

## Conference Program



## Words of Welcome from the Program Chairs

Harvard Kennedy School's Asia Programs, our venue host, in partnership with the Crummer Graduate School of Business and the China Center of Rollins College, the Potsdam University's Chair for Corporate Governance, the Georgia Institute of Technology's Center for International Business Education and Research are pleased to welcome you to the china goes global™ Conference 2009 in Cambridge, MA, United States. This conference is rooted in a cooperative research project (TransCoop) between Harvard Kennedy School, Rollins College, and Potsdam University on China's globalization funded by the Alexander von Humboldt Foundation in Germany to encourage multidisciplinary and transnational research on the Chinese economy and firms. It also echoes an earlier conference organized by the Georgia Institute of Technology and Rollins College held in December 2006 at the Rollins College campus in Orlando, Florida.

Research accepted for presentation at the conference covers three categories: (1) the political, institutional, and economic dimensions of Chinese globalization, (2) the industry and firm levels of analysis of the phenomenon of Chinese enterprise globalization, and (3) a selection of landmark case studies. The Conference consists of almost sixty papers organized in multiple tracks and keynote addresses. Papers selected are unique contributions to the emerging literature on China's globalization.

We express our grateful thanks to all the reviewers who participated in the process of systematically reviewing and selecting all submissions. The journal *Management Organization Review* is our sponsor for the "Best Paper" awards. Flowing from this Conference, Palgrave Macmillan will publish a book titled *China Rules: Globalization and Political Transformation* as well as Emerald Group Publishing will publish a special issue of *Chinese Management Studies*. We also extend our personal and collective thanks to all our contributors and supporters: participants, authors, speakers, reviewers, discussants, session chairs, sponsors (particularly, the Alexander von Humboldt Foundation, Harvard University, Rollins College, Potsdam University, and Georgia Institute of Technology), and our corporate sponsors: The Management and Organization Review and Emerald Group Publishing. The local organizing committee deserves special words of thanks and recognition for their caring and tireless work in insuring the quality of the conference.

We wish you a great conference, an enjoyable stay at Harvard University in Cambridge, Massachusetts, and look forward to meeting each one of you individually.

Organizing Committee

**Institutional Support**



**HARVARD Kennedy School**

**ASH INSTITUTE**

for Democratic Governance and Innovation

*Asia Programs*

Universität



**Georgia  
Tech**



**College of  
Management**

Center for International Business  
Education and Research

**ROLLINS MBA**

CRUMMER GRADUATE SCHOOL OF BUSINESS

## Additional Sponsors



## Best Paper Awards

*Management and Organization Review (MOR)* is the official sponsor of the "china goes global" best paper awards for 2009. The journal aims to publish innovative research relating to, among other things, Chinese management, including research on the management and organization of Chinese companies both in and outside of China and multinational companies operating in China. All papers were blind reviewed to be accepted to the conference. All submitted papers were narrowed down to a list of 5 finalists. Four readers, in addition, to the Editor-in-Chief NAME HERE further reviewed them and selected two for the best paper award. The 1<sup>st</sup> prize is a 2 year subscription to MOR and the 2<sup>nd</sup> prize is a one year subscription to MOR. In addition, the authors are invited to submit their paper to the upcoming special issue of MOR (Deadline 1. INSERT DATE). The Editor-in-Chief NAME HERE will present two best paper awards at the conference.

## Ash Institute 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 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.

## Organizers' Bios

**Dr. Ilan ALON** is Rollins College Petters Chair of International Business and Executive Director of Rollins China Center, and Harvard Kennedy School Visiting Scholar. He has published 20 books (3 authored), numerous peer-reviewed article, chapters, conference papers, and trade articles. His four recent books on China include *Chinese Culture, Organizational Behavior and International Business Management* (Greenwood, 2003), *Chinese Economic Transition and International Marketing Strategy* (Greenwood, 2003), and *Business and Management Education in China: Transition, Pedagogy and Training* (World Scientific, 2005), *The Globalization of Chinese Enterprises* (2008). Dr. Alon has won various awards such as the prestigious Chinese Marketing Award and Rollins McKean Award for his research on China. He has taught courses in top Chinese MBA programs including Shanghai Jiao Tong University, Fudan University, and China Europe International Business School (CEIBS).



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

**Dr. Julian CHANG** is Executive Director of Asia Programs at Harvard University's John F. Kennedy School of Government's Ash Institute for Democratic Governance and Innovation. He received his PhD. from the Department of Government at Harvard University. He spent five years at Stanford prior to joining the Harvard Kennedy School teaching in East Asian Studies and building academic research and training organizations. His publications include several volumes on Taiwan's trade and politics as well as work on Sino-Russian relations.



His publications include the edited books, *Economic Reform and Cross-Strait Relations: Taiwan and China in the WTO* and *Presidential Politics in Taiwan: The Administration of Chen Shui-bian*. He is also working on another edited volume which will focus on the Taiwan problem in northeast Asian security relations.

Julian Chang, John F. Kennedy School of Government, Harvard University, Cambridge, MA, United States. E-mail: [julian\\_chang@harvard.edu](mailto:julian_chang@harvard.edu)

**Dr. Marc FETSCHERIN** is an Assistant Professor of the Crummer Graduate School of Business and the International Business Department at Rollins College. He is also an Associate of the Rollins China Center as well as a Harvard Kennedy School Visiting Scholar. He received his Ph.D. from the University of Bern, Switzerland. He holds two masters degree, one from the University of Lausanne, Hautes Etudes Commerciales (HEC), Switzerland and the London School of Economics (LSE), UK. He was a Visiting Professor at the East China University of Science and Technology (ECUST). He has published numerous peer-reviewed article, book chapters, and conference papers. He has won 2 best paper awards and 5 teaching awards. He is reviewer for various journals and member of various professional associations.



Marc Fetscherin, Crummer Graduate School of Business & International Business Department, Rollins College, Winter Park, FL, United States. E-mail: [mfetscherin@rollins.edu](mailto:mfetscherin@rollins.edu)



## Conference Program

**Dr. Christoph LATTEMANN** is Professor for Corporate Governance and E-Commerce at the University of Potsdam, Visiting Professor at the Hasso Plattner Institute for Software Engineering and a research fellow at the Harvard University. He has taught courses in top MBA programs such as Copenhagen Business School and Università Cattolica del Sacro Cuore. Formerly he held senior positions in project management in the financial industry for over four years. He has published about 100 publications in journals, books and in conference proceedings. The latest articles are about information management and systems, international management, corporate governance, and corporate social responsibility. He is member of various review boards, professional associations and management boards.



Christoph Lattemann, Potsdam University, Potsdam, Germany. E-Mail: [Christoph.lattemann@uni-potsdam.de](mailto:Christoph.lattemann@uni-potsdam.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*. Recipient of numerous competitive grants to further the internationalization of business education and research. Extensive corporate consulting experience; expert in the aluminum industry.



Prof J. R. McIntyre, College of Management, Technology Square, 800 West Peachtree St, NE, Atlanta, Georgia, 30308-1149 USA. Email:

[john.mcintyre@mgt.gatech.edu](mailto:john.mcintyre@mgt.gatech.edu)

## Conference Program

### KEYNOTE SPEAKER: Professor William Kirby



Ph.D., Harvard University  
A.M., Harvard University  
A.B., Dartmouth College

William C. Kirby is the Spangler Family Professor of Business Administration at the Harvard Business School and T. M. Chang Professor of China Studies at Harvard University. He is a Harvard University Distinguished Service Professor. He serves as Director of the Fairbank Center for Chinese Studies and Chairman of the Harvard China Fund. A historian of modern China, Professor Kirby's work examines China's business, economic, and political development in an international context. He has written on the evolution of modern Chinese business (state-owned and private); Chinese corporate law and company structure; the history of freedom in China; China's environmental challenges; relations across the Taiwan Strait; and China's relations with Europe and America. His current projects include case studies of contemporary Chinese businesses and a comparative study of higher education in

China and the United States. He is Honorary Visiting Professor at Peking University, Nanjing University, Chongqing University, and Fudan University.

He has held appointments also as Visiting Professor at the University of Heidelberg and the Free University of Berlin. Before coming to Harvard in 1992, he was Professor of History, Director of Asian Studies, and Dean of University College at Washington University in St. Louis. At Harvard, he has served as Chair of the History Department, Director of the Asia Center, and most recently, Dean of the Faculty of Arts and Sciences.

As Dean of Harvard's largest school from 2002 to 2006, he initiated major reforms in undergraduate education in Harvard College; enhanced Harvard's international studies at home and abroad; increased substantially financial aid in the College and in the Graduate School of Arts and Sciences; supported the growth of the Division (now School) of Engineering and Applied Sciences; and oversaw the construction of major new buildings in the Life Sciences, Engineering, and the Arts. During his tenure the Faculty expanded at its most rapid rate since the 1960s.

Professor Kirby holds degrees from Dartmouth College, Harvard University, and (Dr. Phil. HonorisCausa) the Free University of Berlin. He is a Fellow of the American Academy of Arts and Sciences.

### Selected Publications

#### Books

Kirby, William C., and Dayong Niu, eds. *China and the World: Internationalization, Internalization, Externalization* (Zhongguo yu shijie: guojihua, neihua yu waihua). Beijing: Hebei People's Press, 2007.

Kirby, William C., Gong Li, and Robert Ross, eds. *The Normalization of U.S.-China Relations: An International History*. Cambridge: Harvard University Press, 2006. (Also published as *Cong jiedong zou xiang jianjiao [From Rapprochement to the Establishment of Sino-American Relations, 1969-1979.]* (Beijing: Zhongyang wenxian chubanshe, 2004.)

Kirby, William C., Mechthild Leutner, and Klaus Mühlhahn, eds. *Global Conjectures: China in Transnational Perspective*. Vol. 30, Berliner China-Hefte. Berlin: Lit Verlag, 2006.

Kirby, William C., ed. *Realms of Freedom in Modern China*. Vol. 15, Making of Modern Freedom Series. Stanford University Press, 2004.

Kirby, William C., James Chin Shih, Man-houng Lin, and David A. Pietz, eds. *State and Economy in Republican China: A Handbook for Scholars*. 2 vols. Cambridge: Harvard Asia Center, 2001.

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Kirby, William C. *Germany and Republican China*. Stanford University Press, 1984. (With new Chinese introduction and translation, published as *Deguo yu Zhonghua minguo [Germany and the Republic of China]*, Chen Qianping, Chen Hongmin, et al., trans. (Nanjing: Jiangsu renmin chubanshe, 2006). First translated with new Chinese foreword as *Jiang Jieshi yu Nacui Deguo [Chiang Kai-shek and Nazi Germany]*, Chen Jianping, et al., trans., (Beijing: Zhongguo qingnian chubanshe, 1994).)

Kirby, William C., ed. *Germany and the Two World Wars*. Cambridge: Harvard University Press, 1981. (Translator, Andreas Hillgruber.)

### Published Papers

Kirby, William C. "On Chinese, European and American Universities." *Daedalus: Journal of the American Academy of Arts and Sciences* 137, no. 3 (summer 2008).

Kirby, William C. "China's Internationalization in the Early People's Republic: Dreams of a Socialist World." *China Quarterly* (December 2006): 870-890.

Kirby, William C. "The People's Republic of China as History." *Sino-American Relations* 25, no. 4 (winter 1999): 12-21. (also published in *Harvard Asia Quarterly* (June 1999).)

Kirby, William C. "The Internationalization of China." *China Quarterly*, no. 150 (June 1997): 443-458. (Translated as "Zhongguo de Guojihua: minguo shidai de duiwai guanxi," *Ershiyi shiji* [Twenty-first Century] (Hong Kong), no. 44 (Dec. 1997), 33-47.)

Kirby, William C. "China, Unincorporated: Company Law and Business Enterprise in Twentieth Century China." *Journal of Asian Studies* 54, no. 1 (February 1995): 43-63. (Reprinted in *Capitalism in Asia: Sixty Years of the Journal of Asian Studies*, edited by David Ludden, 29-50. Ann Arbor: Association for Asian Studies, 2004.)

Kirby, William C. "Continuity and Change in Modern China: Chinese Economic Planning on the Mainland and on Taiwan, 1943-1958." *Australian Journal of Chinese Affairs* 24 (July 1990): 121-141.

Kirby, William C., and Stephen C. Averill. "Recent American Scholarship on Republican China." [Being nearby: discussions on modern China (Tokyo)]. *Chitake ni arite* 16 (November 1989). (corrected version 17 in (May 1990) 43-64. Published also in *Zhongguo jindaishi yanjiu tongxun [Research in Modern Chinese History* (Taipei)] 9 (1990).)

Kirby, William C. "Zhonghua minguo shiqide hezi he jishu zhuanrang [Joint ventures and technological development under the Republic of China]." *Zhongwai shehui kexue [Sino-foreign social science]* (December 1987).

Kirby, William C. "Joint Ventures, Technology Transfer and Technocratic Organization in Nationalist China." *Republican China* 12, no. 2 (April 1987).

### Book Chapters

Kirby, William C. "Archives and Histories in Twentieth-Century China." In *Archives, Documentation and Institutions of Social Memory*, edited by Francis X. Blouin Jr. and William G. Rosenberg. Ann Arbor: University of Michigan Press, 2006.

Kirby, William C. "When Did China Become China? Thoughts on the Twentieth Century." In *The Teleology of the Modern Nation-State*, edited by Joshua A. Fogel, 105-114. Philadelphia: University of Pennsylvania Press, 2005.

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## Conference Program

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Kirby, William C. "The Two Chinas in the Global Setting: Sino-Soviet and Sino-American Cooperation in the 1950s." In *Re-examining the Cold War: U.S. China Diplomacy, 1954-1973*, edited by Robert Ross, 25-46. Cambridge: Harvard University Asia Center, 2001.

Kirby, William C. "The Nationalist Regime and the Chinese Party-State." In *Historical Perspectives on Contemporary East Asia*, edited by Merle Goldman and Andrew Gordon, 211-237. Cambridge: Harvard University Press, 2000.

Kirby, William C. "Engineering China: The Origins of the Chinese Developmental State." In *Becoming Chinese*, edited by Wen-hsin Yeh, 137-160. Berkeley: University of California Press, 2000.

Kirby, William C. "Intercultural Connections and Chinese Development: External and Internal Spheres of Modern China's Foreign Relations." In *China's Quest for Modernization: A Historical Perspective*, edited by Frederic Wakeman and Wang Xi, 219-248. Berkeley: Institute for East Asian Studies, 1997. (published first in *Zhongguo xiandaihua wenti [Issues of Chinese modernization]* (Shanghai: Fudan daxue chubanshe, 1994).)

