The Dunning Centre for International Business®

Henley Business School
UNIVERSITY OF READING

10th Reading IB Conference 2026

Reimagining International Business: Is there still a link between theories and impact?

17–18 April 2026

DLAC | DUNNING LATIN AMERICA CENTRE

DAC | DUNNING AFRICA CENTRE

Celebrating the past, or looking to the glorious future?

Dear friends and colleagues,

Welcome to Reading for three days of socially and intellectually uplifting conversation, far from the madding crowd.

Lest you think it is a typo, I do not mean 'maddening', which implies the crowd is making you crazy. "Madding" is an archaic term from the 18th century meaning *the crowd itself is acting in a wild, crazed, or frenzied manner*. Clearly people of that era also felt they lived in uncommonly turbulent and uncertain times, just as we do now. It suggests to me that VUCA has always been the norm. Just as the people of that era seemed to have survived their VUCA world, I assume we will also continue to muddle along, but only because there are surely mysterious forces which benevolently refuse to allow us to self-destruct, despite ourselves.

That we are in 2026, and not yet vaporised is surely a reason to be happy, and for those of us gathered at the Dunning Centre, for the tenth time in twenty years, even more so. In truth, the first conference was intended to be a unique event never to be repeated. As was the second. And the third. And so on. Yet here we are. And here I am, writing another opening letter for what is fairly described as a niche audience, that seems rather pleased to be gathered here once more. Evidently, we must be doing something right.

What does the number 'ten' symbolise? There are darker days when I think of the biblical ten plagues in Egypt, and the subsequently rather messy end for those unfortunate folk for what might technically be described as an HRM problem gone horribly wrong. On days I feel the world is especially VUCA, I stay away from stupid people, sharp objects and social events that require me to be optimistic about the future. However, there is not a locust in sight at the Dunning X conference, where we do our best to avoid sharp objects, and stupid people are emphatically not on our guest list. We offer you a comfortable bubble in which we can celebrate good things and the future.

On my recent visit to Mexico, I discovered that 'ten' is the number associated with the Mayan god of death, whose presence is not, as we think it today, indicative of the end of times, but a transition to another dimension - simply the halfway point in a larger cycle. Mostly, I like this interpretation better. I firmly believe there are happier days ahead, no longer led by donkeys during this second cycle, with the Reading School providing intellectual light wherever there is conceptual darkness.

But this was just the beginning. At 20 years old, the Dunning Centre is very much in its prime. On the cusp of new adventures, merely in the transit lounge of our intellectual journey, en route to greater things. My checklist in 2005 included a fellowship scheme, masterclasses, a boutique conference for ideas, the creation of a global hub, a mecca for those who seek intellectual engagement without fear of dogma. It feels we have delivered on all these things.

Unable to stick to our knitting (as the natives of these sceptred isles like to say), we have added new ambitions on the way. We have a Dunning Africa Centre, with our critically acclaimed webinar series (splendidly advertised through our strapline, 'it's not a place, it's a continent-wide conversation'), and in 2025, a Dunning Latin America Centre, established with our partners, EGADE in Mexico.

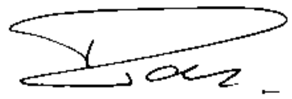
What will the next Mayan cycle bring? According to prophecies, the latter part of our journey is associated with a shift in energy and societal outcome. It is, according to my sources, 'a period where the "flowering of new forms" occurs, often accompanied by a lack of guaranteed harmony as old systems struggle to hold new ideas.'

This seems an accurate description of what we've been doing since 1964.

Should we be entertaining dreams of regional centres in Asia, North America and Europe? Or in our hubris, are we likely to become marginalised, as new ideas sweep the old systems (such as ours) aside? Will the study of IB face irrelevance because Skynet and the Matrix become reality? or will the forces of the universe finally lose their patience with humanity, and pull the plug on our benighted species?

Think on this dear friends! Answers on the proverbial postcard! Enjoy the conference!

