

1**Configuration and coordination of international marketing activities [Recurso electrónico] / Stefan Schmid, Philipp Grosche, Ulrike Mayrhofer**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 545-547

Abstract: With this paper, we contribute to the literature of configuration and coordination in international firms. While previous literature emphasized that headquarters decide upon the configuration and coordination of their foreign subsidiaries, we suggest that the configuration–coordination decision takes place at the level of activities. With a focus on international marketing activities, our study on German firms from the automotive industry comes up with the following major findings: (1) With respect to configuration, firms tend to centralize the planning and the control of marketing activities, but to decentralize the implementation of marketing activities. (2) For the coordination of marketing activities, direct personal supervision and informal communication are preferred to other approaches, such as socialization or formal bureaucratic coordination. (3) When combining configuration and coordination of marketing activities, we identified distinct clusters. Firms that have a high decentralization of marketing activities and that use a high level of coordination yield better coordination results than firms from other configuration–coordination clusters.

International business review. -- 2016, v. 25, n. 2, april, p. 535-547

1. International value chain 2. International configuration 3. International coordination 4. International marketing activities 5. Automotive industry

2**Crowdsourced translation for rapid internationalization in cyberspace [Recurso electrónico] : a learning perspective / Yen Tran, Moshe Yonatany, Volker Mahnke**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 493-494

Abstract: This paper explores how Facebook effectively used crowdsourced translation to accelerate its rapid internationalization. We apply the learning perspective of internationalization theory to unpack what the firm learned in order to mobilize crowd-based knowledge to facilitate internationalization in the virtual context, and how it did so. Increasingly, global activities are conducted in virtual space and virtual markets and thus the paper offers insights into successful expansion in this new terrain. The findings highlight two key points: (1) the firm used cognitive/explicit learning to acquire external and codified knowledge, rather than the experiential knowledge traditionally suggested in the literature on the process of internationalization, and (2) the firm's success rested on its ability to use virtual learning tools and incentive systems to acquire, articulate and integrate knowledge from communities of internationally dispersed users – the “crowd” – to accelerate its internationalization in cyberspace. This empirical study extends internationalization theory regarding knowledge and organizational learning.

International business review. -- 2016, v. 25, n. 2, april, p. 484-494

1. Organizational learning 2. Rapid internationalization 3. Cyberspace 4. Crowdsourcing

3**Do cross-border acquisitions create value? [Recurso electrónico] : evidence from overseas acquisitions by chinese firms / Jiatao Li, Peixin Li, Baolian Wang**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 481-483

Abstract: Based on the dynamic capability and organizational learning perspectives, we examine whether acquirers from emerging economies can create value for their shareholders in cross-border mergers and acquisitions, and the key drivers which may influence any such value creation. A sample of 367 cross-border mergers and acquisitions between 2000 and 2011 involving Chinese listed companies as the acquirers was analyzed to highlight the relationship between the cultural distance involved and the acquirers' market valuation. On average, such cross-border transactions created value for the acquirer's shareholders, but cultural distance was negatively related to the extent of such value creation. Larger firms, more experienced firms, and acquisitions within the same industry were found to be less affected by cultural distance, emphasizing the importance of learning and absorptive capability, but employing a financial advisor did not seem to help. Thus firms with greater absorptive capacity were found better able to overcome the difficulties caused by cultural differences. Implications for research and practice are discussed.

International business review. -- 2016, v. 25, n. 2, april, p. 471-483

1. Cross-border acquisitions 2. Cultural distance 3. Emerging economies 4. Value creation

4**Do innovative emerging market cross-border acquirers create more shareholder value? [Recurso electrónico] : evidence from India / Filip De Beule, Annabel Sels**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 614-617

Abstract: This study attempts to investigate the role of absorptive capacity of emerging market firms in creating shareholder value from developed market acquisitions. It analyzes the cumulative abnormal return of cross border acquisitions of listed Indian firms in Europe focusing on acquirers' research intensity. The study discovers a U-shaped relationship between research intensity of Indian acquirers and their cumulative abnormal return following acquisitions in Europe. As such, firms with no research capacity can benefit from the acquisition by accessing advanced targets, although firms with extensive research capacity outperform any of their Indian competitors as these firms have the absorptive capacity to not only exploit but also explore the knowledge base of the acquired target. Furthermore, we found a positive effect of the acquisition of a high-tech target company, regardless of the absorptive capacity of the acquirer. We also found that business group membership has a positive impact on shareholder value, although horizontal acquisitions as compared to vertical and unrelated deals have a significantly negative impact for these companies. This result is again linked to the more explorative nature of vertical and unrelated acquisitions in comparison with horizontal deals that are more based on the exploitation of existing resources and capabilities.

