The rapid pace of China's involvement in the Middle East in the areas of energy, trade, arms sales, culture, and politics has generated substantial research interest. Scholars scramble to explain such involvement matching it with existing theoretical frameworks, develop their own representations, and attempt to predict its future course vis-à-vis the dominant powers in the region, i.e., the United States and Western powers. They also wonder if such vigorous involvement aims at dislodging the US and its allies from the Middle East, or if it is pure business transactions that seek a steady source of energy to sustain China's economic prosperity. The objective of this paper is to examine the depth of China's involvement in the Middle East, and in so doing, I develop a five-dimensional approach that takes into account the complexity of China's presence in the Middle East in terms of oil imports, trade relations, arms sales, political cooperation, and cultural relations.

Complex Capabilities in a Global Industry: China's Entry into the Manufacture of Large Commercial Aircraft (LCA)

Qingfeng Tian, Northwestern Polytechnical University, People's Republic of China

Ravi Madhavan, Northwestern Polytechnical University, People's Republic of China

Many scholarly studies have addressed China's capability upgrading through participation in the global production value chains of key industries. China's entry into LCA manufacture represents the next chapter of this capability upgrading story, exemplifying a step change in ambition - that of mastering high-value-added apex systems integration industries. This paper provides an early report on a study in which we focus on China's unfolding LCA initiative as the empirical basis for an emerging theory of complex capabilities, which are defined as the set of deep technological and managerial capabilities that are necessary for enterprise design and operation in systems integration businesses. Systems integration businesses, in turn, are concerned with designing and building high-reliability artifacts with tightly coupled interacting modular components that each draw on very distinct technological skills. Extant models of the business of system integration are used to illustrate the barriers to entry and the complex capabilities that characterize systems integration industries. We analyze the current state of LCA capabilities in China and the investments that Chinese enterprises are making in the development of the requisite complex capabilities. Our ongoing study employs a mixed methods approach within the industry studies tradition to illuminate both the theoretical construct of complex capabilities and the empirical phenomenon of China's entry into a key systems integration industry.

Cultural interactions in service management – how do Chinese companies conduct service in Sweden?

Jillein Lim, Stockholm University, Sweden

Rilando Sitepu, Stockholm University, Sweden

Tony Fang, Stockholm University, Sweden

Service management is important for any firms seeking to achieve success in foreign business environment. While the importance of managing service seems to be universally recognized the knowledge of how to do it is still relatively limited. Through a case study of how Chinese telecommunication manufacturers (ZTE and Huawei) develop business in Sweden it is discovered that although they are still in an early phase of orchestrating their customer support functions in local markets Chinese firms tend to outperform their competitors by offering speedy service to their customers.

Purpose The purpose of this paper is to arrive at a better understanding of how speed plays a role in service management in foreign business environment.

Design/methodology/approach Three Chinese service providers in Sweden i.e. ZTE and Huawei have been interviewed for the purposes of this research.

Findings Culture in general has a varied impact on service methods. Service speed which has not been emphasized in the literature is becoming essential for satisfying customers and creating an overall perception of high quality service. Our contribution is to add speed as a central element to help improve existing service management models.

Using Ecosystem Strategy to Deal With Weak Institutional Environment In the Process of Globalization: Chinese OFDI in Central Africa

Ke Rong and Nigel William, Business School, Bournemouth University, UK

Yuning Gao, School of Public Policy and Management, Tsinghua University, China

Yantai Chen, China Institute for SMEs and School of Economic Management, Zhejiang University of Technology, China

There exists a consensus both in academia and practitioners that China's MNC internationalization differs from developed countries firms approach to internationalization. This is particularly apparent in less developing countries with weak institution capabilities such as Africa. There also exist linkages in international strategies between two different ownerships: the state and private firms. This research uses a framework drawn from research on Business ecosystems, defined as an inter-dependent community which comprises of different levels of organizations varying from industrial players, government and other stakeholders.

Purpose: this paper aims to explore the internationalization pattern of Chinese firms in the emerging market from a business ecosystem perspective.

Design/methodology/approach: Based on the discussion on the linkages among different stakeholders, our research design includes both qualitative and quantitative methods. A case study method was adopted for this research and is conducted within the context of Chinese firms in Central Africa.

Findings: The results indicate that the internationalization stages of Chinese firms in Central Africa, which, named as Ecosystem strategy model, are different from previous models. Instead of applying individual actions to access a new market, Chinese firms formed an ecosystem, which consists of the Chinese government, state-owned enterprises (SOE), private-owned enterprises (POE) and the local communities. The internationalization pattern includes three stages of 1) exploring 2) localizing and 3) embedding. These roles in the ecosystem have a close collaboration and high interoperability with each other. Moreover, they co-evolve within the ecosystem.

Biodiversity Impacts of Chinese Economic Activities in Africa

Jan Willem van Gelder, Profundo, Netherlands

Sanne van der Lugt, Profundo, Netherlands

Ward Warmerdam, Profundo, Netherlands

Over the past few years, the pace of growth and the magnitude of the Chinese presence abroad have fuelled international debates on the social, political and economic impacts of this trend on developing countries. Much attention is directed towards Chinese economic activities in Africa. However, thus far little research has been done on the actual social and environmental impacts of Chinese economic activities in Africa. Current paper is meant as a scoping study to identify and compare for twenty selected African countries the Chinese economic activities with the highest potential impact on biodiversity. An analytical framework has been developed for this purpose and will be presented in this paper. The top-ten country – sector combinations of the resulting final ranking are highly recommended for future more in-depth (field) research on the impact of Chinese economic activities on biodiversity in Africa on.

Self-employment and older workers in China

Ge Yu, Jacobs University Bremen, Germany

This article considers self-employment among older workers in China. Additionally, it examines the determinants of moving into self-employment among older workers from a life course perspective. Specifically, it focuses on the impact of institutional change (e.g., the evolution of policies) which is reflected as reform time periods on older workers' individual life chances during the social and economic transformations occurring in China. We further investigate the economic well-being of older workers who make job transitions. For the analysis, 2011-2012 national baseline survey data of the CHARLS (China Health and Retirement Longitudinal Survey) is employed. Key findings are: in rural areas, in an era dominated by a planned economy (1978-1995), there is an increasing opportunity for older workers to choose self-employment, with female older workers preferring unpaid family work as age increases reform period. With a further market reform (1996-2002) saw a strong effect on older workers' entry into self-employment in urban areas. However, in the reform period (2003-2011), older workers were inclined to choose wage earning sectors in rural and urban areas. Entry into self-employment at older age is not an opportunity pursuit but a survival strategy, especially in the recent decade. Finally, propositions for the vulnerable labour market situation of older workers are discussed.