Rajneesh Narula



Programme overview

<table>
<tr><td colspan="7">Thursday, 16 April 2026</td></tr>
<tr><td>19:00
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21:00</td><td colspan="6">Conference Welcome Reception
Zero Degrees Microbrewery, 9 Bridge St, Reading RG1 2LR</td></tr>
<tr><td colspan="7">Friday, 17 April 2026</td></tr>
<tr><td>8:15</td><td colspan="6">Conference registration desk opens
ICMA, Foyer</td></tr>
<tr><td>9:00
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9:15</td><td colspan="6">Welcome Address
ICMA, 150</td></tr>
<tr><td>9:15
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10:00</td><td colspan="6">Opening session: The Future of the Multinational and the Genesis of International Business
ICMA, 150
Chair: Jeremy Clegg, University of Leeds
Speakers:
Peter J Buckley, University of Manchester, United Kingdom
Mark Casson, University of Reading, United Kingdom</td></tr>
<tr><td>10:00
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11:15</td><td colspan="6">Debate 1: MNEs in a Bipolar World: Consequences for International Business Strategy
ICMA, 150
Chair: Rajneesh Narula, University of Reading, United Kingdom
Speakers:
Khalid Nadvi, The University of Manchester, United Kingdom
Katarina Blomkvist, Uppsala University, Sweden
Liena Kano, University of Calgary, Canada
Anthony Goerzen, Queen’s University, Canada - 2025-26 Alan Rugman Visiting Fellow</td></tr>
<tr><td>11:15
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ICMA, Foyer</td></tr>
<tr><td>11:30
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12:45</td><td>Parallel Session 1.1:
Digitalisation, AI and International Business Strategy
ICMA G51
Chair: Mariana Barbosa</td><td>Parallel Session 1.2:
Geopolitics, Procurement and International Strategic Responses
ICMA, G09
Chair: Zhibo Qiu</td><td>Parallel Session 1.3:
Innovation Systems and Technological Upgrading
ICMA, G03/04
Chair: Katherin Pinzon</td><td>Parallel Session 1.4:
Strategic Environmental Sustainability and Circular Transition
HBS, G03
Chair: Gabriel R.G. Benito</td><td>Parallel Session 1.5:
Corporate Political Activity and Power Relationships in International Business
HBS, G04
Chair: Lev Shalev</td><td>Parallel Session 1.6:
Internationalisation Processes and Expansion Paths
HBS, 108
Chair: Marina Papanastassiou</td></tr>
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12:45</td><td colspan="6">Parallel Session 1.7:
Panel Session: Rethinking FDI Policy under Geopolitical Fragmentation
HBS, G10
Chair: Katiuscia Lavoratori, Sapienza University of Rome, Italy
Panellists:
Anna D'Ambrosio, Polytechnic University of Turin, Italy
Nigel Driffield, Warwick Business School, United Kingdom
Alessandra Perri, Luiss University, Italy
Charles Stevens, Rutgers University, United States of America</td></tr>
<tr><td>12:45
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13:45</td><td colspan="6">Lunch
HBS, Foyer</td></tr>
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<tr><td>13:45
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15:15</td><td colspan="5">Debate 2: So many stakeholders, so little democracy: How do you run a complex MNE hierarchy and give everyone a voice?
ICMA, 150
Chair: Peder Greve, University of Reading, United Kingdom
Speakers:
Elizabeth Yi Wang, University of Leeds, United Kingdom
Anna Grosman, Loughborough University London, United Kingdom
Emre Yildiz, Mälardalen University, Sweden
Ricardo Butriago, Egade Business School Tecnòlogico de Monterrey, Mexico - 2025-26 Inaugural Dunning Latin America Fellow</td></tr>
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R&D Collaborations, Internationalisation and Exit
ICMA G09
Chair: Alessandra Perri</td><td>Parallel Session 2.2: Regulation, Policy, and Market Structure in International Business
ICMA, G03/4
Chair: Ha-Phuong Luong</td><td>Parallel Session 2.3:
FDI, Location Choice and Institutional Contexts
HBS, G03
Chair: Ishmael Ali Esson</td><td>Parallel Session 2.4:
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HBS, G10
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Panellists:
Alain Verbeke, University of Calgary, Canada and University of Reading, United Kingdom
Winfried Ruigrok, University of St. Gallen, Switzerland
Stefano Elia, Politecnico di Milano, Italy
Liena Kano, University of Calgary, Canada
Marina Papanastassiou, University of Leeds, United Kingdom</td></tr>
<tr><td>17:30</td><td colspan="5">Conference bus departs for Gala Dinner
Car park 1A</td></tr>
<tr><td>18:30
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21:00</td><td colspan="5">Gala Dinner
Henley Business School, Greenlands Campus, Henley-on-Thames, RG9 3AU</td></tr>
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<tr><td>8:45</td><td colspan="5">Conference registration desk opens
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ICMA, Foyer</td></tr>
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ICMA, 150
Chair: Rita Fontinha, University of Reading, United Kingdom
Speakers:
Pedro Gomes, Birkbeck, University of London, United Kingdom
Esther Tippmann, University of Galway, Ireland
Luisa Helena Pinto, University of Porto, Portugal
Roland Maposa, University of Leeds, United Kingdom</td></tr>
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11:00</td><td colspan="5">Break I: Coffee &Tea
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11:00 – 12:45	**Parallel Session 3.1:** Executive Decision-Making, Governance and International Expansion ICMA G09 Chair: Peder Greve	**Parallel Session 3.2:** Geopolitical Risk and Global Value Chain Reconfiguration ICMA, G03/4 Chair: Georgios Patsiaouras	**Parallel Session 3.3:** Exporting, Productivity and Firm Resilience HBS, G03 Chair: Stefano Elia	**Parallel Session 3.4:** Knowledge and Innovation in the International Business Environment HBS, G04 Chair: Lars Hakanson	**Parallel Session 3.5:** Strategic Adaptations in Global Value Chains HBS, G13 Chair: Sabreena Zaman
11:00 – 12:45	**Parallel Session 3.6:** **Panel Session:** Meet-the-Editor HBS, G10 Chair: Xuchang Chen, University of Reading, United Kingdom Alessandra Perri, Industry and Innovation Davide Castellani, Journal of Industrial and Business Economics Dimitrios Georgakakis, Journal of Management Studies Irina Surdu, Multinational Business Review Jane Lu, Journal of World Business				
12:45 – 13.45	**Lunch** HBS, Foyer				
13:45 – 15:15	**Closing Plenary:** In Defence of MNE Governance (Alan Rugman Memorial Panel) ICMA, 150 Chair: Jane Lu, City University of Hong Kong, Hong Kong SAR Liena Kano, University of Calgary, Canada Lars Hakanson, Copenhagen Business School, Denmark Anthony Goerzen, Queen’s University, Canada - 2025-26 Alan Rugman Visiting Fellow Alain Verbeke, University of Calgary, Canada and University of Reading, United Kingdom				
15:30 – 16:00	**Closing Remarks** ICMA, 150				

