ANZIBA 2014

Institutions, Organisations and Markets: New International Business Research Opportunities

13-15 April 2014

www.anziba.org/conferences
Welcome

On behalf of the ANZIBA Executive Committee it gives me great pleasure to welcome you to the ANZIBA 2014 Conference.

The annual ANZIBA Conference provides academics and research students with opportunities to exchange ideas and network. This year we have a welcome return to New Zealand for our annual conference. The theme of this year’s conference - International Business: Institutions, Organisations and Markets – was developed to encourage scholarly exchange on the growing complexity of international business strategy and operations.

I would like to congratulate the local organising committee led by Professor Snejina Michailova for compiling an interesting and diverse programme. I’d also like to thank this year’s sponsor institution: the Department of Management and International Business at the University of Auckland Business School, in Auckland, New Zealand, for its support of the conference.

Professor Peter Dowling
La Trobe University
President, ANZIBA Executive Committee
Kia Ora –
Welcome to New Zealand

We are delighted that this year’s ANZIBA Conference is being held here again after an unduly long gap. As well as our colleagues from Australia and other New Zealand institutions, we are very pleased to welcome delegates who have come from as far afield as China, Denmark, Finland, Hungary, India, Italy, Japan, Singapore, South Korea, the UK, and the US.

Over the course of the next two days, we will have three panels and 48 paper presentations organised in 15 sessions - ten competitive and five workshop sessions.

We are also delighted to have 25 PhD students attending. As we all know, they are the pipeline for the future strength and success of our discipline and this exposure to ANZIBA will, I hope, add to their knowledge and enthusiasm for their International Business studies. Unlike at other conferences, this year we have decided to conduct the Doctoral Colloquium after, rather than before, the main conference and I hope that by day three the PhD students have really “warmed up” for some intensive discussions related to their studies.

As well as an excellent line-up of academic speakers, we have deliberately included some practitioners in the programme as well. Many of us get inspiration for our research from interacting with business people and we have much to learn from their day-to-day, hands-on experience in conducting business internationally.

I would like to express my warmest thanks to my enthusiastic colleagues from the International Business group at the University of Auckland Business School.
who served as members of the Conference Organising Committee: Dr Brent Burmester, Dr Christina Stringer, Dr Maureen Benson-Rea, Dr Peter Zamborsky and Dr Zaidah Mustaffa. We have worked as a true team to shape the academic part of the conference. We also very much appreciate the time and work the track chairs and the reviewers have invested in selecting the papers included in the programme.

My special thanks also go to Susan Sum and Mattie Wall for taking great care of all (really many...) administrative and practical issues related to organising the conference and I also acknowledge the financial support we have received from the Business School and the Department of Management and International Business.

I wish every delegate stimulating and enjoyable days at the conference. I hope you will pick up valuable new ideas and personal contacts to take away with you.

Professor Snejina Michailova
Department of Management and International Business
The University of Auckland Business School
Chair, 2014 ANZIBA Organising Committee
I extend a warm welcome to all delegates for this year’s ANZIBA Conference. It is good to have the conference back in New Zealand and I am delighted that, on this occasion, the International Business group at the University of Auckland Business School is the organiser and the host.

Such events give busy researchers the valuable opportunity each year to step back, to listen to new thinking and ideas, to reflect on the place of their niche in academia and to enjoy engaging with colleagues from other institutions and countries. I am sure that, under the capable leadership of Professor Snejina Michailova and the organising committee, this year’s ANZIBA conference will offer much food for thought.

Every year the world becomes more globally connected through international business, international political initiatives and international travel. Keeping abreast of these rapidly changing trends and analysing them to deepen and sharpen the focus of academic research is surely a challenge for all those working in this sphere around the world.

I commend the effort this year to include some practitioners among the conference presentations. The University of Auckland Business School greatly values our numerous business partners and supporters who are involved in the School in many diverse ways. Through guest lectures, judging student competitions, involvement in advisory groups and taking on interns, they support the “entrepreneurial ecosystem” which has become a hallmark of our Business School. The shared knowledge and experience of practitioners enriches the lives of our faculty members and our students.

I hope that all ANZIBA delegates have a very worthwhile time with us at the University of Auckland Business School and that you are able to find some time, before or after the conference, to see something of the vibrant city of Auckland.

Professor Greg Whittred
Dean, the University of Auckland Business School
Ari Kokko is professor of International Business at the Department of International Economics and Management at Copenhagen Business School (CBS), Denmark. His work has primarily focused on MNC strategies and effects of FDI on home and host countries, but he also studies trade and trade policy, both in Europe and East Asia.

Before joining CBS, he was professor of International Business at Abo Akademi University in Finland, research director at the European Institute of Japanese Studies in Stockholm, and director of the China Economic Research Center at the Stockholm School of Economics.