Kirby, William C. "The Study of Modern China's Foreign Relations: Trends and Research Agendas." In *Politik, Wirtschaft, Kultur: Studien zu den Deutsch-Chinesischen Beziehungen*, edited by Mechthild Leutner, 385-406. Münster: Lit Verlag, 1996.

Kirby, William C. "Chinese-American Relations in Comparative Perspective, 1900-1949." In *Pacific Passage: The Study of American East-Asian Relations on the Eve of the Twenty-First Century*, edited by Warren Cohen and Akira Iriye, 163-190. New York: Columbia University Press, 1996.

Kirby, William C. "Intercultural Contacts and International Relations: China's Relations with Germany, the Soviet Union and the United States, 1927-1944." In *Deutschland und China*, edited by Kuo Heng-yü and Mechthild Leutner, 225-252. München: Minerva, 1994.

Kirby, William C. "Traditions of Centrality, Authority and Management in Modern China's Foreign Relations." In *Ideas and Interpretations in Chinese Foreign Policy*, edited by David Shambaugh and Thomas Robinson, 13-30. New York and London: Oxford University Press, 1994.

Kirby, William C. "The Chinese War Economy: Mobilization, Control, and Planning in Nationalist China." In *China's Bitter Victory: The War With Japan, 1937-1945*, edited by Steven I. Levine and James C. Hsiung, 185-213. New York: M.E. Sharpe, 1992.

Kirby, William C. "Minguo shiqi Zhongwai jingji jishu hezuo: Meigo zhanshi shengchan quwentuan huan Hua, 1944-1946 [Sino-foreign Economic and Technical Cooperation in Republican China: The U.S. War Production Mission to China, 1944-46]." In *Minguo dang'an yu minguo shi xueshu taolunhui lunwenji [Proceedings of the Conference on the Archives and History of Republican China]*, edited by Zhang Xianwen, et al. Beijing: Dang'an chubanshe [Archives Press], 1989.

Kirby, William C. "Technocratic Organization and Technological Development in China, 1928-1953." In *Science and Technology in Post-Mao China*, edited by Denis Fred Simon and Merle Goldman, 23-44. Cambridge: Harvard University Press, 1989.

## Harvard Meeting Venue Map

### **Conference Location**

Harvard University

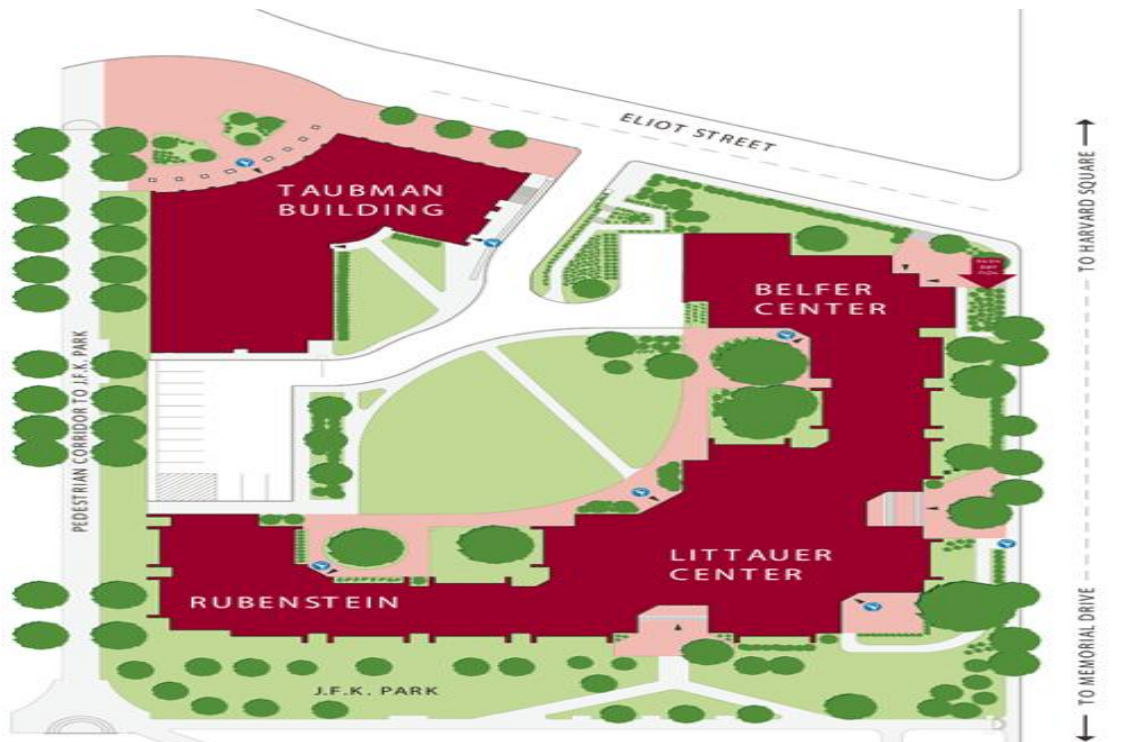
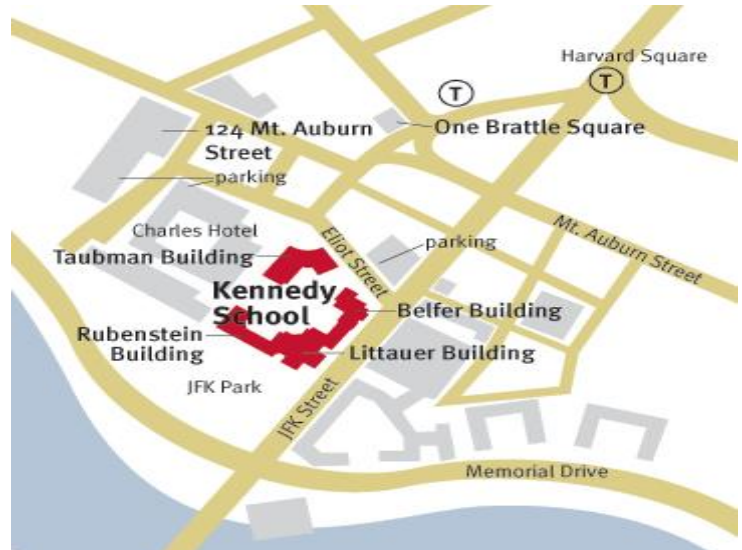
Harvard Kennedy School  
The Taubman Building  
79 JFK Street  
MA, 02318, Cambridge  
United States

Conference: Taubman Building, 5<sup>th</sup> Floor.

### **Registration**

Taubman Building (basement)  
insert date here

### **Detail Harvard Kennedy School Map**



## Conference Program

### Program at a Glance

#### Wednesday, September 30

4:00 - 7:00 pm	<b>Registration</b> ( <i>Taubman Building, Ground Floor, Rotunda</i> )
4:00 - 5:00 pm	<b>Chairs and Organizers Meeting</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, ADR</i> )
4:30 - 5:30 pm	<b>Tour of Harvard</b> ( <i>Meet at Taubman Building, Ground Floor, Rotunda</i> )
5:00 - 7:00 pm	<b>Chairs and Presenters Meeting</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, ADR</i> )
7:00 - 9:00 pm	<b>For paid registrants, opening Reception</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, Nye</i> )

#### Thursday, October 1

8:00 - 9:00 am	<b>Continental Breakfast/Registration Continues</b> ( <i>Taubman Building, Ground Floor, Rotunda</i> )
8:30 - 9:00 am	<b>Poster Presenters' Meeting</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, ADR</i> )
9:00 - 9:30 am	<b>Official Conference Welcome</b> ( <i>Taubman Building, Ground Floor, Wiener Auditorium</i> )
9:30 - 10:00 am	<b>Keynote speaker Prof. Dr. Alan Rugman</b> ( <i>Taubman Building, Ground Floor, Wiener Auditorium</i> )
10:00 - 10:15 am	<b>Break and Relocation for Panels A &amp; B</b> ( <i>Taubman 5<sup>th</sup> Floor, Nye Reception Area</i> )

#### 10:15 - 11:45 am      **Session 1**

**Panel A:** Business Strategy (1) (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** Macro Economic and Political Issues (1) (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

**Panel C:** Business Networks (*Taubman Building, Ground Floor, Wiener Auditorium*)

11:45 - 1:30 pm      **Poster Presentations and Box Lunch** (*Taubman Building, 5<sup>th</sup> Floor, ADR*)

#### 1:30 - 3:00 pm      **Session 2**

**Panel A:** Business Strategy (2) (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** Marketing, R&D, and Innovation (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

**Panel C:** CSR & Ethics (*Taubman Building, Ground Floor, Wiener Auditorium*)

3:00 - 3:30 pm      **Break** (*Taubman, 5<sup>th</sup> Floor, Nye Reception Area*)

#### 3:30 - 5:00 pm      **Session 3**

**Panel A:** Business Strategy (3) (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** Macro Economic and Political Issues (2) (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

## Conference Program

**Panel C:** CSR & Ethics (*Taubman Building, Ground Floor, Wiener Auditorium*)

**5:00 - 5:15 pm**

**Break**

**5:15 - 6:45 pm**

**Reception** (*Allison Dining Room, 5<sup>th</sup> Floor, Taubman Building*)

**6:45 - 7:00 pm**

**Relocation to Taubman Building**

**7:00 - 9:30 pm**

**Conference Dinner, Keynote & MBR Best Paper Awards**  
**Keynote Speaker Prof. William Kirby** (*Taubman Building, 5<sup>th</sup> Floor, Nye ABC*)

### Friday, October 2

**8:00 - 8:30 am**

**Continental Breakfast** (*Taubman Building, Ground Floor, Rotunda*)

**8:30 - 9:30 am**

**Keynote Speaker Prof. Dr. Mike Peng** (*Taubman Building, Ground Floor, Wiener Auditorium*)

**9:45 - 11:15 am**

**Session 4**

**Panel A:** Cases in China (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** Chinese ODI (1) (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

**Panel C:** China and Education (1) (*Taubman Building, Ground Floor, Wiener Auditorium*)(Conducted in Chinese)

**11:15 - 11:30 am**

**Break**

**11:30 - 1:00 pm**

**Session 5**

**Panel A:** Chinese ODI (2) to Europe and Africa" (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** Chinese ODI (3) Investment and/in Offshore regions" (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

**Panel C:** China and Education (2) (*Taubman Building, Ground Floor, Wiener Auditorium*)(Conducted in Chinese)

**1:00 - 2:00 pm**

**Networking Lunch**

**2:00 - 3:30 pm**

**Session 6**

**Panel A:** Chinese ODI (4) to Asia and Australia (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** China and Germany (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

**Panel C:** Chinese Export and Export Performance (*Taubman Building, Ground Floor, Wiener Auditorium*)

**3:30 - 3:45 pm**

**Break and Relocation to Littauer Building- John F. Kennedy Jr. Forum (Group Photo)**

**3:45 - 4:15 pm**

**Future Paths of China and Chinese Companies** (*Taubman Building, Ground Floor, Wiener Auditorium*)

**4:15 pm**

**Conference Ends**

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10:15 - 11:45 am	<b>Session 1</b>

#### **Panel A: Business Strategy**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Julian Chang, Harvard University, USA

*Formal and Informal Internal Governance Mechanisms by Foreign Strategic Investors in China*  
Helen Wei Hu\*, University of Melbourne, Australia; Peter Verhezen; Monica Guo-Sze Tan

*The Impact of Domestic Institutions and International Networks on the Internationalisation Strategy of Chinese Firms*  
Hinrich Voss\*, University of Leeds, United Kingdom; Peter Buckley; Adam Cross

*Chinese Enterprises Operations in Developing Countries: Strategic Fit and Institutional Legitimacy*  
Nir Kshetri\*, University of North Carolina-Greensboro, USA

#### **Panel B: Macro Economic and Political Issues**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Halil Kiyamaz, Rollins College, USA

*Global Economy and Local Strategies: A Case Study of Shanghai*  
Lin Ye\*, Roosevelt University, USA

*Global Economic Management: China in the Driving Seat?*  
Sudhanva V. Char\*, Life University, USA

*Ideology Issues Between China and the United States Under the Trend of Globalization*  
Yaodong Wang\*, Shanghai Institute of Administration, People's Republic of China



## Conference Program

### Panel C: Business Networks

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: John McIntyre, Georgia Institute of Technology, USA

*Yifei Sun has dropped out → Need replacement Paper Here*

*Overseas Chinese Business Network and the Rise of a Global Buyer-Commodity Market Regime*

Kate Zhou\*, University of Hawaii, USA; Rosita Chang

*Nonprofit Organizations in China: Globalization and Institutional Change Affect the Third-Sector*

Mary Conway Dato-on\*, Rollins College, USA; Eileen Weisenbach-Keller

**11:45 - 1:30 pm**

### Poster Presentations and Box Lunch

(Taubman Building, 5th Floor, ADR)

Coordinator: Bruce Jackan

*Chinese Firms' Outward FDI Mode Choices: The Effects of FDI Motives and Locations*

Qunying Xie\*, University of Agder, People's Republic of China

*Creating a Chinese Miele? Asymmetries in the Consumer Perception of Chinese and German Brands*

Cora Jungbluth\*, University of Heidelberg, Germany

*The Resurgence of Political Globalisation*

Oskar Kayasan\*, European Research Centre, United Kingdom

*Executive Insights on Globalization: Strategic Implications for China's Travel Industry*

Mark Munoz\*, Millikin University, USA; Michael Pettus

*International Brand or Domestic Brand? Chinese Consumers' Perception of Hypermarket Store Image in Beijing*

En-Chi Chang\*, Manchester Business School, United Kingdom; Bo Luan

*Modes, Drivers, and Facilitators of Chinese Internationalization and its Impact on the Host Country: The Case of Mainland Chinese Investments in the Philippines*

Joseph Sy-Changco\*, University of Macau, Macau S.A.R. – People's Republic of China; Aurora Hidalgo; Yimeng Wang

*A Speed Race: Benelli and QJ Competing on the Motorbike International Arena*

Francesca Spigarelli\*, University of Macerata, Italy; William Wei

*Examining the Impact of Country-Of-Origin in a Multicue Context: An Application of Adaptive Conjoint Analysis*

Yogesh Upadhyay\*, Jiwaji University, India; Shivkumar Singh

*International Investment in China: A Critical Appraisal*

John Saeed\*, International University in Germany, Germany

*The Internationalisation of Emerging Markets-Based SMEs. Evidence from China's Jiangsu Province*

Gaston Fornes\*, University of Bristol & ESIC Business and Marketing School, United Kingdom; Guillermo Cardoza; Ning Xu