SESSION 2

Panel 2A: FDI & M&A. Greenfield Investments

Acquisitions Versus Greenfield Investments: Determinants and Motivations of Chinese Multinationals in Europe

Lucia Piscitello, Politecnico di Milano, Italy

Roberta Rabellotti, Politecnico di Milano, Italy

Vittoria Giada Scalera, Politecnico di Milano, Italy

Purpose: This paper investigates the ownership strategies of Chinese and Indian Multinational Enterprises (MNEs) investing in the EU countries.

Design/methodology/approach: We analyze the extent to which the main motivations underlying cross border acquisitions and the characteristics at firm- and industry-level influence the decisions of Chinese and Indian MNEs about the level of commitment with the target firms when they enter more developed markets. To test our hypothesis, we develop an econometric analysis applied to Chinese and Indian acquisitions in knowledge-intensive manufacturing sectors investing in Europe between 2003 and 2011. Furthermore, with content analysis research methodology, we distinguish initiatives aiming at market- or technology-seeking.

Findings: Our results confirm that Chinese and Indian MNEs acquire less control when they seek for technological competences rather than when they intend to acquire existing customer base or established brand names. In addition, we find that the characteristics at firm- and industry-level have a different impact on the ownership decisions depending on the motivation of the acquisition.

Innovation Embedded In Entrepreneurs' Networks in Public and Private Spheres: China and Denmark in Global Context

Thomas Schøtt, University of Southern Denmark, Denmark

Maryam Cheraghi, National Insurance Organization, Isfahan, Iran.

Shahamak Rezaei, Roskilde University, Department of Society & Globalisation, Denmark.

Jan Vang, Aalborg University, Department of Business and Management, Denmark.

Innovation in a firm is typically embedded in the network of relations around the firm. Innovation is promoted by networking in the public sphere but impeded by networking in the private sphere; yet this dynamic expectedly differs among countries. This study examines how innovation is embedded in the entrepreneurs' advisory networks, in the world generally and focusing on two countries: China and Denmark. Specifically, we expect that entrepreneurs in China are networking mainly within the private sphere, whereas entrepreneurs in Denmark are networking more in the public

sphere. Data are on 88,562 entrepreneurs' networking and on their firms' innovation, surveyed in Global Entrepreneurship Monitor in 61 countries including China (6,967 entrepreneurs) and Denmark (862 entrepreneurs). Hierarchical mixed linear modeling shows that firm innovation is promoted by the entrepreneurs' networking in the public sphere but impeded by networking in the private sphere, and that the network effects in China and Denmark are not significantly different from the global effects. But networking differs between China and Denmark in the way that Chinese entrepreneurs are networking mostly within the private sphere, which reduces their innovation, whereas Danish entrepreneurs are networking mainly in the public sphere, which greatly benefits their innovation.

Are Business Groups Always a Giant? Internalization, Innovation and Institutional Legitimacy

Zhaojun Gao, Peking University, People's Republic of China

Focusing on group-affiliated firms, our paper investigates the relationship between internalization and innovation performance, and examines the impact of institutional legitimacy on innovation performance. We propose the so-called two faces of business groups on innovation performance. On the positive side, the internalization of affiliated firms can constantly improve innovation performance. However, such positive impact is weaker than that of independent firm. Moreover, we argue that business groups negatively moderate the relationship between internalization and innovation performance. We further examine the influence of institutional legitimacy on the above factors and posit a three way moderation of institutional legitimacy on group-affiliated firms. The contributions include a synthesis of internalization and institutional perspectives and an exploration of innovation in the emerging markets.

Panel 2B: China's Government Influence

Home and Host Country Institutions, and the Foreign Entry of State-owned Enterprises

Klaus E. Meyer, CEIBS, People's Republic of China
Yuan Ding, CEIBS, People's Republic of China
Jing Li, CEIBS, People's Republic of China
Hua Zhang, CEIBS, People's Republic of China

State-owned (SO) firms are hybrids acting in both business and political spheres. They may have preferential access to resources from the state owners, if their strategies are aligned with their state owners' political objectives. However, SO firms are also subject to special institutional pressures from local constituents in host economies. The interaction of these two effects leads SO firms to adopt foreign entry strategies differently than private firms. Our empirical analysis of subsidiaries of listed Chinese firms shows how SO firms adapt mode and control decisions differently from private firms to the conditions in host countries.

The Influence of Public Policies on Chinese SMEs' International Expansion

Guillermo Cardoza, University of Bristol, United Kingdom
Gaston Fornes, University of Bristol, United Kingdom
Ping Li, Shandong University of Technology, China
Ning Xu, Nanjing University, China
Song Xu Anhui University of Finance and Economics, China

Purpose: Despite SMEs' significant contribution to China's social and economic development since the market-oriented reforms in the 1980s, very little has been written about the influence that public policies may have on the expansion of Chinese SMEs.

Design: To contribute to fill this gap this paper analyzes five main factors related to public policies affecting Chinese SMEs' internationalization: i- limited access to financial resources, ii- participation of the government in ownership, iii- access to public procurement contracts, iv- adverse regulatory and inconsistent legal frameworks, and v- availability of assistance on information and knowledge about markets. The data was collected from 497 SMEs and analysed using multivariate regressions.

Findings: The findings show that SMEs in the sample are basing their international expansion on “private” capabilities (which includes transfers from external private sources) rather than on the support from the government (the case for many MNCs). In addition, the perceived barriers for the international expansion of these firms are mainly internal rather than institutional, i.e. no institution-based barrier seems to prevent Chinese SMEs to expand internationally. And there are no main differences in the regions of China where companies are based in terms of public policies or institutions.

Chinese Outbound Direct Investment in Australia - Characteristics and Integration

Hans Hendrichske, University of Sydney Business School, Australia

Wei Li, University of Sydney Business School, Australia

This paper examines Chinese outbound direct investment (ODI) in Australia as the largest recipient country of Chinese direct investment. We introduce the most complete and recent data set on Chinese ODI in Australia to give an overview of Chinese enterprises investing in Australia, including their focus on specific industries, entry strategies, local distribution, dominant ownership structures and other characteristics of deals specific to Australia.