In 2014, he is looking forward to spending more time on research as a visiting researcher at ANU in Canberra, Rikkyo University in Tokyo, and Harvard University in Boston.
Don Braid, Group Managing Director of Mainfreight, has over 35 years’ experience in freight forwarding and logistics in New Zealand and internationally.

He joined Daily Freightways in 1978, gaining a thorough grounding in all aspects of the business and eventually heading up that company. In 1994 Mainfreight purchased the business, and Don went on to hold various senior management roles at Mainfreight prior to his appointment as Managing Director in 2000.

Don has led the Mainfreight team through a significant period of change and expansion to become the successful global supply chain logistics provider it is today, operating in 230 branches throughout New Zealand, Australia, Europe, Asia and the Americas.

Don also serves as a member of the Board of the Starship Foundation, an organisation that raises funds to support Starship Children’s Health, New Zealand’s national children’s hospital.
Tracks and track chairs

1. Theories and Methodologies in International Business
   • Professor Peter Liesch, University of Queensland
   • Dr Douglas Dow, University of Melbourne

2. Strategy in International Business
   • Associate Professor Joanna Scott-Kennel, University of Waikato
   • Dr Paresha Sinha, University of Waikato

3. Multinational Enterprises:
   Institutions, organisations and markets
   • Professor Peter Enderwick, Auckland University of Technology
   • Dr Brent Burmester, University of Auckland

4. International SMEs:
   Institutions, organisations and markets
   • Associate Professor Susan Freeman, University of Adelaide
   • Dr Maureen Benson-Rea, University of Auckland

5. International Human Resource Management
   • Professor Kate Hutchings, Griffith University
   • Dr Ruth McPhail, Griffith University

6. Culture, Language and IB
   • Professor David Thomas, University of New South Wales
   • Dr Andre Pekerti, University of Queensland

7. Gender and IB
   • Professor Fang Lee Cooke, Monash University
   • Professor Judith Pringle, Auckland University of Technology

8. Critical Perspectives on IB
   • Professor Gavin Jack, La Trobe University
   • Professor Robert Westwood, Southern Cross University
The International Business group at the University of Auckland Business School is a community of scholars passionate about international business, international management and strategy. We have particular expertise in research on multinational corporations’ management, international human resource management, global value chains, networks and international SMEs, foreign direct investment spillovers, industrial relocation, and knowledge management, and are proponents of pluralism in research methods.

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Dr Zaidah Mustaffa  
Dr Christina Stringer  
Dr Brent Burmester  
Professor Snejina Michailova  
Dr Peter Zamborsky  
Dr Maureen Benson-Rea  
Susan Sum
Our academic work has appeared in a number of International Business journals. Among others, the list includes:

Journal of International Business Studies
Journal of World Business
Management International Review
International Business Review
International Journal of Human Resource Management
Critical Perspectives on International Business
Advances in International Management
Journal of International Management
Thunderbird International Business Review

In addition, we have published in journals in the field of Management, among which:

Academy of Management Review
Academy of Management Executive
Journal of Management Studies
Management Learning
California Management Review
Long Range Planning
Organizational Dynamics
European Management Journal
Scandinavian Journal of Management

We value very much our publications in journals of related disciplines:

Journal of Economic Geography
Public Administration
World Development
Journal of Knowledge Management
Knowledge Management Research and Practice
International Journal of Innovation Management
Industrial Marketing Management
Journal of Business Research
Our work

We have co-edited books on Dynamics of International Business (Cambridge University Press), Globalising networks (Ashgate), Human resource management (Routledge), Women in International Management (Edward Elgar), Knowledge governance (Oxford University Press), and Fieldwork in transforming societies (Palgrave MacMillan).


We believe in integrating our research with teaching and therefore are active in writing case studies we (and others) can integrate into teaching International Business courses. We teach a number of courses in the undergraduate International Business specialisation and host both postgraduate taught and research programmes (Master of International Business, Master of Commerce and PhD in IB) in our Business School. We have expertise in teaching subjects related to business in Europe, Asia-Pacific and the Americas. We have also been active in helping New Zealand businesses internationalise through supervising applied research projects, teaching in executive programmes and interacting with institutions such as New Zealand Trade and Enterprise and various government ministries, including the Ministry for Primary Industries and the Ministry of Business, Innovation and Employment.

We have been hosting the IB cross-institutional seminar series for the last two years. At these seminars IB scholars from the University of Auckland, Waikato University and Massey University meet for one-day workshops to discuss work in progress.
Studying International Business at the University of Auckland Business School

- The Business School offers courses in International Business at undergraduate and postgraduate levels, and also within The Graduate School of Management as part of the MBA course.