*FDI Location Choice of Chinese Firms: Traditional Economic Factors and Institutional Perspective*

Yuanfei Kang\*, Massey University, New Zealand; Fuming Jiang

*Globalization of Chinese Companies: Challenges and Determinants for Success*

Julian Vogel\*, University of St. Gallen, Switzerland

**1:30 - 3:00 pm**

### Session 2

## Conference Program

### **Panel A: Business Strategy**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Xueyuan (Adrian) Liu, Wuhan University, China

*A Transaction Cost Perspective of the Chinese Multinational Boom*

Xiaoming He\*, Texas A&M University, USA; Subrata Chakrabarty

*Collective Internationalization Processes*

Hans Jansson\*, Joachim A. Timlon\*, Baltic Business School, Sweden; Mikael Hilmersson; Susanne Sandberg

*What You See Isn't What You Get: Profitable Companies' Strategies for Success in China*

Usha Haley\*, Harvard Kennedy School & Economic Policy Institute, USA; George Haley

### **Panel B: Marketing, R&D, and Innovation**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Marc Fetscherin, Rollins College, USA

*The Global Industrial Crisis: Can Chinese Manufacturing SMEs Survive Using Marketing Innovation?*

Vik Naidoo\*, Deakin University & Enterprise Connect, Australia

*Potential Determinants of China's R&D*

Gaston Fornes\*, University of Bristol & ESIC Business and Marketing School, United Kingdom; Ping Li; Guocai Yu

*Brand-Building in Taiwan: Asustek, From Contract Manufacturing to Brand-Building*

Shao-Yi Tan\*, National University of Singapore, Singapore; Hege Knotten; Weng-Kong Wong

### **Panel C: CSR & Ethics**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Christoph Lattemann, Potsdam University, Germany

*An Empirical Study of People Management in Small and Medium-Sized Enterprises in China*

Li Xue Cunningham\*, City University, United Kingdom

*Corporate Social Responsibility in Chinese Supplier Firms: Do Codes of Conduct Address the Actual Challenges in China?*

Anna-Maria Schneider\*, Humboldt University-Berlin, Germany

*Corporate Social Responsibility in China's Largest TNCs*

Dr. Dylan Paul Sutherland\*, University of Nottingham, United Kingdom

**3:00 – 3:30 pm**

**Break (Taubman, 5<sup>th</sup> Floor, Nye Reception Area)**

**3:30 – 5:00 pm**

**Session 3**

### **Panel A: Business Strategy**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Bernie Wolf, York University- Schulich School of Business, Canada

*The Entry Mode Decision of Chinese Outward FDI: A Strategy Tripod Analysis*

Lin Cui\*, The Australian National University, Australia; Fuming Jiang; Bruce Stening

*Why Half of China's Overseas Acquisitions Could Not Be Completed*

Jianhong Zhang\*, Nyenrode Business University, Netherlands; Haico Ebbers

*An Empirical Study Strategically Assessing the State's and Government's Role in Corporate Governance, Ownership, and the Performance of SOEs*

## Conference Program

Donald Henry Ah Pak\*, Xi'an Jiaotong-Liverpool University, People's Republic of China; Dr. Ding Xiao Ming

### **Panel B: Macro Economic and Political Issues**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Tom Lairson, Rollins College, USA

*Institutional Environment and the Value of Social Network Ties in China*

Shibin Sheng\*, Adelphi University, USA; Julie Juan Li; Kevin Zheng Zhou

*Macroeconomic Determinants of Chinese Outward Direct Investment*

William Xiaojun Wei\*, MacEwan School of Business, Canada; Ilan Alon, Rollins College, USA; Rui Liang; Jingqi Zhu

*Culture of China's Mediation in Regional and International Affairs*

Xiaohui (Anne) Wu\*, Harvard JFK School of Government, USA; Cheng (Jason) Qian

### **Panel C: Green and Entrepreneurship**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Miriam Abu Sharkh, Stanford University, USA

*Venturing To Be Green: Ecopreneurship in China's Circular Economy*

James J. Cordeiro\*, SUNY Brockport, Germany; Joseph Sarkis

*Female Entrepreneurship*

Wenxian Zhang, Rollins College, USA

**5:00 – 5:15 pm**

**Break and Relocation to Littauer Building**

**5:15 – 6:45 pm**

**Reception** (Allison Dining Room, 5<sup>th</sup> Floor, Taubman Building)

**6:45 – 7:00 pm**

**Relocation to Taubman Building**

**7:00 – 9:30 pm**

**Conference Dinner, Keynote & MBR Best Paper Awards**

**Keynote Speaker Prof. William Kirby**  
(Taubman Building, 5<sup>th</sup> Floor, Nye ABC)

### **Friday, October 2**

**8:00 – 8:30 am**

**Continental Breakfast** (Taubman Building, Ground Floor, Rotunda)

**8:30 – 9:30 am**

**Keynote Speaker Prof. Dr. Mike Peng** (Taubman Building, Ground Floor, Wiener Auditorium)

**9:45 – 11:15 am**

**Session 4**

### **Panel A: Cases in China**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Dylan Sutherland, University of Nottingham, UK

*An Evolutionary Analysis of Multinational Companies from Emerging Economies: A Case of Chinese Companies*

Crystal Xiangwen Jiang\*, Bryant University, USA; Zhaohui Chen; Ram Mudambi

*The Role of Internationalisation in the Growth of Chinese Telecom Firms*

Weifeng Chen\*, Brunel University, United Kingdom; Suma Athreye

*China's IT Service Industry: Capability Development in Vendor Internationalization*

Ning Su\*, New York University, USA

## Conference Program

### **Panel B: Chinese ODI**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Margot Schüller, University of Hamburg, Germany

*State of Business: Institutional Analysis and the Determinants of Chinese OFDI*

Titan Alon\*, Harvard College, USA

*Chinese Firms' Outward FDI Entry Mode Choices: The Effects of Joint Venture Experience in Inward FDI and Outward FDI Motives*

Qunying Xie\*, University of Agder, People's Republic of China

*Organizational Learning in Chinese Firms Doing Outward Foreign Direct Investment*

Marjorie Lyles\*, Indiana University Kelley School of Business, USA; Dan Li

### **Panel C: China and Education (input Wayne Huang)(Conducted in Chinese)**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Julian Chang

**11:15 – 11:30 am**

**Break**

**11:30 – 1:00 pm**

**Session 5**

### **Panel A: Chinese ODI to Europe and Africa**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: William Wei, MacEwan School of Business, Canada

*China's Global Expansion into Africa: Exploring the Challenges and Benefits*

Prem Ramburuth\*, University of New South Wales, Australia

*From China Goes Global to Asia Goes Global*

Daewon Choi\*,

*Chinese Investments in Italy: Is the Wave Arriving?*

Francesca Spigarelli\*, University of Macerata, Italy

### **Panel B: Chinese ODI Investment and/in Offshore Regions**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Marc Sardy, Rollins College, USA

*Round Tripping or Capital Augmenting OFDI: Chinese Outward Foreign Direct Investment and the Caribbean Tax Haven*

Ahmad El-Gohari\*, University of Wales, United Kingdom; Ben Mathews; Dylan Sutherland

*Byways and Highways of Direct Investment: China and the Offshore World*

William Vlcek\*, United Kingdom

*The Nascent Globalization of China's Financial Capital & Clout in the 21<sup>st</sup> Century: What it Means for China and the World*

Francis Schortgen\*, Mount Union College, USA

### **Panel C: China and Education (input Wayne Huang)(Conducted in Chinese)**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Wayne Huang,

## Conference Program

**1:00 – 2:00 pm**

**Networking Lunch**

**2:00 – 3:30 pm**

**Session 6**

**Panel A: Chinese ODI to Asia and Australia**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Hinrich Voss or Adam Cross?

*Chinese Outward Direct Investment in the Australian Resources Sector: Benefits, Concerns, and Policy Implication*

Charlie Huang\*, Edith Cowan University, Australia; Ian Austin; Stephen Grainger; Zhaoyong Zhang

*Chinese Investment in Australia: Between a Hard Rock and a Hard Place?*

Loong Wong\*, University of Canberra, Australia

*China in Africa- A Strategy to Secure Survival*

Tanja Kasandra Behrndt-Eriksen\*, University of Copenhagen, Denmark

**Panel B: China and Germany**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Tao Gao, Northeastern University, USA

*Chinese Enterprises in Germany: Establishment Modes and Liability of Foreignness*

Andreas Klossek\*, Freiberg University, Germany; Bernd Michael Linke; Michael Nippa

*The Perceived Attractiveness of Chinese Products by German Consumers*

Heidi Kreppel\*, University of Erlangen-Nuremberg, Germany; Dirk Holtbruegge

*The Decision-Making Autonomy of Chinese Subsidiaries in Germany*

Yun Schueler-Zhou\*, University of Hamburg, Germany

**Panel C: Chinese Export and Export Performance**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: David Reid, Seattle University, USA

*Market Orientation, Export Channel Selection, and Export Performance: Evidence from China*

Xinming He\*, Northumbria University, People's Republic of China; Keith Brouthers; Igor Filatotchev

*China's Agricultural Exports: A Roadmap for Growth*

Mark Fagan\*, Harvard University, USA

*Export Competitiveness of Chinese Industries*

Marc Fetscherin\*, Rollins College, USA; Ilan Alon, Rollins College, USA; James Johnson, Rollins College, USA

**3:30 – 3:45 pm**

**Break and Relocation to Littauer Building, John F. Kennedy Jr. Forum (Group Photo)**

**3:45 – 4:15 pm**

**Future Paths of China and Chinese Companies** (Taubman Building, Ground Floor, Wiener Auditorium)

**4:15 pm**

**Conference Ends**  
Program Subject to Change

\* presenter



## Abstracts

THURSDAY, OCTOBER 1

### SESSION 1

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#### **Panel A: Business Strategy**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Julian Chang

#### ***Formal and Informal Internal Governance Mechanisms by Foreign Strategic Investors in China***

Helen Wei Hu\*, University of Melbourne, Australia; Peter Verhezen; Monica Guo-Sze Tan

**Purpose:** The Chinese corporate sector and capital market have been undergoing rapid reforms initiated by both the government and entrepreneurs giving in to or taking advantage of globalization. Since 2006, foreign investors have been allowed to enter the Chinese capital market through the establishment of strategic partnerships with publicly listed firms. This group of investors has been legally termed foreign strategic investors. Given China's specific political and socio-economic model, which is formally distinctive from those in other major regions of the world, we argue that foreign strategic investors should employ both formal internal governance mechanisms (FIGMs) and informal internal governance mechanisms (IIGMs) as tools to safeguard investments and negotiate appropriate corporate controls.

**Design:** This is a conceptual paper.

**Findings:** We propose an internal corporate governance model that explicates how these investors can strengthen their monitoring role through FIGMs and enhance business partnership through IIGMs.

**Originality/value:** To the best of our knowledge, this study is the first to integrate both the formal and informal internal governance mechanisms into a single framework. This can broaden the reader's understanding of corporate governance in a fast-changing environment like China, and also reflect the various governance functions could be sought by foreign strategic investors. Therefore, this is a subject that is topical and valuable to both researchers and practitioners.

#### ***The Impact of Domestic Institutions and International Networks on the Internationalisation Strategy of Chinese Firms***

Hinrich Voss\*, University of Leeds, United Kingdom; Peter Buckley; Adam Cross

**Purpose:** Mainland Chinese firms have become important international investors. They have gained their capabilities to internationalise in an institutional environment that focuses on nurturing the emergence of large, internationally competitive Chinese firms. We propose that institutional advantages, which derive from a set of market imperfections, differ by firm size, ownership form, and location.

**Design:** We conducted semi-structured interviews with senior managers of Chinese multinational enterprises (MNEs), relevant Chinese government officials and other stakeholders

**Findings:** We find preliminary support for the notion that large, well-connected Chinese firms benefit most from institutional advantages, but smaller firms internationalise because of institutional constraints.

**Research limitations:** We had access to only a limited number of Chinese firms and restricted our interviews to firms in the Yangtze River Delta.

**Practical implications:** International competitors shall carefully assess the competitive potential of Chinese MNEs as their internationalisation capabilities are built on a diverse range of factors. Some of these may constitute more genuine competitive advantages than other and this may affect the strategic response of international competitors.

**Originality:** Our study contributes to the research on Chinese multinational enterprises (MNEs) by providing a more differentiated view of Chinese MNEs which has consequences for international competitors

#### ***Chinese Enterprises Operations in Developing Countries: Strategic Fit and Institutional Legitimacy***

Nir Kshetri\*, University of North Carolina-Greensboro, USA

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While companies do operate in developed countries, their most impressive performances have been in developing markets. Experts argue that China's current technology, know-how and capabilities are more effective for competing in developing countries than in industrialised countries. In this paper, we draw upon resource-based theory and institutional perspectives to investigate the relative performance of Chinese technology firms in the developing world compared with in the industrialised world. Chinese high-technology products tend to have low cost and be relevant in the context of the developing world. Moreover, Chinese high-technology companies seem to possess soft resources that help them to make decisions that are isomorphic with respect to institutions in developing countries and compatible with business parameters in these countries. Thus, the paper argues that both the hard and soft resources of Chinese technology companies tend to have a higher degree of strategic fit in the context of the developing world compared with in the industrialised world.

### **Panel B: Macro Economic and Political Issues**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Halil Kiyamaz, Rollins College, USA

#### ***Global Economy and Local Strategies: A Case Study of Shanghai***

Lin Ye\*, Roosevelt University, USA

**Purpose:** Study Chinese cities's strategies to pursue economic development in the global economy and find lessons to help major Chinese cities obtain global competitiveness.

**Approach:** This study investigates the economic development in Shanghai from the perspective of globalization by analyzing the latest aggregated data from a broad range of sources in the new century between 2000 and 2007.

**Findings:** Shanghai local government has developed many effective strategies to mobilize all possible resources to promote economic development and help the city succeed in the world economy.

**Value:** This paper investigates Shanghai's local policies to stimulate economic development as a global city and explain the city's strategic importance to the national economy. The lessons learned from Shanghai can serve as a model to help other major Chinese cities to succeed in the world economy.

#### ***Global Economic Management: China in the Driving Seat?***

Sudhanva V. Char\*, Life University, USA

**Purpose:** To inquire into the realism of the National Intelligence Council's proposal that the 21st Century may be termed the Asian Century and the implication that China's economy may surpass America's.

**Design:** Juxtapose China's strong points and chinks in armor, risks involved and future prospects. This paper offers several alternative scenarios. It critiques the credibility of China Inc. acquiring the mantle of leadership and calling the shots.