This database is the only of its kind for Australia that incorporates information on individual deals in Australia made by entities from the People's Republic of China through M&A, joint-ventures and greenfield projects from 2006 to 2012.

Using Mike Peng's (2005) strategic management ‘tripod’ with its resources, firm and institution-based perspectives as a framework, we highlight characteristics and trends in the Australian experience of Chinese global direct investors. We conclude with an outlook on future Australia China investment cooperation in Australia and globally.

Panel 2C: Branding

Modeling Spanish Consumers' Reluctance to Buy Chinese Apparel Products

Nieves García de Frutos, Universidad de Almería, Spain

José Manuel Ortega Egea, Universidad de Almería, Spain

This paper delves into the role of environmental and social issues—owing to their growing importance in Western societies—in country-based anti-consumption—along with other potential antecedents of consumers' reluctance to buy foreign products. The authors draw on the literature on country-of-origin (COO) effects and anti-consumption to propose and test an integrative research model of country-based reluctance to buy foreign products (i.e., Spanish consumers' reluctance to buy Chinese apparel). The findings reveal a new dimensionality of the country image (COI) scale, encompassing politic-economic, social, and environmental issues of the COO. Likewise, tests of the research model confirm the importance of the three COO influence mechanisms—i.e., cognitive (foreign product judgments), affective (country animosity) and normative influences (consumer ethnocentrism)—for consumers' reluctance to buy foreign products.

Managing Service Brand Value in Emerging Markets: the HRM Perspective in China's Hotel Industry

Chun-Chieh Ma, National University of Tainan, United States of America

Hsiao-Ping Chang, Yu Da University, Taiwan, Republic of China

This study uses the resource-based view of a firm, competence-based perspectives and institutional theory to investigate how top management team leaders in China cultivate the service brand value of their hotels, maintain sound employee service behaviors, and incorporate the resource-based advantages (i.e., service brand value, top management team leadership, staffing and training practices, and service culture) of their hotel brands at the global, regional, and local scales. The results can make contributions to provide a better understanding of how a China's firm uses its specific resources to create sustainable competitive advantages that compensate for the local institutional context. In addition, transformational leadership is a crucial mechanism in China that

facilitates employees' service behavior through staffing and training practices and service culture to provide consistent service brand value.

Internationalization of a Chinese "Born Global" Brand in a Foreign Sector: the Case Study of Goodbaby

Francesca Checchinato, Ca' Foscari University, Italy

Lala Hu, Ca' Foscari University, Italy

Alessandra Perri, Ca' Foscari University, Italy

Tiziano Vescovi, Ca' Foscari University, Italy

Chinese latecomer firms adopt internationalization strategies in order to gain the necessary resources and competences to compete in the local and global market. In this process, different sectors are involved: not only in the electronic one (e.g. Haier and Huawei represent two successful cases), but also in other industries Chinese firms have achieved high competitiveness in the global scenario. In this paper, we analyze the case of Goodbaby, a Chinese baby strollers' manufacturer. This company has implemented its internationalization activities since the early 1990s, and it is now the leading brand in the local market. In order to analyze the brand awareness and purchase behavior in the focal market, the empirical design used in this study encompasses the combination of the competitive analysis of strollers' brands in the Chinese market and a questionnaire to Chinese consumers. Our research shows that Goodbaby's history reflects the internationalization process of multinationals from emerging markets (EM-MNEs), while confirming Goodbaby's high competitiveness in a sector that was traditionally dominated by foreign brands. Some managerial implications will be discussed.

SESSION 3

Panel 3A: FDI and Strategic Management

International Strategic Management Hybrids in China

Sten Söderman, Stockholm University, Sweden

Hans Jansson, University of Kalmar, Sweden

Purpose: A comparative conceptual framework is established to analyze hybrids of Western and Chinese strategic management types, where the foundation is an institutional strategic management theory.

Design/methodology: This framework is then applied to develop a research instrument that is used in a pilot study of 21 cases in China, mainly Swedish MNCs. Moreover, a contribution is made to global management, since the framework is also useful for comparing strategic management types of international firms in and outside China.

Findings: In this study, a complex picture emerges of the various mixes of management types in international firms operating in China. The results demonstrate that the comparative institutional strategic management framework developed seems to work for studying such mixtures of management types.

Research limitations/implications: Our discussion has been based on the assumption of two dominating management types in international firms in China. We have found different mixtures among the firms. Besides strategic management, the theory and instrument might also be useful for human resource management issues like recruitment and talent management.

Practical implications: Practical implications include a potentially useful measurement tool for strategic management in international firms and for evaluating executives in existing and new positions.

Originality/value: This paper contributes to this research in two ways. First, a comparative theory is specified to study the hybrids of strategic management types of international firms, especially for

firms in China. Second, an instrument is developed for researching such management mixes and used on a pilot study of international firms operating in China.

Chinese Investment Strategies and Migration

Margot Schueller, GIGA German Institute of Global and Area Studies, Germany

Yun Schueler-Zhou, GIGA German Institute of Global and Area Studies, Germany

This paper studies the role that Chinese migrants play in the development of bilateral investment relations between China and Germany. Recent studies have demonstrated that strong links exist between patterns of migration, trade and foreign direct investment (FDI) for both the home and host countries of migrants. Diaspora networks can reduce transactions costs and can have trade- and FDI-creating effects. In this study, we analyze this 'Diaspora Externality' by focusing on the networks of Chinese migrants living and working in Germany.

An Event Study of EM MNE Strategic Asset Acquisitions: the Case of Patent Generation in Chinese Acquisitions in Developed Markets

Andy Anderson, Durham University, United Kingdom

Dylan Sutherland, Durham University, United Kingdom

Sean Severe, Durham University, United Kingdom

Purpose: To further explore the relevance of the newer conceptual models of EM MNEs, such as those based around 'strategic asset seeking' FDI and asset augmentation strategies.

Design/methodology/approach: We tailor event study methodologies, often used in finance, to analyze trends in the pre and post-acquisition patent applications of Chinese MNEs that acquire strategic-asset rich developed market businesses in Japan, the US and Europe. We consider both domestic (Chinese) and target (host) country patent applications to explore whether Chinese MNEs are capable of absorbing strategic-assets for the purpose of developing their own long-term innovative capability or, rather, whether they use such acquisitions primarily for domestic market exploitation. In doing so we cast further light on the question of whether such EM MNEs use OFDI to develop firm-specific-advantages or not, and thus whether new theories are also required.