- Undergraduate study areas include the challenges of managing international companies, both large and small; the fundamentals of strategic management; cross-cultural management; globalisation; Asia, Europe, and the Americas; and the regulation and politics of international business.

- The focus of postgraduate study is on the challenges of today’s complex global business environment – devoid of geographic boundaries due to factors like electronic communication, global distribution networks, and a globalised financial system. It also covers the ways organisations operate in different countries at the same time, and the vital importance of understanding different cultures and political and economic environments.

- The MBA course examines the factors impacting enterprises looking to “go global” and the impacts of foreign countries’ economic, political, cultural and legal environments on a company’s operational and strategic alternatives and managerial decisions - as well as other contemporary issues in international business.

- The six faculty members delivering these courses are located within the Department of Management and International Business (MIB). They have all contributed to the ANZIBA organising committee which has been ably and professionally supported by Susan Sum.
The University of Auckland Business School’s entrepreneurial ecosystem

The Business School’s mission is to support economic transformation and the creation of wealth in New Zealand by fostering enterprise and innovation. It aims to make a positive impact on the New Zealand economy and help develop New Zealand’s international business opportunities, now and in the future. The School does this through a series of flexible, adaptive and mutually reinforcing elements which, in total, act as an “entrepreneurial ecosystem” which are all supported by leaders in the business community.

The Centre for Innovation and Entrepreneurship fosters and develops entrepreneurial activities across the University while being located in the Business School. Scholars in the Centre conduct research in the areas of innovation and entrepreneurship with relevance for growing the NZ economy. The Centre nurtures business-savvy scientists, engineers, technologists and creative professionals via an entrepreneurial and innovation curriculum, plus experiential learning. It draws on both the expertise and insights of the Business School faculty and the business community. It offers students project-linked internships; motivational presentations by outstanding business leaders; networking opportunities for staff and students through workshops, seminars and open fora with industry; supports The Entrepreneurship Challenge and assists student leaders with SPARK. The Centre develops the entrepreneurial ecosystem within, and beyond, the University of Auckland Business School.
A student-led programme for all staff and students in the University. Has attracted students from Science, Medicine and Engineering. A free lecture series and annual competition result in the team with the best entrepreneurial idea winning a substantial prize and follow-up mentoring in the Icehouse. SPARK has led to 100+ start-up ventures which employ 300 people and have raised NZ$142+ million investment in total. These operate internationally, with products and services being sold into 30 countries.

A “development factory” for business owner-managers and entrepreneurs, in partnership with the Business School, a government agency and several companies e.g. The Bank of NZ, Telecom, Gen-i, HP, KPMG and others. These provide knowledge, tools and contacts to help young businesses become internationally competitive. The Icehouse has worked with more than 2,500 owner managers, from start-ups to established multi-million dollar companies, and has raised NZ$50 million in capital to drive business growth and wealth-creation. Was named one of the Top 10 Technology Incubators of the World by Forbes magazine in 2010.

In recognition that new initiatives are too resource-intensive and expensive for small and medium enterprises (SMEs), this provides NZ$1 million annually to help two to three high-potential SMEs deliver new initiatives and move to the next level. Also offers: mentoring by successful entrepreneurs and business executives; access to high level partners and networks; priority in accessing Business School interns; consultancy advice; experiential learning programmes; profile-building opportunities.
Auckland - A snapshot

Māori name: Tāmaki Makaurau

Set on a narrow isthmus between the large Waitemata and Manukau harbours

Mild, subtropical climate, plentiful employment and educational opportunities

Has 50 (extinct) volcanoes

Was New Zealand’s capital until 1865: now the country’s economic centre

New Zealand’s largest city with an urban population of 1.42 million

Most cosmopolitan city in New Zealand: 40% of Aucklanders were born overseas

Has the largest Polynesian population in the world

A maritime city with sailing as a major pastime: Westhaven Marina is the largest in the Southern Hemisphere

In 2011 Auckland ranked 3rd place in the world in the 2011 Mercer Quality of Living Survey and 9th place in the Economist’s World’s Most Livable Cities.
The University of Auckland Campus Map
## ANZIBA 2014 Conference Programme Summary

### Saturday 12 April

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>15:00 – 18:00</td>
<td><strong>Informal Welcome to PhD students</strong> attending the ANZIBA Conference and/or participating in the Doctoral Colloquium, Decima Glenn Room, Level 3, Owen G Glenn Building (OGGB), University of Auckland</td>
</tr>
<tr>
<td>18:00 – 20:00</td>
<td><strong>Welcome Reception</strong>. Level 1, Main Foyer, OGGB, University of Auckland Traditional Māori Welcome</td>
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### Sunday 13 April