**Findings:** NIC-type suggestions pay inadequate attention to:

- a) Likely economic discontinuities such as recessions, earthquakes, strife for freedom and democracy that could interrupt progress and slow it down
- b) Linear growth in output in a finite world juxtaposed with exponential growth consumption needs starting with even drinking water.
- c) Growth sustainability right in the midst of an environmental degradation, excess fossil fuel dependence, shrinking biodiversity, and spikes in energy costs
- d) New protectionist strains in world trade intended to support domestic industry and
- e) The Technology gap

**Research Implications:** More research endeavor would be induced to generate more accurate estimates.

**Originality:** This paper attempts to advance studies that seek to provide a 360 degree view of the economic power shift if any due to dynamics of growth.

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### ***Ideology Issues Between China and the United States Under the Trend of Globalization***

Yaodong Wang\*, Shanghai Institute of Administration, People's Republic of China

Ideology issue is an important aspect between the Sino-US relations. The globalization tide is more and more noticeable since the 1990s, which provides a new opportunity for China and the United States to deal with the ideology issue between them. Globalization requires us to treat the ideology issue with new attitude. Long-term co-existence, learning from each other, seeking convergence beyond divergence and living in harmony will be the future development model of this issue.

### **Panel C: Business Networks**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: John McIntyre

***Yifei Sun has dropped out → New Paper Here***

### ***Overseas Chinese Business Network and the Rise of a Global Buyer-Commodity Market Regime***

Kate Zhou\*, University of Hawaii, USA; Rosita Chang

The paper examines the role overseas Chinese businessmen played in creating a global low cost buyer-commodity market regime. The new global buyer-commodity regime (GBCR thereafter) has created a low cost product market involving major American retailers, overseas Chinese business networks (middle men), and Chinese suppliers. The GBCR has contributed enormously to China's emergence as an export powerhouse. More than 62% of the Chinese economy is based on foreign trade.

The research attempts to answer questions including: how did GBCR evolve in response to the political and economic environment? What role has GBCR played in transforming Chinese trade and manufacturing sectors? What is the future of GBCR given the current economic crisis?

Most of the research for this article is based on interviews with Chinese manufacturers, government officials, and dingdan holders between 2005 and 2009.

The research sheds light on the key attributes of GBCR, the context in which these attributes operate, and how these attributes are relevant in understanding their abilities to effect institutional change in the world economy. The dynamics and complexity of GBCR has shown that the global trading regime is changing with global sourcing as the key feature of firm competition.

GBCR is a complex process involving internal and international factors that impact political and economic reforms. Unless China strengthens the rule of law, private property rights protection and other legal infrastructure, GBCR may be stifled by the uncertainty this creates among China's trading partners. In short, the Chinese trade miracle is channeled through a GBCR maze of unpredictability and regulation. For better and for worse, GBCR has helped China obtain global prominence. The paper concludes with a discussion of the reaction of the GBCR to the economic crisis.

### ***Nonprofit Organizations in China: Globalization and Institutional Change Affect the Third-Sector***

Mary Conway Dato-on\*, Rollins College, USA; Eileen Weisenbach-Keller

Purpose: The overarching goal is to generate further discussion on the relationships between globalization of the Chinese business sector and the rapidly-growing and quickly changing third-sector (alternately referred to as the third-sector, Non-Governmental Organizations (NGOs), Nonprofit Organizations (NPOs), and Civil Society). Specifically we strive to answer four questions:

(1) How can NPO marketing and management research and practices be applied to Chinese NPOs to improve performance?

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- (2) How must successful western-style NPO strategies be altered to ensure effectiveness in the rapidly changing third-sector in China?
- (3) How will global MNCs operating in China adapt to the changes in third-sector needs as the requests for assistance increase in volume and breadth?
- (4) What institutional change will be evident among Chinese NPOs as the sector becomes more globalized?

Design/methodology/approach: The study is qualitative and exploratory in nature.

Findings: The paper is still being constructed and if the conceptual idea is accepted by the conference committee, a more thorough paper and abstract will be presented with appropriate findings.

Research limitations/implications: Due to the nature of methodology and approach the lack of primary data and empirical testing may be considered a limitation of the paper.

Practical implications: The paper broadly suggests areas of focus for MNC managers in China as they seek ways to assist the third-sector improve management and marketing strategies in the dynamic Chinese environment.

Originality/value: To the authors acknowledge this is the first research to combine the macro-level sector analysis with micro-level nonprofit management strategies in China.

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### POSTER PRESENTATIONS

(Taubman Building, 5th Floor, ADR)

Coordinator: Bruce Jackan

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#### ***Chinese Firms' Outward FDI Mode Choices: The Effects of FDI Motives and Locations***

Qunying Xie\*, University of Agder, People's Republic of China

By using different theories, such as internationalization process model (U Model), institutional theory, literature on entry mode experience and country of origin effects (COO), this study mainly examines the effects of Chinese firms' outward FDI motives on their choices of entry mode. This study contributes to the literature in several ways. First, this study is among the first group of researches addressing the internationalization of emerging economy firms. Second, this study is among the first group of researches addressing emerging economy firms' outward FDI mode choices. Third, there is very little literature addressing the effects of FDI motives on entry mode choices and no any past study has included all the four FDI motives in one research. Fourth, for strategic asset seeking motive, this study distinguishes between technology seeking and marketing asset seeking, and apply different theories to the two different sub-motives, while no any prior study has done so. Five, this study also includes location factor as a moderator, while past researchers did not consider potential moderators.

#### ***Creating a Chinese Miele? Asymmetries in the Consumer Perception of Chinese and German Brands***

Cora Jungbluth\*, University of Heidelberg, Germany

My paper analyzes the country-of-origin effects of Chinese brands in international markets. I base the analysis on a comparative case study on consumer perception of brands. Haier and Miele serve as examples from the Chinese and German white goods sector.

Due to China's negative image as country of origin, Chinese brands are in a disadvantageous position in foreign markets, when compared with brands from industrial countries, such as Germany. Chinese companies like Haier which nevertheless choose branding as a strategy of internationalization face a long and winding road, but have much to gain in the end.

I argue that they will succeed in the long run when they are able to adapt to local conditions and gain the trust of foreign consumers despite their prejudices against Chinese products.

#### ***The Resurgence of Political Globalisation***

Oskar Kayasan\*, European Research Centre, United Kingdom

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In this paper we examine this issue with a particular focus on whether the political globalisation of Chinese firms can reshaped firms strategy and efforts to enhance competitive advantage and sustainability. As we define the sustainable competitive advantage is to extend of profit by applying various unique asset-creating strategy relays on a unique way of organisational capabilities and resources. This research has focus on three level of political influences; (1) internal: emerging corporate business structure and monitoring/control mechanisms and management incentives, (2) national formation of multi-level business systems, (3) globalisation: complementary of business and politics, emerging new form of global business.

### ***Executive Insights on Globalization: Strategic Implications for China's Travel Industry***

Mark Munoz\*, Millikin University, USA; Michael Pettus

This research identifies the evolution of contemporary global business practices, scope and pace of international expansion, and technological competencies that are taking place in China. Within this changing landscape, new organizational approaches are prerequisites for successful market entry. By integrating the concepts of Thomas L. Friedman and Greenberg and Barron with Porter's determinates of international competitiveness, this study identifies strategic factors which can be used to examine the determinates of international competitiveness with reference to a developing nation such as China.

### ***International Brand or Domestic Brand? Chinese Consumers' Perception of Hypermarket Store Image in Beijing***

En-Chi Chang\*, Manchester Business School, United Kingdom; Bo Luan

**Purpose:** This study serves three purposes. The first is to find out store image attributes valued by Chinese consumers. The second is to understand Chinese consumers' preference by comparing an international retailer with a domestic retailer. Finally, this study provides both international and domestic retailers with suggestions for store image improvement.

**Methodology:** This study used three-stage approach to collect data. The study started with two waves of semi-structured interviews, followed by a survey and ended with another wave of interviews. The survey data was analyzed using SPSS and IDS.

**Finding:** Beijing consumers concern more with a retailer's reputation and services than with the price. There are 18 important attributes in building a hypermarket retailer's store image in China.

**Research limitations:** The research scope was limited to Beijing.

**Practical Implications:** (1) Chinese consumers no longer look only for low prices; (2) international hypermarket retailers hold better store image than domestic retailers; (3) corporate reputation is important for hypermarket retailers in China, followed by quality of goods and staff's service attitude.

**Originality/value:** This study is the first to investigate Chinese consumers' perception of store image and top concerns when shopping at a hypermarket.

### ***Modes, Drivers, and Facilitators of Chinese Internationalization and its Impact on the Host Country: The Case of Mainland Chinese Investments in the Phillipines***

Joseph Sy-Changco\*, University of Macau, Macau S.A.R. – People's Republic of China; Aurora Hidalgo; Yimeng Wang

This paper explores the modes, drivers and facilitators of China's opening up in 1978 and its eventual accession into the World Trade Organization (WTO) in 2001.

China's outward FDIs have remarkably grown: from virtually zero in 1979, barely a year after it opened its door to the world, China's investments abroad reached US\$628 million in 1985 to US\$913 million in 1991. The following year, the figures jumped to US\$4 billion when China's leader Deng Xiaoping made an important tour of South China to re-affirm the country's commitment to reforms and open door policy following the Tiananmen crackdown in 1989. China retained the momentum of stable and rapid development through the years. In 2006, China's outward FDI net flows reached US\$21.16 billion.

The Philippines, a developing country and a member of ASEAN, is a recipient of China's FDI outflows. This paper shall look into these outward investments using traditional theories of internationalization, taking into account the nature and purpose of mainland Chinese investments in the Philippines by type of industry, geographical location, value and mode of investment, and actual jobs generated.



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Although some recent potential Chinese investment commitments have been tainted by political controversy, this paper finds strong support based on the salient findings of the study that the Philippines offers a distinctive and competitive advantage as a location for Chinese investments given the prevailing business environment and albeit the presence of certain political risks.

### ***A Speed Race: Benelli and QJ Competing on the Motorbike International Arena***

Francesca Spigarelli\*, University of Macerata, Italy; William Wei

In 2005 the Qianjiang (QJ) group, a large Chinese scale state owned group, acquired the Italian Benelli company, to expand its business in the western market in the motorcycle industry.

Benelli's had an historical brand to be spent on those competitive markets, as well as capabilities and know how in motorbike and scooter engineering that could help QJ complete its product portfolio. After a brilliant start, cultural problems arose.

One key problem facing Benelli and its new Chinese owners is how to improve cross-cultural understanding between the Chinese management and the Italian employees. Problems in communications and cultural differences are creating a rift between management and employees, impeded the implementation of strategy, and limit the company's future profitability. These problems stem not only from differing organizational cultures, but also differing cultures and working environments between China and Italy.

### ***Examining the Impact of Country-Of-Origin in a Multicue Context: An Application of Adaptive Conjoint Analysis***

Yogesh Upadhyay\*, Jiwaji University, India; Shivkumar Singh

Country-of-origin has attracted attention of a lot of researchers. The motive has been to understand its impact on consumer preferences. Increase in multilateral trade after WTO accord especially in developing countries further fuelled the interest. Efforts that humbly began with intent to learn about consumers' response to goods imported from foreign countries known as country-of-origin effect have cascaded into evolution of many new related concepts like country-of-manufacture (COM), country-of-brand (COB), country-of-design (COD), city-of-origin, response to hybrid products etc. Broadly the attempt is to understand how consumers derive meaning from foreign connection of a product or a service whether it is by way of production or brand or design etc. Early studies, largely conducted in a single cue context, endorsed the significant effect of country-of-origin on consumer preferences. Later, studies conducted in multi-cue context downplayed its effect. The findings have been mixed. Amongst mixed findings the present paper attempts to study the country-of-origin effect in respect of Indian consumers. Four countries viz., USA, China, Japan and India, have been selected for the same. Adaptive conjoint analysis that exposes respondents to a multi-cue context has been used to record and analyse the responses. Responses were collected from 230 students selected on random basis. The study offers interesting insights regarding country-of-origin effect on Indian consumers. Implications for managers and business entities are also discussed.

### ***International Investment in China: A Critical Appraisal***

John Saeed\*, International University in Germany, Germany

There has been a sea change in the world economy with far-reaching consequences on all aspects of human civilization. This dramatic transformation is largely precipitated by the phenomenon of globalization.

The transformation now taking place in the global economy is unprecedented. The increasing availability of global capital, coupled with advances in computing and communications technology, is serving to speed up the processes of globalization. Concurrently, the barriers to globalization are increasingly disappearing in most countries of the world (Cullen, 1999). As a consequence, the word globalization is in daily use throughout the world: La mondialisation, in French, Globalisierung in German, or Quan qui hua in China.

Globalization has also been a major catalyst for exponential growth of foreign direct investment (FDI) around the world. For instance, global FDI inflows rose in 2007 by 30% to reach \$1,833 billion, well above the previous all-time high set in 2000. Despite the financial and credit crises, which began in the second half of 2007, all of the three major economic groupings developed countries, developing countries and the transition economies of South-East Europe and the Commonwealth of Independent States (CIS) witnessed continued growth in their inflows. The rise in FDI largely reflected relatively high economic growth and strong corporate performance in many parts of the world. Reinvested earnings accounted for about 30% of

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total FDI inflows as a result of increased profits of foreign affiliates, notably in developing countries (UNCTAD, 2008).

The main players contributing to such a spectacular FDI globally have been the Transnational Corporations (TNCs).

With that in mind, the production of goods and services by an estimated 79,000 TNCs and their 790,000 foreign affiliates continues to expand, and their FDI stock exceeded \$15 trillion in 2007. UNCTAD estimates that total sales of TNCs amounted to \$31 trillion, a 21% increase over 2006. The value added (gross product) of foreign affiliates worldwide represented an estimated 11% of global GDP in 2007, and the number of employees rose to some 82 million of the Chinese national economy. Since the initiation of economic reforms in 1979, China has become one of the world's fastest-growing economies. From 1979 to 2007 China's real gross domestic product (GDP) grew at an average annual rate of 9.8%. Real GDP grew 11.4% in 2007 being the fastest annual growth since 1994 (Morrison, 2008).

Equally, China has spawned unprecedented business opportunities for entrepreneurs and international firms. However, the success in conducting business in China by international entrepreneurs and TNCs is contingent upon their clear understanding of patterns of FDI, strategic modes of entry, main catalysts for FDI, opportunities and challenges along with prospects for FDI into China. With that in mind, the purpose of this research article is to illuminate these issues based on latest research findings.