Findings: The extent to which Chinese firms are able to absorb and productively harness the intangible strategic assets of their developed market acquisitions is still not clear. While we find no significant results for target country patent applications, domestic (Chinese market) patents do rise significantly. This strongly suggests technological transfer from acquired to domestic subsidiaries and a form of 'technological looting', as opposed to long-term capacity building, in Chinese MNEs when they acquire developed market businesses. This finding is also consistent with Hennart's (2012) 'bundling model', which directly challenges a basic tenet of the OLI paradigm, that 'locational' advantages are available to all.

Research limitation/implications: Our sample, owing to data constraints on patents, is limited to 71 observations. Our findings are consistent with Hennart's (2012) bundling model but also call into question the ability of firms to acquire and harness research and development capabilities, vital for longer term competitive advantage.

Practical implications: Such asset-seeking FDI will likely sharpen the competitive edge of EM MNEs in the shorter term, but in the longer they will need to take further measures to improve their absorptive capabilities.

Panel 3B: China and Changing World Order – Historical and Contemporary Perspectives

Dominic Sachsenmaier, Jacobs University Bremen, Germany

Selcuk Esenbel, Turkey's Changing Foreign Policy Stance: Getting Closer to Asia?

Sun Yue, The China Dream - Historical and Contemporary Perspectives

Du Tao, Capital Normal Univ. Beijing, China

This panel takes a longer historical perspective of changing world orders during the past one hundred years. It compares the current growing global impact of China with other changes of the international system during the 1900s. Moreover, it also addresses some visions of world order during the past and the present. More specifically, it discusses how key thinkers and leaders in Asia and the West envisioned future world orders as well as their dangers and inherent potentials. In this context, the panelists will elaborate on some major global ethical and political visions that have been developed over the past one hundred years.

Panel 3C: Culture, Language, Globalization

The Psychology of China's Globalization

Song Yan, Jacobs University, Bremen, Germany

Phonological Awareness in Thai-English-Chinese and Japanese-English-Chinese Trilingual Adults

Qi Zhu, Yunnan Normal University, China

Peng Li, Yunnan Normal University, China

Phonological awareness (PA) is a reliable indicator of later reading in both alphabetical and non-alphabetic languages. Component development of Chinese Children's PA has its features: tone awareness develops earliest and at highest level, followed by rhyming, onset, and phoneme awareness.

We examined whether the same component development is observed in adults who learn Chinese as a third language (L3) and whether PA is transferred across languages. Participants were 40 Thai and 40 Japanese, all of whom were college students with similar Chinese and English proficiency. The sound oddity detection task was administered to assess PA of both English and Chinese. We tapped tone, onset, rhyming and phonemic awareness of Chinese, and onset, rhyming and end phoneme awareness of English.

The result showed that for Chinese PA of two groups, tone awareness was the best, followed by onset-rime and phoneme awareness, which is quite similar to past findings on children. Thai students and Japanese students do not show any differences on tone awareness, despite respectively with tonal and non-tonal first languages (L1).

However, for English PA, Thai students performed best on rhyming awareness, while Japanese students performed best on end phoneme awareness. The differences may be related to different phonetic characteristics of each native language. This suggested a possible influence of adults' native languages on PA may also depend on phonological characteristics of non-native languages.

How Chinese Children Read Chinese Characters

Su Li, Institute of Psychology, Chinese Academy of Sciences, China

Purpose: This study examined the early neural development of Chinese character processing in preschool children with the use of the Event Related Potential (ERP) methodology. We specifically linked children's reading experience (indexed by their sight vocabulary) to the major neural marker of specialized visual word processing-N170.

Design: 81 5 to 6 years old children participated in the study. They were monolingual native Chinese speakers. The stimuli were Chinese characters, stroke combinations, line-drawings, and schematic face drawings. Children were required to compare the color of the stimulus with that of the preceding grid. One pair of channels on the occipito-temporal area was selected to conduct analyses according to the topographic maxima in the negative field over both hemispheres.

Findings: The latency of N170 analyses showed that there was only significant difference among different categories. Specifically, the N170 latency for Chinese characters was significant longer than that of stroke combination and line-drawings in 6 year olds. In 5 year olds, the N170 latency for Chinese characters was only significant longer than that of line-drawings. Interestingly, only children with high sight vocabulary in 6 year olds showed greater N170 amplitude for Chinese

characters than children with low vocabulary. Moreover, children in this group demonstrated a left-lateralized N170 for Chinese characters and stroke combination.

Practical implications: Our study provided evidence on the mechanism of Chinese character reading in young children. These results will contribute to educational practice of foreigners learning to read Chinese.

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SESSION 4

Panel 4 A: Lessons learned from going global

Why Sino Iron Project Fails? A Perspective of Liability of Foreignness

Xueli Huang, RMIT University, Australia

Guangping Huang, RMIT University, Australia

Purpose: This paper aims to explore the liability of foreignness (LOF) suffered by Chinese MNCs and examine the roots of such LOF from pluralistic theoretical perspectives. It also attempts to uncover and explain what mitigating mechanisms are employed by Chinese MNCs.

Design/methodology/approach: This paper employs a single case study method. Data were collected through multiple sources, including interviews with managers and information collection from the company's websites, media reports, and the Internet.

Findings: We found that Chinese MNCs suffered unfamiliarity, relational, and discriminatory hazards due to their lack of international operational experiences, being outsiders of global value networks, and national identity respectively. Home country institutions and the weak corporate governance have moderated the relationships between LOF and the mitigating strategies used.

Research limitation: The paper is based on a single case study. A multiple-case study or a survey can make the findings more generalizable.

Practical implications: For Chinese business managers, a solid preparation and analysis before making investment decision is indispensable to mitigate its liability of foreignness.

Better at Home or Abroad

Christiane Prange, EMLYON Business School, France

The literature on Chinese firms suggests that a major objective of internationalization is to compensate for latecomer disadvantages. Thus, asset exploration rather than asset exploitation is the dominant motive for moving abroad. In doing so, companies need to engage constantly in innovation, or, more generally, value-creation trajectories to develop cutting-edge technology and enhance their product portfolio. In this article, I introduce a model with research propositions on how firms engage in internationalization-innovation trajectories. An ambidexterity perspective is suggested to balance these strategies. Insights from 30 companies' annual reports over five years are presented. Results confirm that Chinese firms follow ambidextrous strategies and complement internal process-oriented with external product-focused innovation.