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:30 – 9:30</td>
<td><strong>Registration</strong>, Level 1, Main Foyer, OGGB</td>
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</table>
| 9:30 - 10:30 | **Conference Opening**. OGGB5 (260-051), Level 0, OGGB  
Professor Snejina Michailova, Programme Chair  
Professor Jilnaught Wong, Deputy Dean,  
University of Auckland Business School |
| 10:30 - 11:00 | Morning Tea, Level 0 (260-071), OGGB                                                            |
| 11:00 - 12:30 | **Concurrent Sessions**                                                                        |
| 12:30 – 13:30 | Lunch, Level 0 (260-071), OGGB                                                                 |
| 13:30 - 15:00 | **Editors on Stage**: Journal of International Studies,  
Journal of World Business,  
Asia Pacific Journal of Management,  
International Journal of Human Resource Management and  
Australian Journal of Management |
| 15:00 – 15:45 | Afternoon Tea, Level 0 (260-071), OGGB                                                           |
| 15:45 - 17:45 | **Concurrent Sessions**                                                                        |
| 18:15     | **Conference Dinner** at the Fale Pasifika Complex, University of Auckland  
Dinner Speaker: Rod Oram,  
An award winning International Business journalist |
### Monday 14 April

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:30 - 10:00</td>
<td><strong>Concurrent Sessions</strong></td>
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<tr>
<td>10:00 - 10:30</td>
<td>Morning Tea, Level 0 (260-088), OGGB</td>
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<tr>
<td>10:30 - 12:00</td>
<td><strong>Concurrent Sessions</strong></td>
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<tr>
<td>12:00 - 13:00</td>
<td>Lunch, Level 0 (260-088), OGGB</td>
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<tr>
<td>13:00 – 14:30</td>
<td><strong>Concurrent Sessions</strong></td>
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<tr>
<td>14:30 - 15:00</td>
<td>Afternoon Tea, Level 0 (260-088), OGGB</td>
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<tr>
<td>15:00 – 16:00</td>
<td><strong>Interview on Stage with Don Braid</strong>, CEO, Mainfreight</td>
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<tr>
<td>16:00 – 17:00</td>
<td><strong>Closing Event</strong>, Decima Glenn Room, Level 3</td>
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### Tuesday 15 April – Doctoral Colloquium

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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>9:00 – 9:15</td>
<td><strong>Welcome and Opening Address</strong>, Decima Glenn, OGGB</td>
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<tr>
<td>9:15 – 10:15</td>
<td><strong>Panel: ‘Hot topics in IB research’</strong></td>
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<td></td>
<td>Dr Dan Caprar (University of New South Wales),</td>
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<td>Professor Jane Lu (University of Melbourne) and</td>
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<td>Professor Beth Rose (University of Otago)</td>
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<tr>
<td>10:15 – 10:45</td>
<td><strong>Morning Tea</strong></td>
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<tr>
<td>10:45 - 12:15</td>
<td><strong>PhD Presentations and Roundtable Discussions with the Panellists</strong></td>
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<td></td>
<td>(for PhD presenters)</td>
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<td>Other PhD attendees (students who have not submitted a proposal but</td>
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<td></td>
<td>who are attending the Colloquium) will have a separate session</td>
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<td></td>
<td>facilitated by Professor Snejina Michailova and Dr Brent Burmester</td>
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<tr>
<td>12:15 – 13:15</td>
<td>Lunch</td>
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<tr>
<td>13:15 - 14:15</td>
<td><strong>Workshop 1: ‘What’s your original contribution to knowledge going to be?’</strong></td>
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<td>– Dr Ian Brailsford (University of Auckland)</td>
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<tr>
<td>14:15 – 14:45</td>
<td>Afternoon Tea</td>
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<tr>
<td>14:45 – 15:45</td>
<td><strong>Workshop 2: ‘From thesis to publication’</strong></td>
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<td>- Emeritus Professor Kerr Inkson (University of Auckland)</td>
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</tbody>
</table>
Conference Programme
Session 1:
International Human Resource Management: Developing Countries Context (Competitive)
Chair: Peter Dowling
Location: Case Room 1, OGGB

The Reconfiguration of Network Resources ex Post Foreign Market Entry by Internationalising Emerging Market SMEs
Nurul Efifi Mohamad Ngasri (University of Adelaide, Australia)
Susan Freeman (University of Adelaide, Australia)
Dirk Michael Boehe (University of Adelaide, Australia)

Ying Wang (Charles Sturt University, Australia)
Ramudu Bhanugopan (Charles Sturt University, Australia)

Re-Expatriation Intentions of Returnee Professionals in Emerging Economies
Nga Ho (Flinders University, Australia)
Pi-Shen Seet (Flinders University, Australia)
Jane Jones (Flinders University, Australia)