Detailed Programme

Opening session: The Future of the Multinational and the Genesis of International Business

Time: Friday 17/04/2026, 09:15 – 10:00
Room: ICMA, 150

In 1976, Mark Casson and Peter Buckley, then young academics at the University of Reading, published The Future of the Multinational Enterprise. The book went on to become a cornerstone of the Reading School of International Business and, by many accounts, a founding contribution to the field of international business research as a whole. Fifty years later, the multinational enterprise remains a remarkably effective institutional arrangement for integrating cross-border activities, fostering innovation, and creating value across the global economy. Marking this anniversary offers an opportunity to reflect on the context in which the book was written, the ideas and questions that inspired it, and the global impact it has had on the field. This panel will give us the opportunity to consider the book's continuing relevance and the directions international business theory and research should take in the decades ahead.
Chair: Jeremy Clegg, University of Leeds, United Kingdom Panellists: Peter J Buckley, University of Manchester, United Kingdom Mark Casson, University of Reading, United Kingdom

Debate 1: MNEs in a Bipolar World: Consequences for International Business Strategy

Time: Friday 17/04/2026, 10:00 – 11:15
Room: ICMA, 150

This panel moves beyond political debate to address the structural consequences of a two-bloc global economic order, characterised by trade barriers and internal core-periphery dynamics. We assume this new reality and focus on strategic adaptation for Multinational Enterprises. Will GVCs become truncated and regionalised? Will we need new MNE organisational forms to manage cross-bloc operations? How will firms in the non-aligned bloc of countries leverage their position?
Chair: Rajneesh Narula, Henley Business School, University of Reading, United Kingdom Speakers: Khalid Nadvi, The University of Manchester, United Kingdom Katarina Blomkvist, Uppsala University, Sweden Liena Kano, University of Calgary, Canada Anthony Goerzen, Queen's University, Canada - 2025-26 Alan Rugman Visiting Fellow

Parallel Session 1

1.1 Digitalisation, AI and International Business Strategy

Session chair: Mariana Barbosa, Henley Business School, United Kingdom
Time: Friday 17/04/2026, 11:30 – 12:45
Room: ICMA, G51

Mariana Barbosa, Rajneesh Narula (Henley Business School, United Kingdom) *Not All Clicks are Equal: Revisiting the E-Commerce/Export Link*
Anthony Delmotte, Andrea Martínez-Noya, Esteban García-Canal (University of Oviedo, Spain) *Strategic Discourse on AI in a Global Consulting Firm: A Longitudinal Analysis of Institutional Inflection Points*
Giacomo Grassi, Cristina Di Stefano, Stefano Elia (Politecnico di Milano, Italy) *Managing the AI Automation–Augmentation Paradox in International Decision-Making*

1.2 Geopolitics, Procurement and International Strategic Responses

Session chair: Zhibo Qiu, Henley Business School, United Kingdom
Time: Friday 17/04/2026, 11:30 – 12:45
Room: ICMA, G09

Yulia Muratova (Aarhus University, Denmark) *Escalating Interstate Relations and MNCs' Public Procurement Awards in the Host Country*
Ali Arsalan Pasha Siddiqui, Ari Van Assche, Seyyed Milad Shirvani (HEC Montreal, Canada) *A Friend in Need is a Friend Indeed: Friendshoring and Geopolitical Alignment in International Public Procurement*
Zhibo Qiu[1]**, Jan Knoerich**[2] (1: Henley Business School, United Kingdom; 2: King's College London, United Kingdom) *Navigating Geopolitical Uncertainty and Legitimacy: The Experience of a Chinese State-Owned Enterprise in the United Kingdom (2013–2023)*

1.3 Innovation Systems and Technological Upgrading

Session chair: Katherin Pinzon, Universidad Complutense de Madrid, Spain
Time: Friday 17/04/2026, 11:30 – 12:45
Room: ICMA, G03/04

Enrico Alessandri[1], **Riccardo Cappelli**[2], **Marco Cucculelli**[2], **Jasmine Mondolo**[2] (1: University of Bologna, Italy; 2: Marche Polytechnic University, Italy) *Health Gains Without Green Shifts? Technological Trajectories in the Food Industry*
Katherin Pinzon, Isabel Álvarez (Universidad Complutense de Madrid, Spain) *The Interplay of Innovation Systems and Global Value Chains: An Analysis Based on the Aeronautics Industry in Ibero-American Countries*
Yu Ju Lo, Yen-Chen Ho (National Chung Hsing University, Taiwan) *Modelling Co-Inventor Networks in MNE: A Markov ERGM Approach to Knowledge Transfer*

1.4 Strategic Environmental Sustainability and Circular Transition

Session chair: Gabriel R.G. Benito, BI Norwegian Business School, Norway
Time: Friday 17/04/2026, 11:30 – 12:45
Room: HBS, G03