Purpose: Identify Chinese firms' internationalization-innovation trajectories

Design/methodology/approach: Conceptual model, illustration with data from 30 firms' annual reports

Findings: Firms follow ambidextrous strategies and combine different types of innovation

Research limitation/implication: Longitudinal studies recommended

Practical implications: Managers should carefully consider balancing their internationalization strategies

Institutional Barrier, Learning Through Experience And Network Ties, and FDI Location Choice Of EMNEs

Ying Zheng, Nanjing University, People's Republic of China
Daying Yan, Nanjing University, People's Republic of China
Bing Ren, Nanjing University, People's Republic of China

What organizational learning mechanisms matter particularly in the relationship between institutional barriers and FDI location choice in emerging multinational enterprises (EMNEs)? To answer this question, this study examines the impact of both formal and informal institutional barriers on the location choice of EMNEs, and the moderating effect of organizational learning on the above focal relation. We argue that EMNEs can leverage organizational learning to facilitate their international market entry; however, there exist different kinds of organizational learning mechanisms and they matter in different ways. For example, organizational learning can be at least two types: experiential learning and network learning. We proposed hypotheses on how the above two types of learning shape the effect of two types of institutional barriers on entry location. These hypotheses are tested via a dataset we collect from Chinese public-listed manufacturing companies. Empirical results indicate that EMNEs prefer countries with proximate culture and with less formal institutional risk. Moreover, we find a strong impact from experiential learning (learning from FDI experience) than network learning (learning from alliance networks). Importantly, firms with higher level of FDI experience are more likely to enter countries with both higher formal and informal institutional barrier; while firms with higher level alliance network tie with foreign partners are only more likely to choose countries with more risky formal institution. Implications, limitations and future research directions are addressed.

Previous studies suggested formal and informal institutional barrier deter foreign market entry and multinationals could learn to overcome the institutional barrier. However, researches on emerging multinationals (EMNEs) provide insufficient insights on the institutional deterrence and organizational learning effect. To fill this gap, this study examines the impact of formal and informal institution on location choice of EMNEs, and the moderating effect of experiential learning and network learning on this relation. Our empirical results on FDI data of Chinese listed firms in manufacturing industry indicate that EMNEs prefer countries with proximate culture and developed formal institution. Moreover, we find a strong impact of experiential learning than network learning. Firms with FDI experience are more likely to enter countries with both higher formal and informal institutional barrier. While, firms with alliance network tie with foreign partners are only less averse to formal barrier. The results show direct experience is more useful for firms to learn about cultural difference.

Panel 4B: China's OFDI & Geopolitical Power

Chinese Outward Investments to Emerging Markets. Evidence from Latin America

Gaston Fornes, University of Bristol, United Kingdom
Alan Butt-Philip, University of Bristol, United Kingdom

Purpose: This paper analyses the characteristics of Chinese MNCs in other emerging economies using evidence from Latin America vis-à-vis the features found in previous studies of Chinese companies operating in developed countries.

Design: It does this by studying the fit of theoretical frameworks recently developed for Chinese firms, the support from the government, and the strength of their capabilities in relation to those of local competitors. The analysis is based on case studies with data collected from a theoretical sample of Chinese companies operating in Latin America.

Findings: The results show that these companies seem to be following a pattern similar to that described by Mathews' (2006) LLL, that the support from the government does not seem to play an important role in their internationalisation process, that they appear to have developed a set of capabilities strong enough to compete in the host market (in particular how to combine their

strengths with those of local partners), and that they are engaged in a positive cycle of development that helps them to overcome some of the challenges and barriers of operating in Latin American emerging markets by complementing/leveraging their strengths with those of local firms.

Originality/value: The findings indicate that Chinese companies are following patterns in their internationalisation to Latin American emerging markets that seems to be a combination of conventional theories (including previous studies on emerging markets-based firms) with idiosyncratic elements.

The Impact of Strategic Hedging on the Foreign Politics of Great Powers: The Case of Chinese Energy Strategy in the Middle East

Mohammad Salman, Vrije Universiteit Brussel, Belgium
Gustaaf Geeraerts, Vrije Universiteit Brussel, Belgium

We present the strategic hedging framework as a determinant of the foreign policies of great powers. We use the case of Chinese energy security strategy in the Middle East as an illustrative case study. We first use four criteria to confirm that China's energy security strategy in the Middle East is a strong example of strategic hedging behavior. Then we examine the impact of oil production in the Middle East countries on growth of Chinese economic relationships with these countries. The results of this study show clearly that oil production plays an important role in the Sino-Middle East relations. We find a positive relationship between oil productions in Middle East countries on the one hand, the distribution and growth of China's trade and investment with these countries on the other hand. These results confirm that strategic hedging behavior leads to develop China's economic relations with the oil producing countries in order to cover its growing needs for energy to support its economic growth. This paper contributes to the support of strategic hedging framework as a new theory in international relations.

Chinese MNEs in Sub-Saharan Africa: Ownership and Local Linkages

Roseline Wanjiru, Northumbria University, United Kingdom

This paper argues that as peripheral African economies become increasingly integrated into global production and business networks from which they have traditionally been excluded, there is a need to engage with the complexities of the different contexts within which this international business occurs. Specifically, there is need to explore the nature of interactions between new Chinese investors into African industry and local actors.

Against a background of new flows of Chinese investment locating in a typical Sub-Saharan African economy, the paper explores the extent to which the ownership of FDI matters for African economies and the varying impacts of this on African domestic firms and local economies. Drawing upon the case of export zones in Kenya, the paper argues that despite the presence of export zones, there remain severe limitations in the ability of Sub-Saharan African economies to deviate from low-cost and labour-intensive production activities, which thereby perpetuates disadvantaged and marginal integration into global production and business networks.

This contribution links into ongoing debates on the contested merits of Chinese FDI flows into African industry via economic zones, and the potential for such investment flows to catalyze economic upgrading and development.

Panel 4C: Roundtable - The Nature of HRM and Work Organisation Practices within Chinese Overseas Companies

Chris Smith, Royal Holloway University of London, UK
Jos Gamble, Royal Holloway University of London, UK
Huaichuan Rui, Royal Holloway University of London, UK
Yu Zheng, Royal Holloway University of London, UK

The globalisation of Chinese business has attracted theoretical attention, especially around questions of motivation; strategy and the comparative difference between particular 'Chinese' models of outward foreign direct investment (both private and SOEs) compared with more established or 'Western' practices (see Berning & Holtbrügge, 2012 for an excellent literature review). What remains less researched is how management practices within different types of Chinese firm develop outside of China and interact with diverse overseas institutional contexts. There are clear cut differences between SOEs and private firms in China, but does internationalisation offer a space for convergence or continued divergence?