Session 2:
Decisions and Decision Makers in an IB Context (Competitive)
Chair: Peter Zámborský
Location: Case Room 2, OGGB

Human Resource Management and Performance Evidence from South-East Asia
Satwinder Singh (Brunel University, United Kingdom)
Tamer Darwish (University of Gloucestershire, United Kingdom)
Geoffrey Wood (University of Warwick, United Kingdom)
A. Fattaah Mohamed (Brunel University, United Kingdom)

Drivers of Service Climate in an Emerging Market: Local vs. Foreign Firm Perspective
Hung Hoang (University of Adelaide, Australia)
Sally Rao Hill (University of Adelaide, Australia)
Susan Freeman (University of Adelaide, Australia)
Vinh Lu (Australian National University, Australia)

International Location Decisions: Exploring the Effects of Top Management Team Demographic Diversity
Esha Mendiratta (University of New South Wales, Australia)
Session 3:
Networks in International Competition (Competitive)
Chair: Chinmay Pattnaik
Location: Case Room 3, OGGB

Networks and Competiveness in Multinational Enterprises
Joanna Scott-Kennel (University of Waikato, New Zealand)

International Virtual Networking Capabilities and Firm Performance: A Study of International Entrepreneurial SMEs
Charmaine Glavas (Queensland University of Technology, Australia)
Shane Mathews (Queensland University of Technology, Australia)

A Business Network Perspective on Intra-MNE Relationships: Combining IB and IMP Theoretical Lenses
Smita Paul (University of Auckland, New Zealand)
Snejina Michailova (University of Auckland, New Zealand)
Joanna Scott-Kennel (University of Waikato, New Zealand)

Session 4:
Culture and IB (Workshop)
Chair and Discussant: Miriam Moeller
Location: Case Room 4, OGGB

The Dynamics of Relational Behaviour in International Negotiations: Adaptation across Cultural Gaps
Junjun Cheng (Fudan University, China)
Yong Su (Fudan University, China)
Wu Zhan (University of Sydney, Australia)

Cultural Intelligence: Current State of the Literature and New Research Avenues
Dana Ott (University of Auckland, New Zealand)
Snejina Michailova (University of Auckland, New Zealand)

The Impact of GLB Persons’ Sexuality on Expatriate Career Intentions: A Preliminary Study
Varina Paisley (University of New South Wales, Australia)
Mark Tayar (Macquarie University, Australia)
Panel 1: Editors on Stage

Location: Case Room 5, OGGB

Panel Chair: David C. Thomas (University of New South Wales, Australia)

Panel Members:
JIBS – David C. Thomas (University of New South Wales, Australia)
JWB and APJM - Jane Lu (University of Melbourne, Australia)
IJHRM - Peter Dowling (La Trobe University, Australia)
AJM - Peter Liesch (University of Queensland, Australia)

Themes:

• A considerable amount of research that is read, respected, and cited by IB scholars, which itself relies on work published in IB journals, and addresses IB interests, (eg FDI, MNEs, international strategy, international SMEs, etc.), is submitted to and appears in journals that are not IB-specific. Is this indicative of a need to diversify the scope of existing IB journals?

• IB remains strongly tied to its roots in managerial economics, but other disciplines dealing with the international domain, such as geography, law, sociology, and political science, were already trying to account for the causes and consequences of multinationals when Dunning began his research into this topic in 1958. Those disciplines retain their interest in IB phenomena, but is IB building bridges to share ideas?

• In related disciplines there are designated journal issues and sections in regular issues that consist of a lead article on a subject that divides scholastic opinion, followed by responses affirmative and negative from other authors. Why don’t we see more of this in IB?

• How do journals’ governance structure and academic publishers’ commercial imperatives impact on the editorial functions in the journals represented on the panel?
Session 5:
Small and Medium Size Enterprises’ Internationalisation (Competitive)
Chair: **Sylvie Chetty**
Location: Case Room 2, OGGB

**Factors Affecting Born-Global Growth & Survival: The Key Role of Value Innovation Capability**
Indu Peiris (Open Polytechnic of New Zealand, New Zealand)
Paresha Sinha (University of Waikato, New Zealand)
Michele Akoorie (University of Waikato, New Zealand)

**Commitment and Competences in a Born Global Firm - An In-depth Case Study**
Markus Raatkainen (University of Eastern Finland, Finland)
Mika Gabrielsson (University of Eastern Finland, Finland)
Saara Julkunen (University of Eastern Finland, Finland)

**Learning in Rapidly - Versus Incrementally - Internationalizing Firms**
Rod McNaughton (University of Auckland, New Zealand)
Colin Campbell-Hunt (University of Otago, New Zealand)
Juan Pellegrino (Christchurch Polytechnic Institute of Technology, New Zealand)