International business review. -- 2016, v. 25, n. 2, april, p. 604-617

1. Emerging market firms 2. Cross-border acquisitions 3. Cumulative abnormal return 4. Absorptive capacity 5. Resource-based theory 6. Learning-leverage-linkage 7. Organizational learning theory

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Exploring the factors influencing the negotiation process in cross-border M&A [Recurso electrónico] / Mohammad Faisal Ahammad ... [et al.]

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 454-457

Abstract: This research study provides an empirical examination of the impact of national cultural distance, organizational cultural differences, communication, and planned employee retention on the effectiveness of negotiation process in the cross-border mergers & acquisitions (M&As). We developed and tested a conceptual framework of negotiation process in order to provide a framework for analysis of the key components of the negotiation process in the cross border M&A. The findings indicate that communication positively influence antecedent and concurrent phase of negotiation process. In addition, national cultural distance and organizational cultural differences negatively influence the effectiveness of concurrent phase. We also found that national cultural distance moderates the relationship between communication and effectiveness of concurrent phase of the negotiation process, as such that the positive effect of communication is lower when national cultural distance is higher. Furthermore, we found that planned employee retention positively affect the effectiveness of concurrent phase. Finally, the effectiveness of concurrent phase positively influence the effectiveness of consequent phase i.e. M&A agreement. The contribution of this study lies in providing new insights on negotiation-associated factors for incumbent executives, in order to enable them to better plan and implement cross-border mergers and acquisition deals.

International business review. -- 2016, v. 25, n. 2, april, p. 445-457

1. Negotiations 2. Cross-border mergers and acquisitions 3. National cultural distance 4. Organizational cultural differences 5. Communication 6. Planned employee retention

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How do ownership control position and national culture influence conflict resolution strategies in international joint ventures? [Recurso electrónico] / Huu Le Nguyen, Jorma Larimo, Tahir Ali

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 566-568

Abstract: In this study, we investigate the relationship between ownership control position, national culture, and selection of conflict resolution strategies (CRS) of multinational corporations (MNCs) in their attempts to solve conflicts with local partners in international joint ventures (IJVs). The empirical evidence is based on a survey of 89 Nordic MNCs. The results show that MNCs select their CRS depending on their national culture and their ownership control position in IJVs. In addition, interesting results were found related to the interaction effects on the choice of CRS of national culture and ownership control position as well as of the trust between partners and national culture.

International business review. -- 2016, v. 25, n. 2, april, p. 559-568

1. National culture 2. Ownership control position 3. Conflict resolution strategy 4. International joint venture

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Institutional distance and the quality of the headquarters–subsidiary relationship [Recurso electrónico] : the moderating role of the institutionalization of headquarters' practices in subsidiaries / Jizhong Li, Fuming Jiang, Jie Shen

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 601-603

Abstract: Through the lens of the institutional theory, we developed and empirically tested a contingency theoretical framework that examines the effects of formal and informal institutional distances on the quality of the headquarters–subsidiary relationship, and how such effects are contextualized by internal institutionalization of headquarters' practices in subsidiaries of Chinese multinational enterprises (MNEs). Data were collected from both the headquarters of 297 Chinese MNEs and their respective subsidiaries. The results show that regulative and cultural distances are positively associated with the quality of the headquarters–subsidiary relationship, and that these positive relationships are stronger when subsidiaries institutionalize headquarters' practices to a higher degree. Theoretical and practical implications are highlighted in the paper.

International business review. -- 2016, v. 25, n. 2, april, p. 589-603

1. Quality of the headquarters–subsidiary relationship 2. Formal institutions 3. Informal institutions 4. Institutional distance 5. Institutionalization of headquarters' practices 6. Chinese MNEs

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The international diversification-performance link in Spain [Recurso electrónico] : Does firm size really matter? / Diana Benito-Osorio ... [et al.]

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 557-558

Abstract: This study provides new insights into the link between international diversification and firm performance in a sample of large manufacturing firms and SMEs based in Spain for the 1994–2008 period. Specifically, the focus is on how the nature and shape of this relationship may vary over time with firm size. The results show the existence of a horizontal-S curve when the whole sample of firms is considered in the empirical analysis. However, major differences are found between SMEs and large firms, and even within the actual group of SMEs. Strong support is found in large firms for the existence of a horizontal-S curve. Within the group of SMEs, there are small firms with a linear and negative relationship, whereas medium-sized firms record a U-shaped form. These findings suggest that as the international diversification-performance link is size-dependent, future research should explicitly consider firm size in order to better understand the nature of this relationship.