This focus on practices within the firm relates to an established debate around the global transfer and diffusion of 'national' management practices through the conduit of the international firm. Some characterise Chinese firms as representative of their 'country of origin' advantages – with access to pools of educated inexpensive labour; strong state support; a large internal market permitting experimentation and segmented marketing; and legacies of collective and coercive labour management regimes. The implication being that there is no standard model of working that is 'firm specific and codified' and available to be transferred through the international firm as work and management practices remain tied to Chinese institutions and not Chinese firms. In other words, it assumes Chinese practices won't travel!

However, much the same conclusion was reached about Japanese management practices prior to the take off of Japanese FDI in the mid-1970s. With an acceleration in outward FDI (similar in scale to the current Chinese story) there was an intense research focus on the management and work organisation practices of Japanese firms abroad, which broadly concluded that there was uneven (by sector and country) transfer and transformation of Japanese management practices through the experience of internationalisation (see Elger and Smith, 2005 for a review). While the two country cases are not necessarily comparable – Japan with a closed economy and decades to build a robust, distinctive competitive national business system that is widely embedded within large firms; while China is home to many business models; has been penetrated by significant FDI (and hence greater diversity); is still a transitional developing economy and remains internally divided between state socialist and capitalist political economies. Nevertheless in order to fully address the question of the character of management practices inside the Chinese overseas firms we need a lot more empirical evidence.

SESSION 5

Panel 5A: MNEs and Networks

Liabilities of 'Outsidership': The Process Model, Global Production Networks and EM MNEs

Peter Hertenstein, Durham University Business School, United Kingdom

Dylan Sutherland, Durham University, United Kingdom

Purpose: To date much IB research on EM MNEs has used the OLI model rather than behavioural approaches, such as the Uppsala model, to explain their FDI strategies. As a result of the dominance of the OLI model (and these more economic approaches), the research agenda on EM MNEs has gravitated towards the question of whether Eclectic Paradigm is up to the job of adequately explaining EM MNEs. So the idea of explorative 'strategic-asset-seeking' FDI by EM MNEs, for example, has gained much attention. Yet an outstanding feature of the past several decades has been the global consolidation of industries, accompanied by growing vertical firm de-integration, with increased outsourcing via transnational production networks. As a result, large, often globally oligopolistic MNEs, now specialize in orchestrating sophisticated international networks. These outsourcing, consolidation and networking trends have posed profound challenges, as well as opportunities, for EM MNEs, as they have looked to secure places within the global supply chains and networks of the 'systems integrators'. By doing so, in some instances, network 'insidership' has also led to EM MNE outward FDI.

Design/methodology/approach: In this paper we further explore EM MNE FDI, using the latest incarnation of the Uppsala model, which explicitly recognizes the importance of these types of networks by refining the original model to include 'liabilities of insidership' and 'outsidership' (as opposed to 'foreignness'). We used a multiple-case study approach based on China's automotive industry, involving 30 interviews conducted in China, paying special attention of global production networks and their role in China's FDI outflows.

Findings: The reincarnated Uppsala model provides a powerful, if still underutilized, alternative perspective to the OLI model in further understanding EM MNEs. Mode of entry and location decisions cannot be explained by OLI alone for EM MNEs. Network 'insidership', however, does.

What motivates German companies to agree to be sold to Chinese investors? The case of Chinese acquisitions in the German automotive sector

Simona Gentile-Luedecke, University of Bremen, Germany

The present study investigates the recent acquisitions by Chinese firms of German companies operating in the automotive sector by focusing at the motivations of the acquired firms in agreeing to be sold to Chinese buyers.

The paper looks at five takeovers by Chinese companies of renowned German automotive suppliers that have taken place between 2011 and 2012. The analysis is based on archival information and on interviews conducted with the two German firms that, among those acquired, proactively went to China to look for a Chinese buyer, despite offers received from automotive suppliers from developed countries.

The study proposes that one important motivation is the ability of the acquired firm to maintain its identity and its autonomy post-acquisition due to an information asymmetry generated by the innovation capability of the target firm and the need of technological capability building of the acquirer. Additionally, it suggests that the possibility to expand into the Chinese market by simultaneously offering own distribution channels to the acquirer firm, is another important motivation of the acquired firm. The access to capital in current credit-constrained times, also contribute to support the decision of German companies to be bought by Chinese firms.

Geely: a trajectory of catching up and asset-seeking multinational growth

Giovanni Balcet, University of Turin, Italy

Hua Wang, Euromed Management, France

Xavier Richet, Université de la Sorbonne nouvelle, France

China became the largest world automobile market in 2009, following a decade of rapid growth. Foreign carmakers played a central role in bringing in technology, management know-how and marketing capabilities, as well as in building supply chains; while domestic companies, mainly central or local state-owned, established joint ventures with foreign carmakers, which took the lion's share of the Chinese market. However, in the late 1990s, some domestic private companies accessed to this market and experienced rapid growth. In order to discuss the catching up and internationalisation processes of Chinese carmakers, and in particular the crucial relationship between the two processes, this paper focuses on the case study of Geely, which broke both industrial and institutional barriers to access this industry. It experienced various ways of catching up, including technology imitation via reverse engineering, product architecture innovation, and asset seeking acquisitions abroad; as well as various ways of international growth, including export, assembly abroad, market seeking operations, and (again) asset-seeking acquisitions abroad. This case study helps the understanding of catching up of Chinese firms, while offering insights into the competitive strategy of emerging multinationals. This paper explores jointly the trajectories of catching up and of multinational growth.

Panel 5B: Strategic Asset Seeking Motives/ Human Resources

The Effects of Knowledge-Intensive Business Services on the Comparative Advantage of China's

Manufacturing Sector

Wang Qi, Ningbo University, People's Republic of China
William Wei, MacEwan University, Canada

As advanced elements, KIBS are embedded in Chinese manufacturing production and play an important role in shaping the comparative advantage of manufacturing. Based on the technological gap model, this paper uses panel corrected standard error (PCSE) methodology to analyze the complex effects of Chinese KIBS on the comparative advantage of manufacturing. The results suggest that Chinese KIBS have significant negative impact on the comparative advantage of labor-intensive industries; have very significant positive promoting effects on technology-intensive manufacturing; and have almost no effect on the comparative advantage of capital-intensive manufacturing. In addition, each KIBS sector has a different effect on the comparative advantage of manufacturing. Scientific research services and telecommunications and computer information services have significantly positive impact on the comparative advantage of manufacturing. Financial services have no effect on the comparative advantage of labor-intensive industries, but very significant positive stimulating effects on high technology industries and negative effects on capital-intensive industries. Other business services have a significant negative impact on the comparative advantage of all types of manufacturing.