Session 6:
Firm Internationalisation and Performance (Workshop)
Chair and Discussant: **Beth Rose**
Location: Case Room 3, OGGB

**Cross-listings, Stage of Internationalisation and Firm Performance**
Jane Lu (University of Melbourne, Australia)
Jessie Liang (National University of Singapore, Singapore)

**Commercialisation through Internationalization: Russian Innovative Firms**
Irina Mihailova (Aalto University, Finland)

**Strategies for Successful Growth in International Environments Following the Last Economic Crisis**
Karoly Balaton (University of Miskolc, Hungary)
Session 7:  
IHRM in Asia Pacific (Workshop)

Chair: **David C. Thomas**  
Discussants: **David C. Thomas and Andre Pekerti**  
Location: Case Room 4, OGGB

**Virtual Teamwork and Human Factors: An Investigation in Asian Pacific Region**  
Ngan Collins (RMIT, Australia)  
Chou Yu-min (RMIT, Australia)

**Examining the Causes and Negative Effects of Skill Shortages in China**  
Ying Wang (Griffith University, Australia)  
Ramudu Bhanugopan (Charles Sturt University, Australia)

Joy (Ying) Guo (University of South Australia, Australia)  
Hussain Rammal (University of South Australia, Australia)
Rod Oram

Rod has more than 30 years’ experience as an international business journalist. He has worked for various publications in Europe and North America, including the Financial Times of London.

Rod and his family emigrated from the UK to New Zealand in 1997. He is currently a columnist for the Sunday Star-Times; a regular broadcaster on radio and television; and a frequent public speaker on business, economics, innovation, creativity and entrepreneurship, in both New Zealand and global contexts.

For more than a decade, Rod has been helping fast-growing New Zealand companies through his involvement with The ICEHOUSE, the entrepreneurship centre at the University of Auckland’s Business School.

In 2007 Penguin published his book on the New Zealand economy, Reinventing Paradise. He was named the Landcorp Agricultural Communicator of the Year for 2009. In 2010, Rod was the winner in the individual category in the Vero Excellence in Business Support Awards.

Rod is Chairman of the Hikurangi Foundation, which helps social enterprises develop their business models in areas of sustainability.
Session 8:
Non Market Factors in IB (Competitive)
Chair: Jane Lu
Location: Case Room 1, OGGB

Stakeholder Influence on Local CSR Activities of MNE Subsidiaries
Byung Park (Hankuk University of Foreign Studies, South Korea)

The Rise of the Social in Entrepreneurial Activities in National and International Contexts: A Clarification of Terms in the Development of a New Conceptual Framework
Patrick Dawson (University of Wollongong, Australia)
Jonathan Scott (Teesside University, United Kingdom)
John Thompson (University of Huddersfield, United Kingdom)
David Preece (Teesside University, United Kingdom)

Foreign Direct Investment as a Rule-Seeking Strategy
Brent Burmester (University of Auckland, New Zealand)

Session 9:
Overcoming Inexperience (Competitive)
Chair: Rod McNaughton
Location: Case Room 2, OGGB

Can Inexperienced Firms Prosper Overseas? The Case of Ta Ann in Tasmania
Riccardo Flores (University of New South Wales, Australia)
Victoria Jordan-Jones (University of New South Wales, Australia)
Julia Krix (University of New South Wales, Australia)

Foreign Operation Modes of International New Ventures: The Theoretical Perspectives Revisited
Peter Gabrielsson (University of Vaasa, Finland)
Mika Gabrielsson (University of Eastern Finland, Finland)

The Internationalization of Malaysian Firms into Vietnam: Chinese Business Networks and Investment Strategies
Guanie Lim (National University of Singapore, Singapore)
Session 10:

**New Frontiers: IHRM (Competitive)**
**Chair:** Kate Hutchings
Location: Case Room 3, OGGB

**n-CULTURALS, The Next Cross-Cultural Dilemma: Introducing a Multicultural Mentoring Model**
Andre Pekerti (University of Queensland, Australia)
Miriam Moeller (University of Queensland, Australia)
Nancy Napier (Boise State University, United States)
David C. Thomas (University of New South Wales, Australia)

**How High Performing Indian IT Firms Achieve Structural Ambidexterity: The Integrated Role of HRM Architecture and Market Sensing Capabilities**
Malik Ashish (University of Newcastle, Australia)
Paresha Sinha (University of Waikato, New Zealand)

**Academic Repatriates: Re-entry Adjustment, Knowledge Sharing and Intention to Leave**
Robinson James (University of Auckland, New Zealand)

Session 11:

**Institutional Developments and Challenges in Asia (Workshop)**
**Chair and Discussant:** Vikas Kumar
Location: Case Room 4, OGGB

**Developments and Challenges of Doing Business in India: An Institutional Perspective**
Revti Raman (Victoria University of Wellington, New Zealand)
Doren Chadee (Deakin University, Australia)

**The Role of Home Institutions and Informal Institutions in Determining Chinese Direct Investment in Australia**
Wei Li (University of Sydney, Australia)
Hans Hendrichske (University of Sydney, Australia)

**Social Upgrading in the Bangladesh Apparel Industry?**
Md Tarikul Islam (Deakin University, Australia)
Christina Stringer (University of Auckland, New Zealand)
Session 12:
Survival, Change and Performance in an IB Context (Competitive)
Chair: Peter Enderwick
Location: Case Room 1, OGGB

Internal Change Processes in Small Multinationals: Evolvement along the Internationalisation Life-Cycle
Heini Vanninen (Lappeenranta University of Technology, Finland)
Olli Kuivalainen (Lappeenranta University of Technology, Finland)

Live and Let Die: A Survival Analysis of Foreign R&D Units in Swedish MNCs
Lars Håkanson (Copenhagen Business School, Denmark)

Incubated Firms in a University Campus in a Large Emerging Economy: An Examination of Marketing Practices
Sanjaya Gaur (Auckland University of Technology, New Zealand)
Mandar Joshi (Indian Institute of Technology, India)
Hanoku Bathula (University of Auckland, New Zealand)

Session 13:
Internationalisation in Emerging Markets (Workshop)
Chair: Vikas Kumar
Discussants: Doren Chadee and Vikas Kumar
Location: Case Room 2, OGGB

Value Orientation and Internationalisation: Positioning and Clustering of Developed Countries and Emerging Countries
Jie Chen (Lappeenranta University of Technology, Finland)
Sami Saarenketo (Lappeenranta University of Technology, Finland)
Kaisu Puumalainen (Lappeenranta University of Technology, Finland)

Developing a Nationwide Customer Loyalty Programme in China
Qiang Ding (Nanjing University of Finance and Economics, China)
Michele Akoorie (University of Waikato, New Zealand)
Li Li Zhao (University of Waikato, New Zealand)
Wei Fu Zhang (Nanjing University of Finance and Economics, China)

Investigating the Impact of FDI on China’s Real Estate Market
Joanna Scott-Kennel (University of Waikato, New Zealand)
Teresa Lingyan Zhou (University of Waikato, New Zealand)
Session 14:
The Multinational Enterprise (Workshop)
Chair and Discussant: Hussain Rammal
Location: Case Room 3, OGGB

The Evolving Geography of Production Hubs and Global Value Chains across East Asia: Trade in Value Added
Gabriele Sudar (University of Melbourne, Australia)
Peter Liesch (University of Queensland, Australia)
Satoshi Inomata (IDE-JETRO, Japan)
Irina Mihailova (Aalto University, Finland)
Bo Meng (IDE-JETRO, Japan)

Commitment to Internationalisation: An Extension of the Internationalisation Process Model
Alvin Tan (Queensland University of Technology, Australia)
Paul Brewer (University of Queensland, Australia)
Peter Liesch (University of Queensland, Australia)
Len Coote (University of Queensland, Australia)

Why do Global Market Leaders Fail?
Xiaowen Tian (Bond University, Australia)
John Slocum (Southern Methodist University, United States)

The Impact of Market Dynamism on Exploitative and Competitive Capital Allocation: A Dynamic Capability Perspective
Elif Ketencioglu (University of Sydney, Australia)
Jing Yu (Gracy) Yang (University of Sydney, Australia)
Panel 2: Gender and IB
Location: Case Room 4, OGGB
Panel Chair: Fang Cooke (Monash University, Australia)

Panel Members:
Fang Cooke (Monash University, Australia)
Kate Hutchings (Griffith University, Australia)
Snejina Michailova (University of Auckland, New Zealand)
Business representatives: Erica Crawford (Managing Principal and Owner, Loveblock Vintners Ltd) and Alex Mercer (Executive Director, ArcAngelsNZ)

In this Inaugural Session on Gender and IB in ANZIBA, we aim to discuss various gender-related issues in the context of IB.

Some of those are: What are the key issues confronting MNCs in managing their male and female workforce? In what ways do organisational barriers and personal constraints encountered by individuals in their career differ across national settings with gendered implications? What is the impact of the home country context for women’s international careers? What do we know about female self-initiated expatriates, women in new forms of international assignments, women in non-traditional industries and sectors, women in non-traditional family roles, and about women who manage domestically international organizations? Importantly, why does gender remain largely an uncharted area in IB studies?