International business review. -- 2016, v. 25, n. 2, april, p. 548-558

1. International diversification 2. Performance 3. Horizontal-S curve 4. Manufacturing firms 5. SMEs 6. Large firms

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International involvement of established SMEs [Recurso electrónico] : a systematic review of antecedents, outcomes and moderators / Charles Martineau, David Pastoriza

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 468-470

Abstract: This article seeks to review the present state of research on established SME's international involvement. Based on a literature review of 121 articles, we develop an integrative framework that examines the antecedents, outcomes and moderators of SME international involvement. We critically assess and examine how the literature has evolved over the last three decades. Particular attention is paid to discussing the main findings, theoretical and methodological inconsistencies, and to providing suggestions for future research. The review reveals that while international involvement research has made considerable progress over the last few years, its advances have been uneven and leave important areas of research unexplored.

International business review. -- 2016, v. 25, n. 2, april, p. 458-470

1. Established SMEs 2. International involvement 3. Literature review 4. Antecedents 5. Outcomes 6. Moderators

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Job allocations as cultural sorting in a culturally diverse organizational context [Recurso electrónico] / Akram Al Ariss, Grace Chun Guo

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 587-588

Abstract: This study addresses the inadequacy of the career and diversity literatures in explaining the dynamics of job allocations in a culturally diverse organizational context. In order to better understand this topic, we conducted a qualitative study involving personal interviews with 50 Emiratis and international employees who worked in managerial positions in the United Arab Emirates (UAE). The purpose of the study was to explore the unique challenges associated with managing a culturally diverse workforce and explore the role of culture in allocating jobs among employees with diverse cultural backgrounds. Despite the perceived value of having a culturally diverse workforce, our findings indicate a lack of effective diversity management strategies for dealing with challenges and issues associated with a high level of cultural diversity in the participating organizations. This study provides insights into the impact of cultural/nationality-based stereotypes on job allocations as well as on organizational outcomes. Based on the findings, we discussed implications for research and practice and as well as for policy makers.

International business review. -- 2016, v. 25, n. 2, april, p. 579-588

1. Cultural diversity 2. Cultural/nationality-based stereotypes 3. Cultural sorting 4. Job allocations 5. International employees United Arab Emirates

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Lessening the divide in foreign subsidiaries [Recurso electrónico] : the influence of localization on the organizational commitment and turnover intention of host country nationals / Azusa Hitotsuyanagi-Hansel, Fabian Jintae Froese, Yong Suhk Pak

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 577-578

Abstract: The retention of host country nationals (HCNs) has become a key challenge for many foreign subsidiaries of multinational enterprises. This study examines whether localization, the replacement of expatriates with HCNs, could serve as a counter-strategy to increase the organizational commitment and reduces the turnover intention among HCNs. Based on social identity theory, we have developed a model to explain the heterogeneous nature of this influence on HCNs depending on different individual-level characteristics, e.g., gender, educational level, organizational tenure, and managerial position. Survey results from 197 Chinese white-collar employees showed that localization increases organizational commitment, which in turn reduces their turnover intention. This tendency was the strongest among male and highly educated employees. Practical and theoretical implications are further discussed.

International business review. -- 2016, v. 25, n. 2, april, p. 569-578

1. Localization 2. Turnover intention 3. Organizational commitment 4. Social identity theory 5. China 6. MNC subsidiaries 7. Gender 8. Education 9. Organizational tenure 10. Managerial position

12

The missing link between awareness and use in the uptake of pro-internationalization incentives [Recurso electrónico] / Miguel Matos Torres, L. Jeremy Clegg, Celeste Amorim Varum