Louise Curran[1], **Shyamain Wickramasingha**[2] (1: TBS Education, France; 2: University of Sussex, United Kingdom) *The Impacts of the Shift to Circularity in the European Union on the Textiles Sector in the Global South*
Corina Fehlner, Gabriel R.G. Benito (BI Norwegian Business School, Norway) *Moving Towards Circularity: How Corporate Diversification Affects Circular Economy Transition*
Gabriella Guinlle, Maurice Wokke, Ans Kolk (University of Amsterdam, Netherlands) *Hydrogen Hype, Decarbonization, and EU Industrial Policy: An Analysis of 'Green Steel'*

1.5 Corporate Political Activity and Power Relationships in International Business

Session chair: Lev Shalev, Henley Business School, United Kingdom
Time: Friday 17/04/2026, 11:30 – 12:45
Room: HBS, G04

Raquel García-García[1], **Nicola Croxton**[2], **Carlos Martínez de Ibarreta Zorita**[3], **Laura Fernández-Méndez**[3], **Mark Bartlett**[2] (1: University of Oviedo, Spain; 2: Robert Gordon University, United Kingdom; 3: Universidad Pontificia Comillas, Spain) *From Voice to Choice: CEO Sociopolitical Activism and Firms' International Location Decisions*
Julia Albino (University of Edinburgh, United Kingdom) *The Politics of Collaboration: Power in Cross-Sector Partnerships Involving MNEs and Intergovernmental Organizations*
Lev Shalev, Irina Heim, Yelena Kalyuzhnova (Henley Business School, United Kingdom) *Influence as Green Insurance: Lobbying, Ethical Controversies, and Market Value in Carbon-Heavy Energy Firms*

1.6 Internationalisation Processes and Expansion Paths

Session chair: Marina Papanastassiou, University of Leeds, United Kingdom
Time: Friday 17/04/2026, 11:30 – 12:45
Room: HBS, 108

Marina Papanastassiou[1], **Ioannis Bournakis**[2], **Mina Sami Ayad**[3] (1: University of Leeds, United Kingdom; 2: Skema School of Business, France; 3: American College of Cairo, Egypt) *Beyond Initial Entry: Sequential Expansions of MNEs in French Regions*
Mónica Azevedo[1 2], **Carla Azevedo Lobo**[1 2], **Carla Santos Pereira**[1 2], **Natércia Durão**[1 2], **Stephan Gerschewski**[3] (1: Universidade Portucalense, Portugal; 2: REMIT- Research on Economics, Management and Information Technologies, Portugal, 3: Peking University HSBC Business School, United Kingdom) *The Roles of Innovation and Foreign Operation Modes in Small Firm Internationalisation: Evidence from Portugal*
Yukio Takagaki (Surugadai University, Japan)

Dynamic OLI Cycle in International Business: Case Analysis of Retail Business and Fast-food Business

1.7 Panel Session: Rethinking FDI Policy under Geopolitical Fragmentation

Panel chair: Katiuscia Lavoratori, Sapienza University of Rome, Italy
Time: Friday 17/04/2026, 11:30 – 12:45
Room: HBS, G10

In a context of geopolitical fragmentation, how should FDI policies be designed? As multinational enterprises (MNEs) increasingly operate under political alignment constraints, traditional economic frameworks may no longer fully explain firm investment behaviour. Rather than signalling deglobalization, current transformations reflect the selective reconfiguration of global value chains shaped by firm–state bargaining and geopolitical alignment. In this environment, domestic political institutions and strategic considerations may influence both MNE strategies and the organisation of international production. This panel aims to advance understanding of how FDI policies should be conceived under these conditions and asks whether existing economic frameworks remain adequate to guide industrial and investment policy today.
Panellists: Anna D'Ambrosio, Polytechnic University of Turin, Italy Nigel Driffield, Warwick Business School, United Kingdom Alessandra Perri, Luiss University, Italy Charles Stevens, Rutgers University, United States of America

Debate 2: So many stakeholders, so little democracy: How do you run a complex MNE hierarchy and give everyone a voice?

Time: Friday 17/04/2026, 13:45 – 15:15
Room: ICMA, 150

In this panel, we will explore how strategic leaders make decisions on stakeholder voice and enfranchisement in a global business context. Whilst there are many benefits of leading MNEs 'democratically', there are also costs associated with stakeholder engagement. We will ask to what extent an MNE can be democratic, whilst operating as a hierarchy, and whether there is an optimal degree of stakeholder voice/enfranchisement that will also give CEOs enough agency to implement strategy. How do MNEs find an optimal degree of stakeholder engagement?
Chair: Peder Greve, Henley Business School, University of Reading, United Kingdom Speakers: Elizabeth Yi Wang, University of Leeds, United Kingdom Anna Grosman, Loughborough University London, United Kingdom Emre Yildiz, Mälardalen University, Sweden Ricardo Butriago, Egade Business School Tecnòlogico de Monterrey, Mexico - 2025-26 Inaugural Dunning Latin America Fellow

Parallel Session 2

2.1 R&D Collaborations, Internationalisation and Exit

Session chair: Alessandra Perri, Luiss Business School, Italy
Time: Friday 17/04/2026, 15:30 – 17:15
Room: ICMA, G09