### ***The Internationalisation of Emerging Markets-Based SMEs. Evidence from China's Jiangsu Province***

Gaston Fornes\*, University of Bristol & ESIC Business and Marketing School, United Kingdom; Guillermo Cardoza; Ning Xu

The paper aimed to study the international expansion of SMEs in an emerging country. Mathews (2006) and Yamakawa et al. (2008) frameworks were applied to analyse the expansion process. The data was collected from 137 SMEs operating in Jiangsu Province, China, and then analysed using multivariate regressions; the models used the firms' export intensity at the regional, national, and international level as dependent variables. Five models were run: two analysing the internal and external factors promoting/hindering the firms' international expansion, one analysing the relation between the industry and the international activities, and the other two models studying institutional factors (state funding and ownership). The results show that 17 factors are hindering the expansion of the SMEs in the sample, that there seems not to be a relation between industry and international operations, and that ownership by the state does not seem to play a relevant role in the international expansion. The paper concludes with an analysis of the fit of the findings with recently published conceptual frameworks on emerging markets companies.

### ***FDI Location Choice of Chinese Firms: Traditional Economic Factors and Institutional Perspective***

Yuanfei Kang\*, Massey University, New Zealand; Fuming Jiang

This paper investigates FDI location choice of Chinese firms. A conceptual framework was developed by synthesising traditional economic factors and institutional perspective. Hypotheses were developed and then tested using panel data of Chinese outward FDI in eight Asian economies. We find that institutional factors demonstrate a higher level of significance, complexity and diversity in determining FDI location choice in comparison with economic factors while both types of factors influence FDI location choice of Chinese investing firms.

It is also found that location choices by Chinese firms have a dynamic nature, as statistical evidence indicates a heterogeneous response of Chinese FDI towards different economic groups and for different time periods.

### ***Globalization of Chinese Companies: Challenges and Determinants for Success***

Julian Vogel\*, University of St. Gallen, Switzerland

**Purpose:** This paper discusses Chinese companies' views on globalization, the extent to which they have gone global, their successes and challenges encountered.

**Methodology:** We use an inductive, case based research design investigating successful and less successful Chinese companies' globalizations.

**Findings:** Chinese companies globalize to access growth-markets, get closer to overseas customers,

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produces goods that do not travel well, tap into technology & talent pools, and accelerate their learning experience. Chinese outbound FDI is actually relatively small compared to developed and other developing countries (in terms of % GDP and % GDFCF), and focuses only in a few areas (energy and metal). Apparently most successful Chinese globalizations are performed by no-name companies capable to manage costs and operations. Prototypical examples are Wanxiang and CIMC. Other high profile globalizations of companies like Lenovo or TCL have been less successful. These companies find it hard to manage a global brand and operations against multinational competitors. It seems success depends on characteristics of a particularly industry.

Practical implications: We draw practical implications from the globalization of Chinese companies by comparing the following: 1) domestic competitive situation; 2) domestic low cost base; 3) product differentiation and strength; 4) brand and marketing expertise; 5) focus or diversification; 6) management expertise and organizational processes.

Originality/Value: The paper contributes to solve a fundamental, yet not well investigated question in strategic management research, regarding the success and failure of Chinese companies in international competition.

### SESSION 2

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#### **Panel A: Business Strategy**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Xueyuan (Adrian) Liu

#### ***A Transaction Cost Perspective of the Chinese Multinational Boom***

Xiaoming He\*, Texas A&M University, USA; Subrata Chakrabarty

Purpose: To identify the factors that Chinese MNEs have utilized to improve their performance during the Chinese MNE boom period of 2003 to 2006.

Methodology: This study uses longitudinal data and hierarchical OLS regression, using a sample of 232 Chinese MNEs from 2003 to 2006.

Findings: Contrary to the literature, this study found that the factors of R&D and international experience did not have a significant influence on performance. Chinese MNEs took advantage of other factors for improve firm performance. First, they gave preference to foreign markets (instead of domestic markets) in order to exploit market imperfections that can provide greater revenues at lower costs. Second, they were able to lower the cost of learning by accessing knowledge on advanced technologies and managerial skills from foreign corporate shareholders. Third, a lower cost of capital (manifested as a higher equity-to-debt ratio) provided them with the financial slack to face uncertainty and take risks in the global market.

Value: This study extends MNE theories on global market imperfections. It also extends organizational learning theories by suggesting that rather than learning by doing, Chinese MNEs lower the cost of learning by accessing knowledge from foreign corporate shareholders. It further extends MNE financing literature by suggesting the usefulness of a lower cost of capital (manifested as a higher equity-to-debt ratio) for MNE activity.

#### ***Collective Internationalization Processes***

Hans Jansson\*; Joachim A. Timlon\*, Baltic Business School, Sweden; Mikael Hilmersson; Susanne Sandberg

This paper examines a recent phenomenon of late-coming Chinese firms to the global arena. Our study reveals how a new type of Chinese firms, namely Chinese Small and Medium Sized Family-Owned Enterprises, are using a different internationalization route compared with other Chinese companies to reach foreign markets. In contrast to, for instance Dedicated exporters, they often lack international experience as well as marketing and service capabilities. Hence, they invest in local trade platforms representing a cluster of other Chinese family owned firms with a varying degree of cooperation to overcome their competitive disabilities. However, in contrast to the internationalizing firms from Competitive networks, the Chinese family owned firms are not cooperating to go international. Instead they are “taking off independently from the Chinese business network and forming a market cluster in the foreign market when landing at the cluster trade platform.” This group oriented behavior we label the Collective internationalization processes of Chinese SMEs. A cluster trade platform has a marketing and market function that extends and complements the Chinese family owned firms resource base, enabling them to plug into the local market network via local

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wholesale- and retail networks and provides economies of scale and scope that turns them into global competitors.

### ***What You See Isn't What You Get: Profitable Companies' Strategies for Success in China***

Usha Haley\*, Harvard Kennedy School & Economic Policy Institute, USA; George Haley

**Purpose:** This paper proposes a strategic model for achieving sustainable profitability in China.

**Methodology:** The authors conducted in-depth, structured interviews with 31 CEOs and Directors of major, profitable Chinese, European and American companies,

**Findings:** Profitable foreign MNCs modified their management practices and strategic decision styles on eight key dimensions which affected the kinds of information on which they relied, their interpretation of this information and their execution of strategic decisions. Profitable foreign MNCs also adopted traditional Chinese methods of strategic planning and relations with key stakeholders, especially the government. Conversely, in China's exploding markets, profitable Chinese companies modified their management practices to bring them more in line with Western norms. Despite this convergence, managing for success in China differed significantly from that in other emerging markets.

### **Panel B: Marketing, R&D, and Innovation**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Marc Fetscherin

### ***The Global Industrial Crisis: Can Chinese Manufacturing SMEs Survive Using Marketing Innovation?***

Vik Naidoo\*, Deakin University & Enterprise Connect, Australia

**Purpose:** As an outcome of the economic crisis, the global manufacturing sector is collapsing. Focusing on Chinese manufacturing small and medium enterprises (SMEs), this study investigates whether marketing innovation, defined as improvements in the marketing mix, can assist in withstanding the challenges of operating under the current economic conditions.

**Methodology:** A conceptual model linking market orientation, marketing innovation, competitive advantage and firm survival is tested using both structural equation modelling and logistic regression.

**Findings:** Three key findings are derived. First, the examined Chinese manufacturing SMEs had a greater likelihood of survival had they developed and sustained a competitive advantage. Second, marketing innovation assisted in developing and sustaining competitive advantages based on differentiation and cost leadership strategies. Third, marketing innovation capabilities improved when the examined manufacturing SMEs were competitor oriented and had good inter-functional capabilities.

**Originality:** This paper makes five important contributions. First, it extends the literature on Chinese SMEs which have mostly been neglected in the academic business literature. Second, it adds to the literature examining marketing innovation as a driver to performance, which to date is relatively scarce. Third, it extends the extant literature that has investigated the marketing orientation-marketing innovation-performance linkage. Fourth, it adds to the body of knowledge that has examined how firms can manage and survive environmental crises. Last but not least, by focusing on the Chinese context, this study extends the extant enquiry on marketing orientation which has primarily focused on the North American and Western Europe environment.

### ***Potential Determinants of China's R&D***

Gaston Fornes\*, University of Bristol & ESIC Business and Marketing School, United Kingdom; Ping Li; Guocai Yu

The R&D investment rate as a share of GDP is mainly determined by the market demand, technological capacity and the extent of patent protection. This paper, comparing China's technology capacity against countries in the frontier, attempts to identify potential determinants of China's expenditure on R&D. The findings show that the enhancement of technology capacity in China, benefiting mainly from technology transfers from advanced countries, could reduce the innovation risk and spur the host's R&D expenditure, whereas various factors of enlarged market demand would have a complex effect on enterprises' R&D investment: compared to the enterprises' production ability, such a large market, especially the lower income class' demand on necessities, would impede China's further R&D investment and the major incentive for further R&D investment could arise from the advantage of serving the high income group.

***Brand-Building in Taiwan: Asustek, From Contract Manufacturing to Brand-Building***

Shao-Yi Tan\*, National University of Singapore, Singapore; Hege Knotten; Weng-Kong Wong

For Taiwan's contract manufacturers, the road from anonymous manufacturing and innovation to brand-building is fraught with challenges. Endeavors in brand-building in growth segments have opened up opportunity for conflict with the contract manufacturer's name brand customers. Such conflict is perilous as revenues from these customers pay for the expensive, long-term brand-building efforts, and sends a strong signal that the contract manufacturer's commitment to the partnership is weak.

We provide an overview of Taiwan's contract manufacturing industry and present strategies that the economy's contract manufacturers may adopt as they transitioned to building brands. We apply our strategies through a focus on Asustek Computer, a Taiwanese contract manufacturer engaged recently in brand-building and that has been catapulted to the limelight in through its popularity in the brand new netbook segment.

**Panel C: CSR & Ethics**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Christoph Lattemann

***An Empirical Study of People Management in Small and Medium-Sized Enterprises in China***

Li Xue Cunningham\*, City University, United Kingdom

**Purpose:** The objective of this study is to explore the changing nature of people management on the under-researched area of Chinese small and medium-sized enterprises (SMEs).

**Research methodology:** A mixed of research methods is adopted, which combines a survey approach with in-depth, semi-structured interviews. The major characteristics of people management in SMEs in China are identified. Problems and difficulties that may occur during HRM take-up are illustrated. Key factors influencing the nature of people management in Chinese SMEs are highlighted. People management in Chinese SMEs are compared and contrasted with Western HRM models.

**Findings:** A relative convergence with Western HRM practice, although one that is strongly influenced by unique "Chinese characteristics is predicted to be the trend of development of people management in SMEs in China. In addition, various HRM models, which combine features of East," and are likely to emerge in future.

**Practical implications:** It offers insights which managers, policy makers and Chinese government can use to construct and reform the supporting system for SMEs.

**Originality/value:** The study leads to a better understanding of Chinese SMEs and helps fill some of the gaps in the analysis of people management in China. Since, in the presence of cultural disparities, organisational practices and their effectiveness may differ from those in the West, the findings of the study contribute not only to the development of SMEs, but also to the debates of possible convergence or continuation of differences in management practice worldwide.

***Corporate Social Responsibility in Chinese Supplier Firms: Do Codes of Conduct Address the Actual Challenges in China?***

Anna-Maria Schneider\*, Humboldt University-Berlin, Germany

In recent years, academic and corporate interest regarding corporate social responsibility (CSR) in the supply chain has risen considerably. Corporations are increasingly active in global markets, as consumers, suppliers and production plants are spread all over the world. In this context, China has become the largest producing nation and the second largest exporter in the world. Moreover, Chinese supplier firms are integrated in the majority of global supply chains.

Within such global supply chains, large Western companies usually operate as focal firms and represent the central actors (Seuring and Müller 2008). By applying external pressure, stakeholder groups such as non-governmental organizations (NGOs), customers, and governments insist on the responsibility of these central actors to ensure human working conditions as well as the containment of the environmental impact of production plants, notably in emerging and developing economies.

Codes of conduct (CoCs) define required behaviors, responsibilities, and actions expected of suppliers and usually focus on ethical and socially responsible issues. They are popular tools which are used by focal firms to manage and monitor their supplier's ethical and socially responsible practices (Waddock et al. 2002). Western companies impose CoCs on their Chinese suppliers. Additionally, Chinese suppliers have to comply with environmental and social standards, which might be documented by implementing related management systems for environmental (e.g., ISO 14001) and social (SA 8000) issues (Seuring and M??ller 2008). However, it has been observed that in several cases, Chinese suppliers do not comply with CoCs, environmental and social standards. The reasons for this are manifold: Some suppliers are simply not able to respect the requirements caused by linked costs. Others consciously breach the CoCs (Jiang 2009).

Therefore, the general framework for CSR in Chinese supplier firms has to be analyzed. What might be reasons for resistance and non-compliance regarding CoCs and standards? The question arises whether imposed instruments such as CoCs and standards can actually address the prevalent challenges in China. At the same time, the managerial implications for successfully implementing CoCs and standards in Chinese supplier firms are of major interest.

The overall thesis of this paper is that the implementation of CoCs only is not the appropriate measure to support CSR in China. CSR is a Western approach; therefore it might be necessary to create awareness and to explain to Chinese suppliers the benefits of CSR. Therefore, the solution is not a purely standards-based approach but a dialogue-orientated approach.

The scientific literature on CSR in supply management is diversified and different aspects are accentuated, for example corporate environmental responsibility (Kov??cs 2008), sustainable or green supply chain management (e.g., Zhu et al. 2004, Darnall et al. 2008), and purchasing responsibility (Salam 2008). The contribution of Cruz and Wakolbinger (2008) goes further by developing a framework for the analysis of the optimal levels of CSR engagement in a multiperiod supply chain network.

On the other hand, authors such as Carter and Jennings (2002) or Davies and Crane (2003) highlight social aspects in supply chain management. Hutchins and Sutherland (2008) identify indicators to measure social sustainability in supply chains. In this context, CoCs are increasingly discussed (e.g. Egels-Zand??n and Wahlqvist 2007, Bondy et al. 2008, Jiang 2009). Tulder et al. (2009) provide an analysis whether the involvement of stakeholders in the design of CoCs increases the probability of implementation. But in general, most of the scientific literature is still dominated by contributions and studies regarding green or environmental issues (Seuring and M??ller 2008).