The panel session is organised as an interactive forum to take stock and generate ideas for future research. The Session features presentations from senior business leaders as well as academic researchers in the region.

We invite conference participants to join us in the debate and discussion.
Panel 3: International Marketing Review
Location: Case Room 3, OGGB

Panel Chair: Sylvie Chetty (Otago University, New Zealand)

Panel Members:
Sylvie Chetty (Otago University, New Zealand)
Peter Liesch (University of Queensland, Australia)
Susan Freeman (University of Adelaide, Australia)

Emerging Trends in Internationalisation Process of International Entrepreneurial Firms

Johanson and Vahlne’s work has been influential in understanding the international marketing of firms especially value across borders. New trends in international process theory focus on the central role of networks to create opportunities for internationalisation of SMEs. A new theory that has emerged from entrepreneurial marketing is effectuation theory which focuses on resource acquisition through networks. This theory highlights the value of networks and is referred to as the means driven approach developed by Sarasvathy (2001). More recently this theory has been acknowledged by Schweizer, Vahlne and Johanson (2010). In particular, effectuation theory helps to explain the unintended aspects of the internationalisation process that occur through unexpected opportunities that occur through serendipity. In addition the internationalisation process is not a smooth process because growth can be rapid but it can also slow down and may even lead to the firm withdrawing from international markets.

This special panel will address the following questions:

How has internationalisation process research advanced since the publication of the Johanson and Vahlne’s (2009) revised internationalisation process model?
How do we define and measure internationalisation? What other theoretical perspectives can we use to better understand the internationalisation process?
What is the unit of analysis for studying small to medium size enterprise (SME) internationalisation? Should it be the firm or individual level or both? How can we integrate the internationalisation process literature, international marketing literature and entrepreneurship literature to better understand the internationalisation of SMEs?
What is the role of institutional theory to understand internationalisation process of entrepreneurial firms from emerging markets?
Session 15:
New Zealand Perspectives on Internationalisation (Competitive)
Chair: Brent Burmester
Location: Decima Glenn Room, OGGB

New Zealand Construction and Engineering Firms: Overcoming Challenges to Internationalisation
Swati Nagar (Auckland University of Technology, New Zealand)
Peter Enderwick (Auckland University of Technology, New Zealand)

Internationalisation of SMEs from New Zealand: Drivers, Constraints and Success Factors
Joanna Scott-Kennel (University of Waikato, New Zealand)

Session 16:
The Institutional Environment (Competitive)
Chair: Zaidah Mustaffa
Location: Case Room 2, OGGB

Do Host Country Institutional Contexts Matter? Impact of Institutional Quality and Institutional Distance on Subsidiary Performance
Chinmay Pattnaik (University of Sydney, Australia)

Institutional Forces and Environmental Management Strategy: Moderating Effects of Complementary Assets and Environmental Orientation
Yuanfei Kang (Massey University, New Zealand)
Xinming He (Durham University, United Kingdom)

The Impact of Social Support and Institutional Distance on Expatriate Effectiveness: A Study on Chinese Corporate Expatriates
Gaosheng Liu (University of Auckland, New Zealand)
An Interview on Stage with Don Braid, CEO, Mainfreight
Location: Case Room 2, OGGB

Closing Event 4pm - 5pm
Location: Decima Glenn Room, OGGB
About New Zealand

Māori name: Aotearoa (land of the long white cloud)
Capital: Wellington
Largest city: Auckland
Official languages: English, Māori, New Zealand Sign Language
Population: 4,471,100 (similar to Ireland, Singapore and Norway)
Area: 269,652 sq km (comparable to the United Kingdom)
Currency: New Zealand dollar
Government: Parliamentary democracy and constitutional monarchy
History

1300 CE - Ancestors of Māori arrived in canoes from across the Pacific

1642 - Dutch explorer, Abel Tasman, discovered New Zealand

1769 - English navigator, James Cook, began mapping New Zealand’s coasts

1840 - New Zealand signed the Treaty of Waitangi with Māori tribes and became a British colony

1890s - Large-scale settlement began, mainly from the UK

1893 - New Zealand the first country in the world to give women the vote

29,000 New Zealanders died in the two World Wars

Today New Zealand is an independent, multicultural nation of the Pacific.

Natural environment: nowhere further than 130km from the sea; has earthquakes and volcanoes; climate is temperate but variable north to south, especially in summer and winter; no endemic land mammals but many unique native plants and birds e.g. the flightless kiwi.

Economy: a market economy historically based on farm products e.g. meat, wool and dairy goods. Today horticulture, tourism, film production and winemaking also contribute significantly.

New Zealand depends on international trade, especially with Australia, China, the United States, and Japan. Economic reforms from the 1980s removed many barriers to foreign investment.
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