Alessandra Perri, Elisa Sabbadin, Ke Wu (Luiss Business School, Italy) *Who Loses from Foreign Market Exit? International R&D Collaborations and Inventor Performance*
Helen Hu (London School of Economics and Political Science, United Kingdom) *The Second Wave of Spillovers: How Internationalisation Motivations Shape Host-Country Technology Spillovers*
Yen-Chen Ho, Yi-Xun Fang, Florence (National Chung Hsing University, Taichung, Taiwan) *Strategic Timing in Critical Technology: A Cox Model Analysis of Geopolitical Events on REE-Dependent Patent Internationalization*
Tasneem Bani Khaled, Jun Du, Agelos Delis, Dalila Ribaudo (Aston Business School, United Kingdom) *The Performance Effects of R&D Collaboration: Channels, Scope, and Capability-Based Boundary Conditions.*

2.2 Regulation, Policy, and Market Structure in International Business

Session chair: Ha-Phuong Luong, Henley Business School, United Kingdom
Time: Friday 17/04/2026, 15:30 – 17:15
Room: ICMA, G03/4

Chris Jones[1]**, Matt Olczak**[1]**, Ha-Phuong Luong**[2]**, Yama Temouri**[3] (1: Aston University, United Kingdom; 2: Henley Business School, United Kingdom; 3: United Arab Emirates University, United Arab Emirates) *From Haven to Hegemony: How Multinational Tax Avoidance Shapes Industrial Concentration*
Winfried Ruigrok, Wei Lin, Xiaoxu Zhang (University of St Gallen, Switzerland) *Compensation Regulations in Large Banks: Promoting or Preventing the Next Crisis?*

Annabelle Brenes, Eduardo Ibarra-Olivo, Rajneesh Narula (Henley Business School, United Kingdom) *Lights on: The Economic Impact of Special Economic Zones in Central America, Colombia and the Dominican Republic*
Kabaly P Subramanian (Arab Open University, Oman) *From Firm-Centric to System-Centric International Business: Reimagining International Business (IB) Theory for a World of Strategic Interdependence*

2.3 FDI, Location Choice and Institutional Contexts

Session chair: Ishmael Ali Esson, Henley Business School, United Kingdom
Time: Friday 17/04/2026, 15:30 – 17:15
Room: HBS G03

Ishmael Ali Esson (Henley Business School, United Kingdom) *The Unpredictability of Formal Rules and MNEs' Greenfield Investment Location Choice: Evidence from Africa*
Ninel Seniuk *Chinese Direct Investment in Russia in the Face of Global Volatility (2011-2021): New Drivers and Determinants?*
Peter Shoko Odunga (Moi University Kenya, Kenya) *The Impact of Foreign Direct Investment (FDI) on Export Performance in Kenya and Tanzania: An OECD and Non-OECD Perspectives*
Sitian Wang (Aston University, United Kingdom) *How Trade Policies Shape MNE Location Choices: Strategic Heterogeneity in the Automotive Global Value Chain*

2.4 Strategic Outcomes of Headquarters-Subsidiaries and Customer Relationships

Session chair: Quyen Nguyen, Henley Business School, United Kingdom
Time: Friday 17/04/2026, 15:30 – 17:15
Room: HBS, G04

Seyed Hossein Chabok, Dimitrios Tsagdis, Sajjad Jasimuddin (Kedge Business School,

France) *The Structure of Headquarters Attention and Subsidiary Resilience*
Quyen Nguyen (Henley Business School, United Kingdom) *Innovation Performance of MNE Foreign Subsidiaries: Exploring the Direct Effects of Subsidiary-Level Resource Orchestration Capability, Risk-Taking, and The Moderating Effects of Subsidiary Age and Parent Firm Support*
Garima Garg, Mayank Sewak (Newcastle University, United Kingdom) *Home-Bias or Host-Run: Subsidiary Human Capital Development Perspective*
Chul Chung (Henley Business School, United Kingdom) *Relational Foundations of Capability Development in International Customer Diversification: A Case Study of a Korean Automotive Supplier*

2.5 International Human Capital and Workforce Dynamics

Session chair: Rita Fontinha, Henley Business School, United Kingdom
Time: Friday 17/04/2026, 15:30 – 17:15
Room: HBS, 108

Chris Brewster, Rita Fontinha (Henley Business School, United Kingdom) *The International Workforce*
Nigel Driffield[1]**, Santiago Gallego-de-Caceres**[1]**, Jim Love**[2] (1: University of Warwick, United Kingdom 2: University of Leeds, United Kingdom) *The Need for Microfoundations and Distributive Justice in International Business*
Lucia Casap (Henley Business School, United Kingdom) *Defining International Human Capital: A Multilevel Framework*
Alexei Koveshnikov (Aalto University, Finland) *Expatriates' Local Language Proficiency and Humor Use in Shaping Supervisors' Attitudes and Evaluations*

2.6 Panel Session: The Microfoundations of IB: A Critique and Future Paths

Panel chair: Dimitrios Georgakakis, University of Leeds, United Kingdom
Time: Friday 17/04/2026, 15:30 – 17:15
Room: HBS, G10

This panel will approach the notion of international business (IB) microfoundations as a burgeoning area that holds potential to advance IB theory and research. The panellists will reflect on the various fallacies surrounding the area of IB microfoundations and will discuss how these fallacies can be overcome by adopting a multilevel and holistic approach that considers the complex interactions between actors inside and outside the MNE. Different dimensions of IB microfoundations will be covered. The panel will conclude with some discussion on how a microfoundational focus can extend the heritage that the Reading School of International Business has offered us.
Panellists: Alain Verbeke, University of Calgary, Canada and Henley Business School, United Kingdom Winfried Ruigrok, University of St. Gallen, Switzerland Stefano Elia, Politecnico di Milano, Italy Liena Kano, University of Calgary, Canada Marina Papanastassiou, University of Leeds, United Kingdom