In order to gather information regarding the implementation of CSR measures in Chinese supplier firms and to answer the research questions, interviews with 11 supply chain experts were conducted in 2009. The group of interviewed experts was diversified and included corporate representatives of large focal firms such as Tchibo and Arcandor, representatives of NGOs, for example from SAI (Social Accounting Initiative), ICTI (International Council of Toy Industries) and CNTAC (China National Textile and Apparel Council), as well as managers from Chinese suppliers such as Esquel.

This multi-perspective view was chosen to obtain insights into the issue of CSR realization in Chinese supplier firm. The interviews were conducted in a semi-structured manner and took between 70 and 120 minutes each. Besides general questions regarding CSR in China, essential parts of the interviews were:

- 1) Triggers and motivations for CSR in the supply chain. The specific challenges in Chinese supplier firms were inquired.
- 2) Implemented CSR instruments in the supplier firms. It has been asked which types of instruments have been implemented and which incentive and enforcement mechanisms seem to be appropriate to support the compliance with CoCs and standards.
- 3) Reactions of suppliers. The central questions were whether Chinese suppliers consider CoCs and standards as external interference with their own authority, who should bear the cost of implementation and whether competitive disadvantages may occur for the Chinese supplier firms due to the realization of CoCs.
- 4) Control mechanisms and sanctions. Information was gathered on the control mechanisms for the compliance with CoCs and on the types of sanctions used by focal firms against suppliers in the case of non-compliance.

The analysis of the qualitative interviews shows that main drivers for CSR in the supply chain are pressure from NGOs and the media as well as risk management to protect the corporate reputation. CoCs are the most frequently implemented instrument for CSR in the supply chain. The implementation of standards and management systems such as ISO 14001 and SA 8000 is rare. CoCs do not address all the challenges in Chinese supplier firms. Furthermore, they are too narrow in certain dimensions for the current development stage of some Chinese suppliers. Therefore, many Chinese suppliers do not comply or do so only partially.

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In the beginning, most of the Chinese supplier firms consider CoCs as external interference with their own authority and as additional costs. The short-term perspective is prevalent in Chinese firms. Benefits of CSR activities are mostly observable only in the longer run. Costs and non-observable benefits are the main reasons for resistance and non-compliance. Increasingly, there are initiatives by Western focal firms and NGOs to engage supplier firms in a dialogue and to provide training and experience exchange to explain the benefits of CSR and create awareness. There seems to be a shift from a purely standards-based approach to more dialogue-orientation in order to create awareness and to support the compliance with CoCs.

A further finding is that compliance with CoCs is usually controlled via audits. Chinese firms often supply different Western companies. Therefore, they have to comply with different CoCs at the same time (partner specific, industry specific, cross-sectoral) and to pass several audits per year. In cases when Chinese suppliers ignore requirements of the focal firms, and thus do not comply, a temporary exclusion from the supply chain network might be the consequence.

The completed contribution will present the findings in more detail and discuss managerial implications for the successful implementation of CoCs. The generalizability of the findings may be limited due to the number of interviews. On the other side the interviews with supply chain experts provide a deep insight in the challenges of CSR realization in China. The limitation regarding generalizability may be diminished through further interviews with experts in September 2009.

### ***Corporate Social Responsibility in China's Largest TNCs***

Dr. Dylan Paul Sutherland\*, University of Nottingham, United Kingdom;

**Purpose:** The purpose of this paper is to explore the extent to which corporate social responsibility reporting takes place within China's largest TNCs. We further examine the nature of this reporting and what motivates it.

**Design:** We use MOFCOM's listing of China's 40 largest TNCs (by OFDI stock) and identify if CSR reporting is undertaken in these groups. Our methodology pays attention to the level (within parent or subsidiary enterprise) at which reporting takes place within the group.

**Findings:** By Chinese standards a comparatively large number, eleven of China's top forty TNCs, undertake CSR reporting at the level of the group parent company. While this may in part be driven by their internationalisation strategies, analysis of our sample suggests domestic concerns are as important.

**Research limitations:** Not all CSR reports were available, limiting our sample somewhat.

**Practical limitations:** Chinese OFDI has grown quickly in recent times and the influence of Chinese companies overseas is becoming more important. This paper shows that an increasing number of Chinese firms have CSR policies. It also investigates the motivations and type of reporting taking place.

## **SESSION 3**

### **Panel A: Business Strategy**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Bernie Wolf

### ***The Entry Mode Decision of Chinese Outward FDI: A Strategy Tripod Analysis***

Lin Cui\*, The Australian National University, Australia; Fuming Jiang; Bruce Stening

**Purpose:** We investigated the entry mode decision of Chinese outward foreign direct investment (FDI) with a focus on the choice between a wholly-owned subsidiary and a joint-venture entry mode.

**Design:** Using survey data collected from 138 outward-investing Chinese firms, we tested a "strategy tripod" model that incorporates the resource-, industry-, and institution-based views of international business strategy.

**Findings:** We found that the cost advantage of the investing firm and learning opportunities in the host industry have positive effects on the likelihood of a Chinese firm opting for wholly-owned subsidiary against joint-venture entry mode, while the market attractiveness of the host industry, host-country restrictions, cultural barriers, and cognitive pressures have negative effects.



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Originality: The study is one of the first that examine how Chinese firms make their first steps when going global. It adds to the Chinese outward FDI literature as well as the general FDI entry mode literature by shifting the focus of FDI entry mode study from conventional Western firms to emerging Chinese outward investors.

### ***Why Half of China's Overseas Acquisitions Could Not Be Completed***

Jianhong Zhang\*, Nyenrode Business University, Netherlands; Haico Ebbers

Purpose: The paper aims to answer the question in the title by investigating the factors that influence the outcome of China's overseas acquisition attempts.

Methodology: the study uses a logit model to test the potential factors which are included in our concept framework. The samples are 1324 overseas acquisitions engaged by Chinese firms.

Findings: the study found that the ownership of acquirers and targets, institutions of host and home country, economic relations between host and home countries, sensitiveness of industry, and professional advisor have significant influence on the outcome of the China's overseas acquisitions.

Practical implication: an acquirer should be very cautious if a target is easily to be interfered or acquisition is in a sensitive sector, or the deal is in a country that has less economic contact with China. The finding also suggests that experience is very important for the success, and hiring an advisor is necessary.

Originality: this study made the first effort to analyze the performance of pre-acquisition activities conducted by Chinese firms. It is also the first study that investigates the outcomes of announced acquisitions by using a broad conceptual framework, which not only adds the value to the literature but also has practical implication for the acquirers from China and other emerging economies.

### ***An Empirical Study Strategically Assessing the State's and Government's Role in Corporate Governance, Ownership, and the Performance of SOEs***

Donald Henry Ah Pak\*, Xi'an Jiaotong-Liverpool University, People's Republic of China; Dr. Ding Xiao Ming

Research Question/Issue: This study seeks to understand the role of the Chinese government in regard to four areas: corporate governance, ownership and the performance and role of how the government manages SOEs that operate within China and answer does the government add/lessen value to the overall strategic management of the globalized SOE and a comparison drawn to evaluate national SOEs in China internationally.

Research Findings/Insights: Using archival data from a national panel sample of only specific SOEs at national level, we seek to find the management control of SOEs and the assessment of corporate governance, performance, ownership and role of SOEs. As we are not focusing only one issue, but strategically assessing the overall role.

Theoretical/Academic Implications: This study provides empirical support for the resource based perspective at the national level for differences in strategically assessing the role of the Chinese government from four dimensions. As such, it suggests the study will seek to address these issues from a strategic management perspective.

Practitioner/Policy Implications: This study provides empirical support for top management and especially SOE management to assess their own readiness to going global and also to be aware of the restraints is not conducive for SOEs in order to survive on a global scale, as such the study seeks to eliminate issues that burden the strategic competitiveness of Chinese SOEs to operating internationally.

### **Panel B: Macro Economic and Political Issues**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Tom Lairson, Rollins College, USA

### ***Institutional Environment and the Value of Social Network Ties in China***

Shibin Sheng\*, Adelphi University, USA; Julie Juan Li; Kevin Zheng Zhou

Many firms rely on social network ties as a substitute for formal institutional constraints to circumvent the institutional lacunae and market turbulence in emerging economies. The extant literature primarily focuses on business network ties, and suggests inconsistent effects of network ties on firm performance. This study distinguishes market and political ties. Drawing upon social network theory and institutional theory, this study

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offers a contingent model of the influence of network ties on firm performance. Findings from a survey of 241 firms in China indicate that market ties have a stronger positive effect than political ties, and both market and political ties interact with the institutional environments in determining firm performance. Moreover, political ties may hinder firm performance in certain institutional environments. These findings imply that firms operating in emerging economies may take advantage of market ties, but should caution the utilization of political ties.

### ***Macroeconomic Determinants of Chinese Outward Direct Investment***

William Xiaojun Wei\*, MacEwan School of Business, Canada; Ilan Alon, Rollins College, USA; Rui Liang; Jingqi Zhu

In reviewing of the literature on determinants of Chinese ODI on firm and macro-level (both home and host) variables, this paper proposes a model and develops the hypotheses from home country macroeconomic variables to explain Chinese ODI, given Dunning's investment development path (IDP) hypothesis. These variables include income, technology, interest rate, exchange rate, openness of the economy and foreign currency reserve. We test our hypotheses using official data collected between 1987 and 2006. The regression results show that exchange rate, import, interest rate and foreign currency reserve are those most significant home country macroeconomic factors to determine Chinese ODI.

### ***Culture of China's Mediation in Regional and International Affairs***

Xiaohui (Anne) Wu\*, Harvard JFK School of Government, USA; Cheng (Jason) Qian

Purpose: To examine China's roles and approaches in mediating some contemporary regional and international conflicts, such as these on the Korean Peninsular, in Darfur, the Middle East and South Asia, and to explore the best practices or useful lessons that China could offer to the world in dealing with conflicts in the globalization process.

Design/methodology/approach: China's mediation practice is analyzed first from cultural and historical perspective. Then characteristics of China's mediation approaches are summarized based on several examples. Subsequently, an exploratory case study on China's efforts of mediating North Korean nuclear crisis is analyzed to illustrate these characteristics.

Findings: Rarely on the fore-front of mediation efforts in regional and international affairs, China demonstrated the following characteristics in its more active intervention possess: 1) be influential yet not-imposing; 2) stand ready to nudge towards action to advance peaceful negotiations; 3) establish an optimal environment to foster communication and reduce hostility; 4) serve as an honest broker but cautiously take initiatives to guide the talks; 5) advocate a step-by-step approach to the negotiation process; and 6) aim for a give-and-take agreement.

Research limitations/implications:

Practical implications: China's increasingly active intervention reflects useful and innovative developments in its mediation practices. More important, the shaping of such a mediation culture is proving to be a growing source of lessons in effective conflict resolution.

Originality/value: This article provides unique analysis of China's mediation through a rich culture angle and offers fresh perspectives to the west-dominated mediation theories. Mediators who try to apply Western mediation theories in the Asian (and the developing world context) would benefit from a deeper understanding of China's practices.

### **Panel C: Green and Entrepreneurship**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Miriam Abu Sharkh

### ***Venturing To Be Green: Ecopreneurship in China's Circular Economy***

James J. Cordeiro\*, SUNY Brockport, Germany; Joseph Sarkis

Purpose: We introduce the Circular Economy and how business may gain value from efforts meant to address various elements of the Circular Economy. We present a framework by which businesses can identify opportunities for adding value as well as research questions for academic research.

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**Approach:** There is ample opportunity for ecopreneurship (ecological entrepreneurship) by new organizations to flourish within China's Circular Economy and associated regulation and policy. We provide a discussion as well as a framework for this and also research questions to guide future research.

**Findings:** The research is conceptual and thus has no empirical findings.

**Research and Practical Implications:** Our framework should help organizations to be more successful when attempting ecopreneurship within China's circular economy. The research questions provided complement the framework. They may also set the stage for research to identify characteristics of firms and practices that make for successful ecopreneurs and their internationalization.

**Originality/value:** Even though the Circular Economy concept has been in existence in China for this past decade, the policy is still early in its implementation. Our research framework and slate of research questions is original and valuable in helping promote implementation and guiding future research.

### ***Female Entrepreneurship***

Wenxian Zhang, Rollins College, USA

Women entrepreneurs have been playing an increasingly significant role in the Chinese economic reform of the past thirty years. Through historical review and case studies, this paper examines the development of female entrepreneurship in the People's Republic of China. Faced with both challenges and opportunities, aspiring Chinese women must have a clear vision, sheer determination and perseverance to move forward, and they must also possess a sense of aggressiveness and decision-making competence in order to achieve desirable business objectives. In addition, successful female entrepreneurs in China appear to be well educated, mostly married and politically shrewd, they seem to enjoy strong family support and benefit greatly from extensive personal networks.

## FRIDAY, OCTOBER 2

### **SESSION 4**

#### **Panel A: Cases in China**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Dylan Sutherland

#### ***An Evolutionary Analysis of Multinational Companies from Emerging Economies: A Case of Chinese Companies***

Crystal Xiangwen Jiang\*, Bryant University, USA; Zhaohui Chen; Ram Mudambi

With globalization barriers to entry into emerging markets become less stringent, the local governments are becoming to encourage entry by multinational corporations (MNCs) from advanced market economies. Survival often requires domestic firms enter into relationships with MNCs from advanced market economies in order to co-opt MNC's superior technology and management with domestic firms local market knowledge. We argue that this model of "co-operation" between foreign MNCs and domestic firms is static, incomplete and often unstable.

In order to get a better understanding of the strategic development of emerging market firms (EMFs), we develop an evolutionary model that explicitly incorporates both cooperation and competition. In the first stage, an EMF starts as a partner or supplier of a MNC, learning and developing its own competencies. Once its competencies become significant, it may progress to the second stage where it runs multinational operations in concert with its MNC partner. Once the firm accumulates financial resources as well as technological and organizational expertise, it may progress to the third stage in which it emerges as an MNC (EMNC) in its own right, potentially in competition with its MNC partner.

Anticipating this outcome, the foreign MNC needs to accomplish a delicate balancing act. If it does not transfer enough knowledge, the EMF is unable to function as an efficient cog in the MNC's multinational system and cannot evolve to keep pace with the advancing technology frontier. However, if it transfers too much knowledge, it hastens the development of a new MNC competitor. Thus, the evolutionary process is a power struggle between the MNC and the EMF. We expect a strong MNC to reduce the likelihood of the EMF becoming an EMNC, since it can use its bargaining power to limit knowledge spillovers. Further, because the EMF has much to gain financially by remaining in a cooperative relationship with the MNC, it would have limited incentives to develop its own competencies in an adversarial manner. On the other hand, a weak MNC has less bargaining power to limit spillovers, allowing the EFM to evolve independently. The EFM also has less incentive to remain in a cooperative relationship with such an MNC.