Reverse Knowledge Transfer in Chinese Multinationals: Evidence from the US

Xiaohua Yang, University of San Francisco, USA
Cindy Qin, University of San Francisco, USA
Rongxin Chen, University of San Francisco, USA
Mark Cannice, University of San Francisco, USA

This paper extends the research on knowledge transfer by emerging economy multinationals (EEMs) by exploring the determinants of successful reverse knowledge transfer in Chinese enterprises operating in the United States. Building upon organizational evolution and learning literature, we propose a model linking strategic asset-seeking motivations, headquarters control, and subsidiary age to reverse knowledge transfer. The model is tested in the context of Chinese enterprises in the US, the world's largest advanced economy. Our exploratory study provides initial evidence that strategic asset-seeking motivations and headquarters control are significantly and positively related to reverse knowledge transfer. Furthermore, our empirical evidence indicates a negative relationship between subsidiary age and reverse knowledge transfer. We discuss the implications for theory development and practice for managing and organizing EEMs and their subsidiaries, and suggest avenues for future research on this emerging phenomenon.

In-house R&D and External Knowledge Acquisition – What Makes Chinese Firms Productive?

Philipp Boeing, Frankfurt School of Finance and Management, Germany
Elisabeth Mueller, Frankfurt School of Finance and Management, Germany
Philipp Sandner, Frankfurt School of Finance and Management, Germany

This paper analyses the influence of in-house R&D and external knowledge acquisition on the total factor productivity (TFP) of listed Chinese firms for the time period 2001-2010. We find a quantitatively important positive effect of in-house R&D. The achieved level of technological sophistication of Chinese firms is sufficient to benefit from R&D collaboration with domestic partners. We do not find a significant effect for employing inventors with access to international knowledge or for collaborating with international partners. International knowledge acquisition is only effective if conducted via joint ventures, i.e. if it is supported by a deep organizational relationship.

Panel 6A: Education & Talent Management

Chinese Talent Management and Leadership

Carsten Wundrack, EgonZehnder, Germany

“Zouchuqu – swarm out and go international”, this is what the Chinese Government recently encouraged Chinese enterprises to do as the logical next step in China's economic rise. In 2012 Chinese companies invested about €12 billion in Europe. Approximately 15 percent of all Chinese

companies plan an engagement in Germany in the near future. Capital for these endeavors is available. For German companies the influx of capital and the expansion of their access to Chinese markets are in many cases welcome and complementary. A win-win-situation seems to be the logical consequence. But in reality there is great uncertainty on both sides and a lack of mutual understanding, factors which in many cases lead to sub-optimal economic success. One of the reasons is that many Chinese investors have not yet paid full attention to leadership and talent management as major success factors in "going European". For their part, most German companies have no clear picture of how the new ownership will affect their own leadership and talent management and as a result their corporate culture. To shed some light on these new challenges, our presentation will address the following questions: (1) What are the preconditions for leadership and talent management in China vs. Germany? (2) Is the right talent available in China for managing massive internationalization? (3) Do competency profiles of Chinese and Western executives differ and if so, how? (4) Can Chinese companies learn from the experiences and mistakes of German companies in China? (5) What can German target companies and their management do to make the takeover a success? (6) How will the picture change in the future?

Reaping the Benefits of Brain Circulation: The Impact of the Overseas Study and the Returnees on the Development of the Management Education in China

Wenxian Zhang, Rollins College; United States of America

China has been a great source of human talent to the world. Since 1978, the country has sent two million students and scholars overseas, but only one third of them have returned so far. Has China suffered a loss of skilled talent due to massive brain drain to developed countries, or has it benefited from global brain circulation? What is the impact of overseas study and returnees on the development of higher education, especially management education, in China? To address these questions, this article will first review the history of Chinese overseas study, followed by an examination of management education in China, and then it will explore the roles played by Chinese academic returnees, the challenges they have faced and the contributions they have made towards the rapid advancement of business education in China.

China's Human Resources Development: Recent Evolution and Implications

Lala Hu, Ca` Foscari University, Italy

Andrea Pontiggia, Ca` Foscari University, Italy

Marco Savorgnan, Ca` Foscari University, Italy

The purpose of this paper is to analyze the recent evolution of the Chinese labor market. Based on the human capital theory, transaction cost economics, and resource-based view of the firm, we investigate four major factors: institutional, demographic, legislative, and educational changes in China, drawing some of the main challenges in Human Resources Management (HRM) for both Chinese and foreign firms.

The paper contains a brief review of literature concerning the role of human capital in economic growth, then it focuses on the recent evolution of the Chinese labor market, and finally, it draws some implications for human capital management in China from a global point of view. Our analysis contribute: first, to the formulation of research hypothesis of convergence (or divergence) of HRM practices in global markets, second, it emphasizes the relationship between the institutional and country's specificities of labor market and the HRM, and last, it shows some effects of institutional policies and reforms on the quality and availability of human capital in China. These three points seem to support a broad idea of competitiveness based on the labor market efficiency and how the internationalization strategies depend on the sources of human capital.

Panel 6B: Book Panel

Chinese Investment in Australia - Unique Insights from the Mining Industry

Xueli Huang, RMIT University, Australia

Ian Austin, RMIT University, Australia

Australia is renowned for its abundance of natural resources and is one of the largest recipients of Chinese direct investment. State- and privately-owned Chinese firms have invested heavily in the Australian minerals industry to secure a supply for their domestic production. In this book, the authors provide a comprehensive review of how Chinese firms have successfully invested in the Australian mineral industry based on their extensive research and consulting experiences. They provide unique insights into the entry processes used by Chinese investors, factors contributing to their successes, lessons they have learnt, and the challenges they have encountered in managing their investment. Moreover, the book also elaborates on how the political, economic, and competitive forces in both countries influence Chinese investments in Australia. It is an informative tool for domestic and international policy makers, business professionals, academic and informed readers with interests on how China's resource requirements are impacting the Australian political and commercial landscape.