Debate 3: The Role of Time in Multinational Organisations – Flexibility, Control, and Asymmetry

Time: Saturday 18/04/2026, 9:15 – 10:45
Room: ICMA, 150

Across the world, organisations are reimagining the role of time in work. From remote and hybrid models to flexible schedules and work time reduction initiatives, multinational enterprises (MNEs) are experimenting with new ways to structure and manage labour. Yet, these practices do not unfold evenly across global operations. How can flexibility be meaningfully implemented within the complex architecture of the multinational organisation, where headquarters and subsidiaries often operate under very different economic, cultural, and institutional conditions? What asymmetries emerge when flexible working practices are extended, or restricted, across borders? This panel explores how MNEs negotiate the balance between global HR strategies and local realities, addressing the tensions between autonomy and control, equity and efficiency, and the strategic management of time as a key resource in contemporary organisations.
Chair: Rita Fontinha, Henley Business School, University of Reading, United Kingdom Speakers: Pedro Gomes, Birkbeck, University of London, United Kingdom Esther Tippmann, University of Galway, Ireland Luisa Helena Pinto, University of Porto, Portugal Roland Maposa, University of Leeds, United Kingdom

Parallel Session 3

3.1 Executive Decision-Making, Governance and International Expansion

Session chair: Peder Greve, Henley Business School, United Kingdom
Time: Saturday 18/04/2026, 11:00 – 12:45
Room: ICMA, G09

Wei Lin (University of St. Gallen, Switzerland) *Who is in Charge? Board Chair and CEO Effects on Firm Internationalization*
Ayşe Kayacı[1], **Peder Greve**[2] (1: Dicle University, Turkey; 2: Henley Business School, United Kingdom) *How CEO Experience Diversity Shapes FDI Motivation: Evidence from CEO Power and Chair–CEO Relationships*
Gaurav Kumar (XLRI Xavier School of Management, India) *From Exports to OFDI: Generational Progression and Alternative Ownership Structures in Indian Family SMEs*
Mads E. Wedell-Wedellsborg[1], **Xinran Wang**[2], **Jiaoyue Su**[2], **Dimitrios Georgakakis**[2], **Winfried Ruigrok**[3] (1: Henley Business School, United Kingdom; 2: University of Leeds, United Kingdom; 3: University of St Gallen, Switzerland) *A Storm's Aftermath: The International Dynamic Managerial Capabilities of Executive Directors in the UK Before and After Brexit*

3.2 Geopolitical Risk and Global Value Chain Reconfiguration

Session chair: Georgios Patsiaouras, University of Leicester, United Kingdom
Time: Saturday 18/04/2026, 11:00 – 12:45
Room: ICMA, G03/4

Georgios Patsiaouras[1], **Michael Saren**[2], **William Green**[2] (1: University of Leicester, United Kingdom; 2: University of Birmingham, United Kingdom) *Geopolitical Risk and International Business: A Multi-Disciplinary Review and Research Agenda*
Xiaomian Dai (University of Oxford, United Kingdom)

Asymmetric Global Value Chain Reconfiguration Under Geopolitical Rivalry: Evidence from Entity List
Caifei Chen[1]**, Bo Pan**[2] (1: University of Leeds, United Kingdom; 2: University of Leicester, United Kingdom) *Geopolitical Risk, Natural Disasters, and the Reconfiguration of Production Capabilities*
Ninel Seniuk *BRICS as a New Geoeconomic Opportunity and Global Institutional Challenge*

3.3 Exporting, Productivity and Firm Resilience

Session chair: Stefano Elia, Politecnico di Milano, Italy
Time: Saturday 18/04/2026, 11:00 – 12:45
Room: HBS, G03

Mariana Barbosa (Henley Business School, United Kingdom) *Technology, Productivity Gains, and the Decision to Export*
Filip De Beule[1]**, Stefano Elia**[2] (1: KU Leuven, Belgium, 2: Politecnico di Milano, Italy) *How Mobile Money Offsets Institutional Weakness and Enables Export Readiness in Sub-Saharan Africa*
Amir R. Anaraki[1]**, Georgios Batsakis**[1 2]**, Goudarz Azar**[3] (1: Brunel University London, United Kingdom; 2: The American College of Greece, Greece; 3: Middlesex University London, London, United Kingdom) *Brexit, Digital Channels, and the Reconfiguration of Exporting Firms*
Anna D'Ambrosio[1 2]**, Maria Laura Pupo**[1]**, Luigi Benfratello**[1 2]**, Greta Falavigna**[2] (1: Polytechnic of Turin, Italy; 2: IRCRES- CNR, Italy) *Pandemic Shock and Firm Resilience: Evidence from Italy*

3.4 Knowledge and Innovation in the International Business Environment

Session chair: Lars Hakanson, Copenhagen Business School, Denmark
Time: Saturday 18/04/2026, 11:00 – 12:45
Room: HBS, G04