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Our model thus predicts that EMNCs are more likely to evolve out of collaborative relationships with weaker MNCs, in large emerging markets and in environments with rich human capital and financial resources. We illustrate our insights through case studies of Chinese companies in the automotive and consumer durable industries.

### ***The Role of Internationalisation in the Growth of Chinese Telecom Firms***

Weifeng Chen\*, Brunel University, United Kingdom; Suma Athreye

This paper focuses on the role played by internationalization in the growth of Chinese telecom firms by comparing three cases from China's telecom sector: Huawei Technologies (Huawei), Zhongxing Telecom Equipment Corporation (ZTE), Datang Telecom Technology (Datang). Faced with a global market that was strongly oligopolistic and dominated by Western firms, we show that internationalization strategies played different roles in the growth strategies of these three firms. The contrasting fortunes of these firms underscores the fact that the success of internationalisation strategies of firms from emerging markets cannot be understood without reference to the global competitive environment faced by firms.

### ***China's IT Service Industry: Capability Development in Vendor Internationalization***

Ning Su\*, New York University, USA

**Purpose:** Service outsourcing industry is key to China's transformation from a manufacturing-oriented to a service-driven economy. This paper explores how Chinese IT service vendors develop the capability to effectively work with multiple client bases, especially domestic, Japanese and Western, as the vendors internationalize into new geographic markets.

**Design/methodology/approach:** Qualitative case studies based on in-depth interviews with top and middle level managers of eleven leading Chinese IT service vendors, including all of the most globally recognized Chinese vendors, were conducted.

**Findings:** As a vendor internationalize into different geographic markets, each market leads the vendor to accumulate a set of geography-specific capabilities. These geography-specific capabilities contribute to the development of a set of complementary core competencies that are shared across different geographies and facilitate the vendor's internationalization.

**Practical implications:** From the vendor's perspective, the vendor should proactively and strategically acquire different capabilities during its interaction with clients from different geographies. From the client's perspective, the client should align itself with the vendor's growth strategy and co-create value with the vendor.

**Originality/value:** First, this study elaborates how different geographic markets help vendors develop service capabilities. Second, it identifies the micro-processes behind vendors' internationalization practices. Third, the research involves interviews with almost all of the most internationally recognized Chinese vendors, and provides a broad view of the upper tier of China's offshore IT service industry in a unique transition phase in its history.

### **Panel B: Chinese ODI**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Margot Schüller

### ***State of Business: Institutional Analysis and the Determinants of Chinese OFDI***

Titan Alon\*, Harvard College, USA

**Purpose:** To empirically investigate the extent and manner in which institutional factors of China's domestic economy is influencing the globalization motivations of its private and state sectors, separately.

**Design:** The paper will begin by investigating divergences in the domestic environment of China's state and private enterprises, as discussed in the literature. From these observations, we will extrapolate sector specific motivations for international expansion based on Industry-based, Resource-based, and Institutional-based theories of FDI. Finally, these hypotheses will be tested empirically using a two-stage probit model and independently available firm-level panel data of Chinese OFDI from 2003-2007. The model will control for the explanatory power of well-accepted cross-country determinants of FDI and extrapolate institutional influences from divergences from sector specific results.

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**Research Limitations:** As domestic private firms in China have only been allowed to engage in international investment since 2003, the data available is quite limited. As a result, no time-series analysis could be conducted. Nevertheless, sufficient data is available to study first-wave internationalization by China's private sector.

**Originality and Value:** To my knowledge, this is the first paper to empirically examine the extent that institutional considerations are impacting the internationalization of China's state and private sectors. In doing so, the results herein will evaluate the extent to which new theoretical perspectives are needed to understand the globalization of Chinese firms (as put forth by Peng et al., 2008) and those of the developing world more generally. In addition, the results are particularly relevant in considering the extent to which China's recent move toward formal disengagement from many state firms results in actual disengagement.

### ***Chinese Firms' Outward FDI Entry Mode Choices: The Effects of Joint Venture Experience in Inward FDI and Outward FDI Motives***

Qunying Xie\*, University of Agder, People's Republic of China

By using organizational learning literature, this study examines the effects of joint venture experience in inward FDI on Chinese firms' entry mode choices for their outward FDI. We propose that the greater prior foreign joint venture experience owned by a Chinese firm in inward FDI, the higher the likelihood that it will choose joint venture entry mode for its outward FDI. Meanwhile, Chinese firms' outward FDI motives may have moderating effects. This study contributes to the literature in the following ways. First, this study is among the first group of researches addressing the internationalization of emerging economy firms. Second, this study is among the first group of researches addressing emerging economy firms' outward FDI mode choices. Third, the connection between inward and outward activities and how it affects the internationalization process of the firm has received very limited attention in the business literature. Fourth, there is very little literature addressing the effects of prior mode experience on entry mode choices. Five, this study distinguishes between positive and negative experience, overall experience and specific experience, while no any prior research has done so. Sixth, no any prior research on the effects of mode experience has included outward FDI motives as moderators.

### ***Organizational Learning in Chinese Firms Doing Outward Foreign Direct Investment***

Marjorie Lyles\*, Indiana University Kelley School of Business, USA; Dan Li

This study reports on a survey of Chinese firms that have already done outward foreign direct investment. The goal of the research is the investigation of organizational learning processes (absorptive capacity, exploration, exploitation, experiential processes, and innovation) in Chinese enterprises as they move outward from China. It aims to determine what factors affect the foreign direct investment (FDI) and antecedents that influence organizational learning as Chinese firms attempt to compete outside of China. We propose that the learning experiences of the Chinese enterprises with foreign firms both inside and outside China will impact their performance and innovativeness.

Our method was two-fold: we first interviewed firms in semi-structured interviews that aimed to determine what the motivations were for moving abroad, the process of moving outward, and what affected the results. Our questions also addressed their prior experiences with foreign firms within China. The second phase involves structured interviews with firms that results in a completed survey.

Our findings will contribute to advancing knowledge about the relationship between organizational characteristics, organizational learning, and the importance of past experiences, as well as the relationships between knowledge acquired and different dimensions of outward FDI performance.

### **Panel C: China and Education (input Wayne Huang)**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Julian Chang

## **SESSION 5**

### **Panel A: Chinese ODI to Europe and Africa**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: William Wei

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### ***China's Global Expansion into Africa: Exploring the Challenges and Benefits***

Prem Ramburuth\*, University of New South Wales, Australia

**Purpose:** China and Africa have been trading partners for centuries. Recently, the relationship has intensified with an exponential growth in trade. China is now Africa's third largest trading partner. The purpose of this paper is to explore the extent of China's economic expansion into Africa, its intentions and strategic implementation of its 'going global' policy in Africa.

**Approach:** The interpretative approach involves a comprehensive review of current literature and recent data, to highlight China's activities in Africa and provide insights into areas of expansion and development.

**Findings:** China's bilateral trade with Africa has grown from under US\$10 billion in 1995 to US\$106 billion in 2008. 80% of China's imports from Africa are from the extractive industry, and the most significant import is oil. China's intentions seem to be divided between acting as a facilitator for Africa's development and an extractor of resources. It has adopted a 'soft diplomacy' strategy in its pursuit of global growth, and is supporting the increased presence of Chinese SOEs and privately owned enterprises in Africa.

**Practical Implications:** In weighing the benefits and challenges to China's expansion in Africa, African countries must adopt strategies to leverage the benefits of their rich resources and consider issues of sustainability for long term economic development.

**Originality:** The paper adds to the literature, seeks to stimulate discussion and set a platform for further research (a limitation in this discussion), so that more can be understood about the impact of China's engagement in Africa.

### ***From China Goes Global to Asia Goes Global***

Daewon Choi\*,

The presentation aims to provide a synthesis of the current trends in China's globalization and its implications for Asia's future global economic cooperation, and the multilateral framework on Asia's globalization, the interaction of which will form the basis for both Asia's regional economic integration as well as its interface with the global economic cooperation in trade, investment, finance and the upcoming climate change issues. Ultimately, the "China Goes Global" initiative and policies may exert significant influence in the process of widening and deepening of "Asia Goes Global" in the coming decades, which may require a balanced approach at the global level. The presentation attempts to provide an analytical framework for a longer-term perspective in the context of the multilateral trading system, international financial system and global climate change system, in which "China Goes Global" will have a decisive impact on the reshaping of future multilateral framework for global economic cooperation. Finally, it puts forward a "win-win" policy recommendations to make "China Goes Global" fully compatible with the socio-economic and sustainable development agenda of Asia and the global economy with special reference to poverty reduction, an essential element of "Asia Goes Global".

### ***Chinese Investments in Italy: Is the Wave Arriving?***

Francesca Spigarelli\*, University of Macerata, Italy

The paper focuses on the Go Global effects for Italy. Italy is still not playing a major role in Chinese companies' internationalization strategies. Flows and stocks of investments are low and only a small number of companies is investing in the country. But things are changing quickly. Italy is becoming increasingly interesting for Chinese companies aiming to acquire brands, knowledge and specific competencies, as well as strategic locations to penetrate European markets. The small dimension of the target companies (for acquisitions) encourage Chinese investors to come to Italy. Data on Chinese investments flows, on individual entrepreneurs, as well as on Chinese companies operating in Italy are discussed and analyzed to build a framework to test some preliminary hypotheses and to verify the interest for further research projects.

### **Panel B: Chinese ODI Investment and/in Offshore Regions**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Marc Sardy

### ***Round Tripping or Capital Augmenting OFDI: Chinese Outward Foreign Direct Investment and the Caribbean Tax Haven***

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Ahmad El-Gohari\*, University of Wales, United Kingdom; Ben Mathews; Dylan Sutherland

**Purpose:** The purpose of this paper is to better understand the rapid expansion of foreign direct investment from China to Caribbean tax havens.

**Design:** To date little is known about Chinese companies investing in these tax havens, which by their nature are highly secretive. This study, however, uses insights from Chinese companies that are listed on US stock markets. Such companies must file annual 20-F forms for the US SEC. These forms provide one of the few windows through which to examine firm-level strategies related to the internationalization of Chinese businesses into these tax havens.

**Findings:** We find Chinese OFDI to the tax havens should not be viewed simply as the conventional round tripping of capital. Instead, the flow of FDI to these havens and back again is a process that, among other things, involves the significant augmentation of capital. Further, we estimate the amount raised on foreign equity markets.

**Originality/Value:** In recent years China's OFDI has grown at a faster rate than at any time in its preceding history. Although there is active debate about these trends in the International Business literature, relatively little attention has been paid to the rapid expansion of outward investment from China to the world's tax havens, as it has assumed it is simply round-tripping. Our method allows us to investigate in more detail what actually takes place during this process.

### ***Byways and Highways of Direct Investment: China and the Offshore World***

William Vlcek\*, United Kingdom

**Purpose:** This paper examines a lacuna in the literature on foreign direct investment (FDI) flows to China, the absence of analysis for the prominent location of small Caribbean and Pacific islands as leading sources of FDI. The explanation offered is the use of an offshore financial centre (OFC) and in particular the use of an international business company (IBC) registered in the OFC as a conduit for FDI.

**Design/methodology/approach:** The paper develops an understanding for the relationship between OFCs and China with a brief historical presentation of the offshore financial sector and the emergence of Hong Kong as an OFC in Greater China. The relationship between Greater China and the OFCs is presented, along with a selection of explanations for the prevalence of OFCs in these capital flows. The implications from these investment practices are outlined along with possible trajectories for their impact on the process of financial liberalisation in China.

**Findings:** An indeterminate amount of domestic capital is embedded in these flows of FDI, which distorts comparative studies on FDI in developing economies between China and other states. Direct investment from China also has increased in recent years and again an OFC often serves as the initial destination.

**Originality/value:** The paper excavates the rationales behind the presence of OFCs and suggests that Chinese actors will emulate the use of the OFC made by developed state multinational corporations and high net worth individuals in the future. Consequently, it encourages increased Chinese participation in the development of global financial governance.

### ***The Nascent Globalization of China's Financial Capital & Clout in the 21<sup>st</sup> Century: What it Means for China and the World***

Francis Schortgen\*, Mount Union College, USA

This paper highlights the importance of contextual grounding for the analysis of China's political economy space generally, and the growing attention devoted to Chinese overseas capital investments continue to a large degree to be burdened by misperceptions and misrepresentations, whether as a result of calculated political rationalization, ideological rigidity, or emotion-driven agendas. The call for contextual analysis put forward in this paper aims to illustrate that, while China's unfolding economic and financial globalization ushers in, if not a new global order, then certainly a new global dynamic deserving of objective and value-free analysis, this trend need not (and should not) come at the expense of enhanced potential for cooperation and coordination, amid healthy competition and emerging challenges.

**Panel C: China and Education** (input Wayne Huang)  
(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Wayne Huang

**SESSION 6**

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**Panel A: Chinese ODI to Asia and Australia**

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Marc Fetscherin or Ilan Alon??

***Chinese Outward Direct Investment in the Australian Resources Sector: Benefits, Concerns, and Policy Implication***

Charlie Huang\*, Edith Cowan University, Australia; Ian Austin; Stephen Grainger; Zhaoyong Zhang

**Purpose:** This paper examines several important issues of Chinese outward direct investment (ODI) into the Australian resources sector, including its benefits to Australia, concerns on such inward investment, and the existing Australian regulatory framework and approval practices for dealing with such risks and concerns.

**Design:** This is a competitive positioning paper. Information was collected and analysed from multiple sources, including company annual reports and announcements, government publications, and newspaper articles.

**Findings:** Firstly, Chinese ODI into the Australian resources sector can offer several types of benefits to Australia, including direct and spillover effects. Nevertheless, the spillover effects in the existing Australian industries so far seem to be very limited. Secondly, the entry mode of Chinese ODI has displayed a pattern of acquisition-greenfield-acquisition. Thirdly, two major concerns from Australian political, business community and the public about the Chinese ODI in Australia are control of Australian resources and the perceived conflict of interests. Finally, the existing Australian regulatory framework for inward ODI seems adequate to deal with concerns about Chinese ODI. Policy implications based on these findings are suggested

**Originality.** This is the first academic paper, to our best knowledge, to address issues of Chinese ODI in the Australian resources sector. It provides a detailed and comprehensive description of the relevant benefits and concerns, and an assessment of the the effectiveness of Australian existing regulatory framework. Thus, it offers a sound foundation for a balanced analysis by the Australian Government of Chinese ODI.