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 509-510

Abstract: We investigate the process by which firms become participants in official programmes of public support designed to promote outward internationalization. This study builds on previous research that has established the distinct factors associated with firms' awareness and use of public support measures. These earlier studies have also shown that deficiencies within programmes manifest in low participation rates. However, scholars have not extended this reasoning to focus on the underlying processes involved, and have paid little attention to the steps through which firms elect to use public support, and how support operates upon, and within, the firm. In particular, the link between awareness of public incentives towards internationalization and the use of these incentives has been overlooked. General failure to understand this link is a potential source of policy inefficiency, reducing the effectiveness of those public programmes that employ incentives. We pose three research questions to examine the concept of such a link: (1) Do firms select public incentives that compensate for a lack of resources or capabilities in their possession? (2) Do firms react primarily to internal or external exigencies, for example, internal financial constraints or, rather, are they responding to unfolding circumstances, such as the more demanding market conditions experienced on internationalization? And (3) do firms use public support to "externalize" the increased risk to which they are exposed as internationalization proceeds, and thereby protect their external activities and investments from loss? The process that firms go through to apply for any type of public support is normally two-staged. Firms first become aware of incentives and then decide whether or not to use them. This process can be handled empirically using a Heckman Selection Model, which we apply to explore our research questions using survey data collected from a sample of Portuguese firms. We find that the greater are the internal limitations of these firms with respect to resources and capabilities and the more demanding are the conditions in which internationalization takes place, then the greater is the use made of public support. We find that awareness of the availability of support is promoted by firms' in-house resources and

capabilities and, at the same time, is positively associated with more demanding conditions of internationalization. The use of public support appears to be associated with the opportunity cost to the firm of public incentives, and with the increased risk inherent with internationalization. These results point to the existence of important sources of inefficiency within the process of application for policy measures, particularly with respect to the link between awareness and use. The use of public support is inversely associated with the opportunity cost to the firm of the resources deployed to apply for public incentives and, for firms with greater resources and capabilities, associated positively with the increased inherent risk of internationalization. We find evidence that it is the firms with greater resources and capabilities that predominate in the application for public incentives, allowing us to infer from the data that the typical recipient pursues more risky modes of entry, or selects locations with higher levels of risk, because of the availability of public support. These results point to the possible existence of important sources of inefficiency within the process of application for policy measures, particularly with respect to the link between awareness and use. This behaviour is quite distinct from the search for return on commercial investments and, therefore, is indicative of the possibility of social loss within this public policy intervention.

International business review. -- 2016, v. 25, n. 2, april, p. 495-510

1. Public incentives 2. Support processes 3. Home country 4. Outward internationalization

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What drives the export performance of small and medium-sized subcontracting firms? [Recurso electrónico] : a study of korean manufacturers / Jae-jin Kim, Martin Hemmert

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 520-521

Abstract: Building on the resource-based view and network theory, we propose and test a framework of export antecedents of subcontracting small and medium-sized enterprises (SMEs). Whereas the internationalization of firms has been extensively studied in general, little is known about what drives the exports of subcontracting SMEs which play a very important role in the manufacturing sectors of East Asian economies. These subcontracting firms operate under very different conditions from other companies, resulting in specific ways they leverage their resources, capabilities and customer networks. An analysis of survey data from 1733 subcontracting SMEs in three South Korean manufacturing industries reveals that the firms' export orientation and export intensity are related not only to their technological resources and their executives' managerial capabilities, but also to features of their subcontracting network ties. Our study suggests that due to the specific nature of their business, subcontracting firms' internationalization antecedents need to be analyzed in the context of their business environment which is strongly shaped by their customer relationships.

International business review. -- 2016, v. 25, n. 2, april, p. 511-521

1. Export performance 2. Small and medium-sized enterprises 3. Subcontracting 4. Resources 5. Networks 6. Korea

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What drives the internationalization of Chinese SMEs? [Recurso electrónico] : the joint effects of international entrepreneurship characteristics, network ties, and firm ownership / Xiao Zhang ... [et al.]

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 533-534

Abstract: The paper first investigates how Chinese small-to-medium enterprises' (SMEs) network ties at home moderate the relationships between different international entrepreneurship (IE) characteristics and the degree of internationalization of the firm. The paper further explores how the Chinese SMEs' ownership arrangement might explain the boundary conditions of the proposed moderating effects of network ties on the relationship between IE characteristics and internationalization. Findings of our empirical study generally support the hypotheses derived from our theoretical framework. The paper offers new insights into the internationalization of Chinese SMEs by ascertaining the differential contingent value of business versus political ties in the relationship between IE characteristics and internationalization and explores the bounds of our findings in terms of the ownership arrangement unique to the Chinese context.

International business review. -- 2016, v. 25, n. 2, april, p. 522-534

1. International entrepreneurship 2. Internationalization 3. Network ties 4. Political tie 5. Business tie 6. Ownership arrangement 7. Chinese SMEs