The China-Latin America Axis. Emerging Markets and the Future of Globalization

Gaston Fornes, University of Bristol, United Kingdom

Alan Butt-Philip, University of Bristol, United Kingdom

The impressive growth of trade and investments between China and Latin America in the last few years has attracted the attention of the business world and policy makers; this book is one of the first to explore and analyse this relationship in detail. It studies the trade, investment, and business of the main players at both the country/region and company levels in the current context of globalization and the growing importance of emerging markets in the world economy. The authors conclude with a set of likely scenarios and recommendations for business managers, policy makers, and researchers.

Chinese International Investment

Ilan Alon, Rollins College, USA

Marc Fetscherin, Rollins College, USA

Philippe Gugler, Université de Fribourg, Switzerland

Panel 6C: Political Perspective on China's Globalization

The Push and Pull Effects Of Government Policies on Chinese Outward Foreign Direct Investment – A Literature Review

Dirk Holtbrügge, University of Erlangen-Nürnberg, Germany

Sue Claire Berning, University of Erlangen-Nürnberg, Germany

In this paper we explore the relevance of government support research for outward foreign direct investment (OFDI) of Chinese firms. A literature review of 67 articles in 16 international peer-reviewed academic journals published between 1986 and 2012 finds that government policies have a strong impact on the amount, direction and form of Chinese OFDI. We identify two forces of government support, namely institutional escapism and government promotion, and discuss their relevance for private and state-owned firms. The paper ends with a summary of its main contributions, limitations and directions for future research.

China's Outward Investment: Institutions, Constraints and Challenges

Duncan Freeman, Brussels Institute of Contemporary China Studies, Belgium

This paper investigates the role of institutions in China's outward direct investment. Formal institutions in the form of government policy and regulations have been central to China's outward investment, but their role is complex. This paper bases itself on a detailed analysis of Chinese policy and regulatory documents, which provide evidence of the factors in the formulation, substance and outcomes of investment policy and regulations. The paper is based on a detailed analysis of government policy and regulatory documents. The paper argues that the factors determining investment policy are complex and evolving, and that elements of the policy may not be coherent and can be conflicting. It also argues that unintended outcomes are frequent, and that enterprises, including state-owned enterprises, attempt to escape the constraints of government policy and regulation. Thus, the relationship between institutions in China and enterprise behaviour is complex, and is not simply one of restriction or promotion of outward investment.

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IN THE FIELD: New Orleans



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In 2012, the Haniel Foundation created the Haniel China Scholarship Program. Every year, as part of the programme, the Foundation awards up to four scholarships to outstanding Chinese students who are aiming for a management career at an internationally operating company. The Haniel Foundation is thus building on its many years of experience in awarding scholarships in China. The scholarship holders spend four years at the [East Asia Institute at Ludwigshafen University of Applied Science \(OAI\)](#). There, they study International Business Management East Asia with a focus on Japan. During their course, the scholarship holders from China learn Japanese and spend a year studying abroad and/or completing an internship in Japan.

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Intensive coaching In order to participate in the Haniel China Scholarship Program, applicants must be able to demonstrate excellent achievements in their studies and have a very good level of German and English. A German-Chinese panel selects the best applicants. During their time spent in Germany and Japan, the scholars receive intensive support from the Haniel Foundation and the OAI.

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The Haniel China Scholarship Program is the successor to the [Metro Haniel China Scholarship Program](#), which the Haniel Foundation has promoted in cooperation with the METRO AG since 2003. In this programme, the two partners made it possible for a total of 58 scholarship holders to do a Bachelor course in "International Trade Management" at the Worms University of Applied Sciences. [METRO AG](#) remains a partner of the Haniel China Scholarship Program and offers company internships in China and Germany during the summer holidays.

For more information please visit our website: www.haniel-stiftung.de





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MacEwan University School of Business is a recognized leader in undergraduate international business education, known for student success, scholarship, innovation and excellence in teaching. The Institute of Asia Pacific Studies (IAPS), hosted by MacEwan University School of Business, was launched in 1998. Specializing in emerging Asian business, IAPS engages in research and educational and cultural exchanges between the Asia Pacific region and Canada and has recently launched its new international business journal: Asia Pacific and Globalization Review (APGR).

IAPS future activities include:

- The Chinese investment database project, international trade simulation competition and book project
- International Business - A Chinese perspective in partnership with Shanghai Institute of Foreign Trade
- Alberta Oil Sand development and Chinese Investment in partnership with China Petroleum University
- Chinese family business project in partnership with Ryerson University.

IAPS co-hosted the first Chinese Firms Going Global Conference in Shanghai in June 2012 and will work together with Shanghai Municipal Government Development and Research Center and Shanghai Institute of Foreign Trade to host another conference on internationalization of Chinese Firms in Shanghai in June 2013.

Dr. William X. Wei

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Founded in 2003 by a core group of dedicated faculty members from Anthropology, History, International Business, Library and Modern Languages, **The China Center at Rollins College** has become a Center of Excellence comprising of cross-disciplinary scholars who promote the mission of the college for Global Citizenship.

The faculty members of The China Center are productive in their various fields of interest and have published a plethora of China related research: books, articles, presentations. In addition, they have led student, faculty and alumni groups on trips to China.

The China Center at Rollins College hosts visiting scholars and faculty from China and abroad, and helps manage some exchange agreements with academic institutions in China including East China University for Science and Technology. Faculty from the China Center have guest taught in prestigious Chinese universities including: Fudan University, Jiao Tong University, China Europe International Business School and Renmin University.

The Center holds academic and professional China-related conferences and workshops, generating knowledge both in the immediate community of Orlando and through research disseminated to the academic community globally. The Globalization of Chinese Enterprises (Palgrave McMillan, 2008) is an exemplary output of such academic research.

In short, The Center has assisted in the establishment of Rollins College as a leader in global education, facilitated cross-cultural learning and teaching in or about China, provided opportunities for Rollins students, faculty and community to learn about China through cultural events and networking sessions, promoted China-related research, know-how, as well as faculty & student exchanges, and partnered internally with the College of Arts & Science, Crummer Graduate School of Business and the Holt School to further Rollins global footprint and outreach in Asia.

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International Journal of Emerging Markets

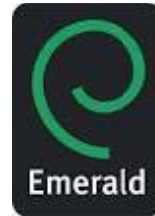
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The journal defines emerging markets broadly, meaning that the journal is interested in research including developing and transitioning countries in the global economy. It is a multidisciplinary journal and welcomes papers from the following disciplines:

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We apologize in advance for any editing errors or typos

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