***Chinese Investment in Australia: Between a Hard Rock and a Hard Place?***

Loong Wong\*, University of Canberra, Australia

Chinese investment in Australia is emerging as a major issue in both political and economic terms in Australia. In this paper, I offer an overview of the issue of Chinese investment before examining its impact on Australia. In so doing, I sketch out the major characteristics of Chinese investment in Australia - its volume, form, sectoral distribution and the major players. I also examine the motives and the policies driving recent Chinese investments globally and suggests that this can be traced back to the increasingly globalization of the world economy and the concomitant rise of new emerging economies, of which China is a major representative. The paper also examines the issue afflicting policy makers in the west, the issue of control of major Chinese companies and their attendant effects. In the paper, I argue that the fear of Chinese and in particular, Chinese government-control of the directions of these companies is misplaced if not seriously misguided, and that distorts the picture of China's increasingly changing economic and competitive landscape. I also proffer some comments on the internationalization trends of Chinese companies and how these challenge traditionally held views. In so doing, I suggest that the growth of Chinese companies pose a challenge both theoretically and also at a policy level.

***China in Africa- A Strategy to Secure Survival***

Tanja Kasandra Behrndt-Eriksen\*, University of Copenhagen, Denmark

This article seeks to explain China's engagement in Africa through analysis of China's engagement in Angola, Nigeria and Sudan in the last decade. The engagement is examined in terms of large resource deals accompanied by the building of infrastructure as well as a long range of other phenomena such as donation of aid.

The article presents a theoretical framework of modified structural realism that offers analysis of both the role of resources and political power for the foreign policy of a state.



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The conclusions reached are that China's engagement in Africa is a strategy to secure its resource endowment which enables China to continue its growth, by which its relative power will grow. However, as a result of its engagement, China accrues political power from its large number of alliance partners that can be used in international fora and utilized to challenge a Western development model.

### **Panel B: China and Germany**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Tao Gao

#### ***Chinese Enterprises in Germany: Establishment Modes and Liability of Foreignness***

Andreas Klossek\*, Freiberg University, Germany; Bernd Michael Linke; Michael Nippa

**Purpose:** Although China shows an impressive increase of outward internationalization, empirical research on the internationalization of Chinese multinational enterprises (MNEs) is still in its infancies. Thus, important research questions such as: "Are Chinese MNEs on a broader scale able to cope with the specific environmental hurdles of a developed country and to reduce their liability of foreignness (LOF)?" remain unanswered so far.

**Design/methodology/approach:** Given a remarkable lack of in-depth empirical case studies that may answer such a research question, we present insights from 31 face-to-face interviews with employees belonging to seven Chinese MNEs as well as with external stakeholders such as investment bankers, and provide a comparative case analysis.

**Findings:** Our findings suggest that Chinese MNEs have gained international experience and may have entered a "second phase" of outward internationalization. Depending on the chosen establishment mode (i.e., acquisition versus greenfield investment), however, their ability to mitigate the LOF differs. This is expressed in six testable propositions.

**Research limitations/implications:** The propositions we suggest offer guidance for proposition testing with quantitative data and extension, for example, to small and mid-sized enterprises.

**Practical implications:** Our research offers guidance for Chinese firms that are planning to enter or that have already entered a developed market by explaining measures to overcome the LOF.

**Originality/value:** As the first of its type, our study has presented insights based on in-depth case-level data of seven Chinese MNEs that entered a Western developed market, i.e., Germany.

#### ***The Perceived Attractiveness of Chinese Products by German Consumers***

Heidi Kreppel\*, University of Erlangen-Nuremberg, Germany; Dirk Holtbruegge

Throughout the last decades, outward foreign direct investment (FDI) from China to the developing world has increased significantly. In this context, the presence of Chinese companies and their brands in Germany has increased, too. Nevertheless, some consumers might still not be aware of these products and Chinese companies still face liabilities of foreignness resulting from a negative country-of-origin effect. Country-of-origin is regarded as intrinsic cue when consumers evaluate products and brands from foreign countries, especially when they do not know these products and brands. This has been empirically tested in a variety of studies focusing on country-of-origin-effects and consumer preferences. These studies identify country-of-origin effects as a cue for the perceived attractiveness and quality of a product or brand from a particular country. Despite the growing importance of Chinese investments and brands, there is still a lack of empirical studies focusing on the image and perceived attractiveness of Chinese companies and brands in Germany. This study helps to shed light on the perceived attractiveness of Chinese products in Germany, using a social-psychological approach based on social identity theory (SIT) and social learning theory (SLT). A self-administered questionnaire was used in a mall-intercept survey. Regression analyses reveal differences between the effects of socio-psychological variables. The results indicate that age, the consumers' education and travel to non-European countries have significant effects on the perceived attractiveness of Chinese products evaluated by German consumers, while their occupational status and their international experience in China do not show significant effects.

#### ***The Decision-Making Autonomy of Chinese Subsidiaries in Germany***

Yun Schueler-Zhou\*, University of Hamburg, Germany

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This paper analyses the parent-subsidiary relationship of Chinese subsidiaries located in Germany. Our research is focused on two major questions: 1) What degree of decision-making autonomy do Chinese subsidiaries in Germany have? 2) What are the factors that determine their degree of decision-making autonomy?

The issue of centralization versus delegation of decision-making authority represents a crucial dimension of the parent-subsidiary relationship. This relationship is characterized by a hierarchy of power between the parent company and the subsidiary and the delegation of decisions and functions from the parent company to the subsidiary. In order to analyse the structure of the parent-subsidiary relationship, both agency theory and resource dependency theory will be applied in this paper.

Based on agency theory and resource dependency theory, we hypothesize that the autonomy in Chinese subsidiaries is influenced by 1) the ownership structure of their parent companies, 2) the interdependence between the parent company and its subsidiary, and 3) the distance between the parent's country of origin and the host country. The results from questionnaires sent to Chinese subsidiaries in Germany show that state ownership of the Chinese parent and the importance of reverse knowledge transfer to Chinese parent companies are negatively related to subsidiary autonomy. Conversely, the complexity of the local environment doesn't show a significant influence on subsidiary autonomy.

### **Panel C: Chinese Export and Export Performance**

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: David Reid

#### ***Market Orientation, Export Channel Selection, and Export Performance: Evidence from China***

Xinming He\*, Northumbria University, People's Republic of China; Keith Brouthers; Igor Filatotchev

**Purpose:** Firms from emerging markets, like China, have difficulty exporting their products because they tend to lack a competitive advantage. In this paper we suggest that one advantage they might be able to exploit internationally is market orientation. But to be effective these firms need to choose exporting channels that complement the level of market orientation the firm possesses.

**Methodology:** We developed our questionnaire based on literature and employed survey to collect data from Chinese manufacturing firms entering international markets. Logistic regression, structural equation modeling (SEM), and two-stage OLS regression were conducted to test our hypotheses.

**Findings:** We note that firms with higher market orientation advantages tend to prefer hierarchical exporting channels while those with lower level market orientation advantages prefer hybrid channels. Moreover, the analysis also shows that decisions that create a fit between market orientation advantages and export channel choice yield better export performance.

**Research limitations/implications:** This research explains how resource-based advantage such as market orientation structured in the right way can help exporting firms from China compete with their rivals in international markets.

**Practical implications:** When firms expand internationally, they should consider how best to structure their foreign operation to get the most out of their resource-based advantage.

**Value:** This study shows one way in which firms from emerging markets, i.e., China, can have a significant impact in the global marketplace.

#### ***China's Agricultural Exports: A Roadmap for Growth***

Mark Fagan\*, Harvard University, USA

**Purpose:** The purpose of this paper is to provide government and industry participants in China's agricultural industry with a potential roadmap for increasing exports in the global market.

China's exports of agricultural products have grown rapidly over the past twenty years. At year end 2008, the value of these exports, primarily vegetables, livestock and fish, and fruits, amounted to \$40 billion. The majority of exports were destined for Japan, the United States, and the European Union. Despite China's strong performance, several high profile food safety and quality issues have dampened the market for Chinese products. The Chinese government has responded to the demands of its trading partners for greater quality assurance with a variety of programs including The Food Safety Law of the People's Republic of China which went into effect June 1, 2009. Beyond these quality issues China's agricultural export market is also challenged by economic issues. Rising labor costs, complex supply chains, and higher

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expenses for quality assurance impact the competitiveness of China's agricultural products in world markets. This paper examines the quality and economic issues that China faces in its quest to grow agricultural exports. Strategies to address these issues are identified and evaluated. The paper concludes with a proposed road map for how China can meet its objectives for greater agricultural exports in the context of the world market for these products.

**Research Approach:** The proposed agricultural products export roadmap is developed using a SWOT (strength, weaknesses, opportunities and threats) framework. A blend of primary and secondary research is used to evaluate China's current position. The country's future position is hypothesized based on a simplified exogenous growth model, the results of which, confirmed with stakeholder interviews, are used to conduct a future-state SWOT. Options for increasing agricultural exports in the context of the SWOT findings are used to create the proposed roadmap.

**Findings:** Author Note: The research findings are currently being developed.

**Practical Implications:** The results of this research have direct practical implications for both government and industry participants. The SWOT framework provides guidance on where the country should focus its resources in order to increase its agricultural exports. The roadmap provides a prioritized set of immediate actions and a structured approach for updating plans in the future.

**Originality/Value:** The research applies a well establish positioning framework to address a major international trade issue. The real value is that the work can be readily updated which is essential in this rapidly changing global economic and regulatory environment.

### ***Export Competitiveness of Chinese Industries***

Marc Fetscherin\*, Rollins College, USA; Ilan Alon, Rollins College, USA; James Johnson, Rollins College, USA

The article presents a framework for measuring, illustrating and comparing industry export competitiveness that takes into account (a) industry specialization, (b) industry export growth rate, and (c) relative industry size. We apply the framework to a dataset of 97 different industries from China over a five year period (2001-2005). According to our results, over 70% of Chinese industries are "dynamic," meaning that their export growth is higher than the world average export growth. Almost 50% of the Chinese industries examined are competitive in global markets, with 20-25% of the world export market share in their respective industry. Our results also suggest that the more an industry becomes specialized, the higher its world market share in terms of exports. The framework developed is innovative in its conceptualization and can be used in a variety of contexts to model industry export competitiveness.

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Switzerland	1
The Netherlands	2
UK	11
USA	35



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*Students survey the damage from Hurricane Katrina as part of the Broadmoor neighborhood redevelopment effort.*

## IN THE FIELD: New Orleans





## Conference Program



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# THE CHINA CENTER --- AT ROLLINS COLLEGE

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.

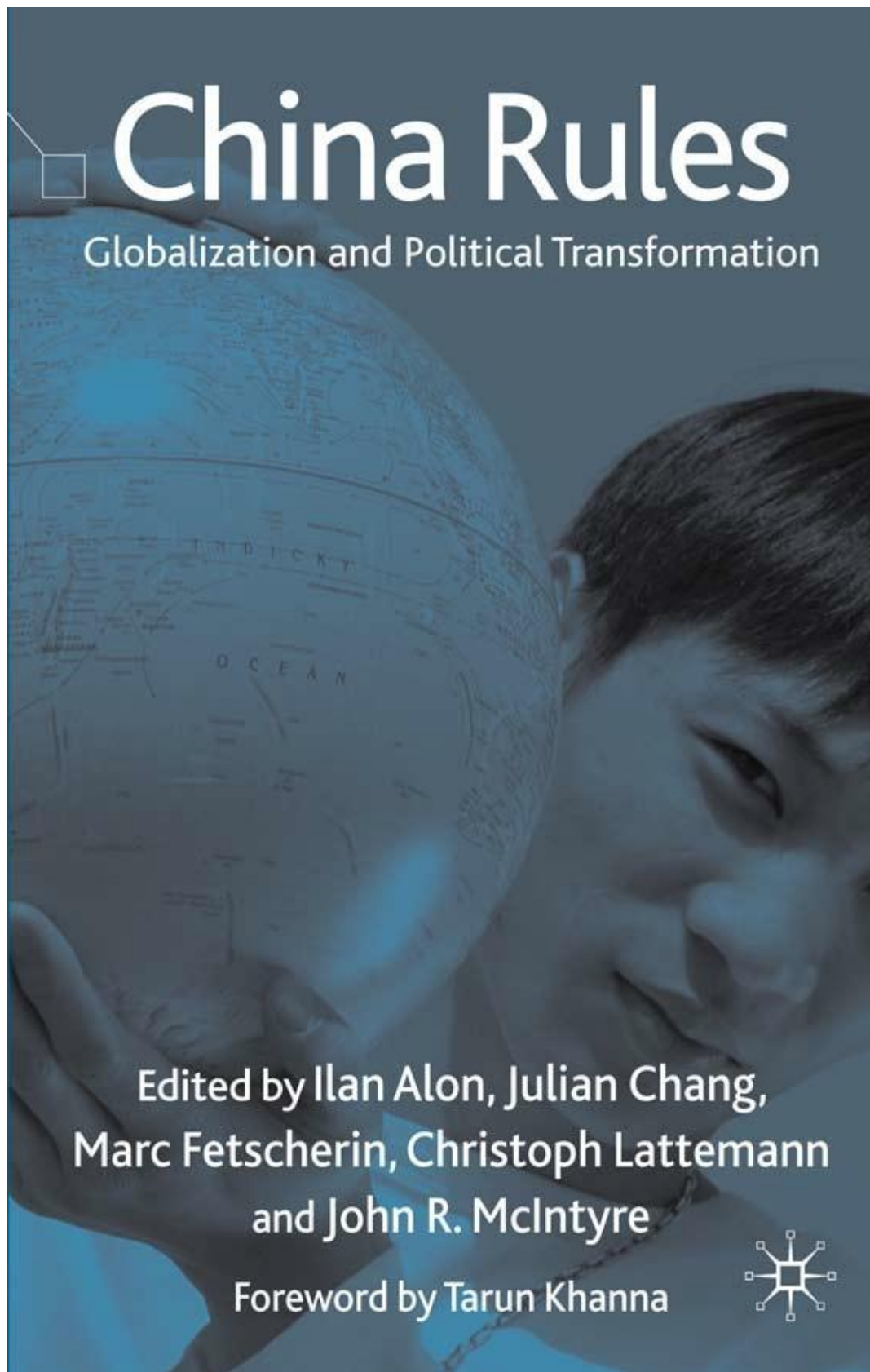
The Center holds academic and professional China-related conferences and workshops, generating knowledge both in the immediate community of Orlando and through research disseminated to the academic community globally. The Globalization of Chinese Enterprises (Palgrave MacMillan, 2008) is an exemplary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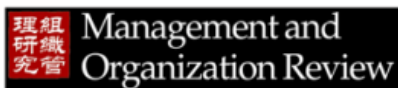
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