Zeynep Yavic[1], **Rafael A. Corredoira**[2] (1: Florida Gulf Coast University, United States of America; 2: Newcastle University, United Kingdom) *Gender Diversity, Institutions, and the Innovation Frontier: A Multi- Country Study of the Moderating Effect of Evolving Institutions*
Jong Min Lee, Gabriel Lau (Yonsei University, Korea) *Forged in Stringency: How Environmental Regulatory Diversity Shapes Green Innovation in EMNEs*
Marina Papanastassiou[1], **Skylar Wan**[1], **Evis Sinani**[2], **Chrysanthi Economou**[3], **Dimitrios Georgakakis**[1], **Si Zhang**[4] (1: University of Leeds, United Kingdom; 2: Copenhagen Business School, Denmark; 3: University of Reading, United Kingdom; 4: University of Chinese Academy of Science, China) *Innovating for Biodiversity: Environmental Innovation Impact on Country Biodiversity Risk and Corporate Biodiversity Commitment*
Lars Hakanson (Copenhagen Business School, Denmark) *Archetypes of Knowledge Governance: Towards a More General Theory*

3.5 Strategic Adaptations in Global Value Chains

Session chair: Sabreena Zaman, Henley Business School, United Kingdom
Time: Saturday 18/04/2026, 11:00 – 12:45
Room: HBS, G13

Yongjiang Shi[1], **Sihan Li**[1], **Yeqi Wang**[2], (1: University of Cambridge, United Kingdom; 2: Zhejiang University, China) *Ecosystem-Based Dynamic Capabilities for Global Value Chain Reconfiguration in Emerging-Market Multinationals*
Jing Yuan (Henley Business School, United Kingdom) *China and Global Value Chains: A Systematic Literature Review, Theoretical Framework, and Future Research Directions*
Sabreena Zaman[1], **Cristian Luise**[1], **Miguel Dindial**[2], **Rajneesh Narula**[1] (1: Henley Business School, United Kingdom; 2: University of Leeds, United Kingdom*)* *Supplier Agency in Global Value Chains: Unpacking Supplier Responses to Compliance Pressure*

Tao Zou, Yundan Gong (King's College London, United Kingdom) *Relocation Strategies and Buyer-Supplier Relationship Transformation amid US-China Geopolitical Tension: A Third-country Perspective Vietnam*

3.6 Meet the Editor

Session chair: Xuchang Chen, University of Reading, United Kingdom
Time: Saturday 18/04/2026, 11:00 – 12:45
Room: HBS, G10

This panel brings together experienced editors from leading international business and management journals to offer guidance on how to navigate the publication process. The discussion will focus on what editors look for in submissions, how authors can position their contribution more effectively, and common pitfalls to avoid. The session aims to demystify the review process, help participants understand how to align their manuscripts with editorial expectations, and provide concrete advice for improving the chances of a successful submission.
Alessandra Perri (Luiss Business School, Italy) *Industry and Innovation*
Davide Castellani (University of Reading, United Kingdom) *Journal of Industrial and Business Economics*
Dimitrios Georgakakis (University of Leeds, United Kingdom) *Journal of Management Studies*
Irina Surdu (University of Warwick, United Kingdom) *Multinational Business Review*
Jane Lu (City University of Hong Kong, Hong Kong SAR) *Journal of World Business*

Closing Plenary: In Defence of MNE Governance (Alan Rugman Memorial Panel)

Time: Saturday 18/04/2026, 13:45 – 15:15
Room: ICMA, 150

This panel celebrates Alan Rugman's unmatched oeuvre in international business research. The four speakers will show how 'Rugmanesque' thinking still deeply influences present work in the field and how it is particularly useful to explain modern multinational enterprise (MNE) functioning as it is, not how we might wish it to be.
Chair: Jane Lu, City University of Hong Kong, Hong Kong SAR Liena Kano, University of Calgary, Canada Lars Hakanson, Copenhagen Business School, Denmark Anthony Goerzen, Queen's University, Canada - 2025-26 Alan Rugman Visiting Fellow Alain Verbeke, University of Calgary, Canada and University of Reading, United Kingdom

The Dunning Centre for International Business

Henley Business School
UNIVERSITY OF READING

General information for delegates

Conference Venue

Henley Business School and ICMA Centre, University of Reading
Whiteknights Campus. Reading
RG6 6UD
Telephone: +44 (0) 118 378 7667

Conference Registration

Conference registration will take place in the ICMA building. Delegates are kindly requested to wear their identification badge throughout the conference.

Entrances for registration. Signs will be available on the day

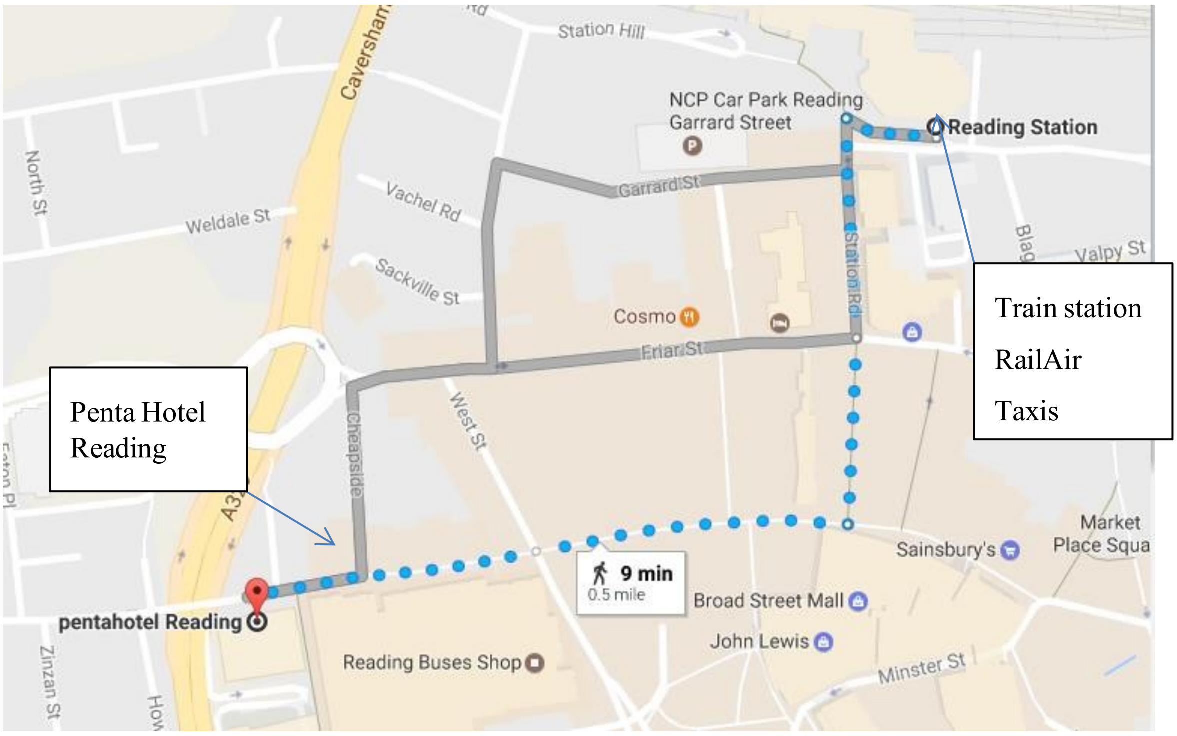
Delegate Wi-Fi Access

Wi-Fi will be available throughout the conference venue. To connect, you will need a username and password. The easiest way to connect is via Eduroam, which is available at Henley Business School. If your institution supports Eduroam, we recommend setting it up before you travel. You can then log in using your usual institutional credentials during the conference.
If you do not have access to Eduroam or are unable to connect, please contact the admin team in advance at dunning@henley.ac.uk. Wi-Fi credentials will be sent to you directly prior to your conference attendance.

Conference Hotel

The Penta Hotel is a ten-minute walk from Reading train station. See the map below. For information about how to get from the Penta Hotel to the University, see information about bus transportation below (within the "Travelling from Reading Town to the University and back" session).

The Penta Hotel
Oxford Road, Reading
RG1 7RH, United Kingdom
Tel +44 118 958 6222
www.pentahotels.com
The nearest car park facilities:
The Q Car Park
Chatham Street
RG1 7DS Reading



Transport and Travel

Travelling to Reading from London Heathrow Airport

If flying to London Heathrow (the nearest airport to Reading), the most economical way to travel between Reading and Heathrow is to catch the RailAir bus or get on the Elizabeth Line. A return ticket by the RailAir bus is between £24 and £36. The bus arrives and departs from Reading train station in Reading from London Heathrow Terminal 2, Terminal 3 and Terminal 5. There is a free inter-terminal transfer using the Elizabeth Line from Terminal 4 to Terminal 5 or Terminal 2/3. For details, please see: https://www.firstbus.co.uk/railair.

The Elizabeth line leaves from Terminals 2 & 3, Terminal 4 and Terminal 5. Take the line to Hayes & Harlington, then connect to the next Elizabeth Line train to Reading. This should take around 50 minutes. Please note that there is a free transfer available. Use the Journey Planner for the Elizabeth Line here: https://www.heathrow.com/transport-and-directions/by-rail-or-train/elizabeth-line.

Delegates preferring to travel by taxi are advised to pre-book it. We recommend London Cars: +44 (0) 118 932 1321 or Yellow Cars: +44 (0) 118 966 6555. The cost of a taxi booked in advance is approximately £60-70, while a black cab from the taxi rank at Heathrow will be closer to £120.

Travelling to Reading from Gatwick Airport

Visitors flying to London Gatwick (LGW) can take a direct train to Reading, which takes approximately 1 hour and 15 minutes. There is one train every hour. For more information, use https://www.thetrainline.com/

Travelling to Reading from Stansted Airport

For travel from Stansted Airport to Reading, take the Stansted Express from the airport to London Liverpool Street. From there, you can connect to the **Elizabeth line** directly to Reading. For further details, please see: https://www.stanstedexpress.com/

To access the Elizabeth line at Liverpool Street, go through the arches at the side of the main concourse near Platform 1. An alternative entrance is located in the plaza between Blomfield Street and Old Broad Street.Alternatively, you can travel to London Paddington and take a direct train to Reading (approximately 25 minutes). The overall journey time is approximately 1 hour 50 minutes.

Travelling to Reading from Luton Airport

From Luton Airport Parkway, travelling by train is the fastest option, although it typically requires two changes. Take a train from Luton Airport Parkway to Farringdon. From there, you can take the Elizabeth line either directly to Reading (which may take slightly longer) or to London Paddington. From Paddington, take a direct train to Reading (approximately 25 minutes). The overall journey time is approximately 1 hour 35 minutes.

Travel by train between Reading and Central London

Reading is a mainline train station and is easily accessible from most other places in the UK. There are direct rail links from many major cities, including Birmingham, Manchester, Glasgow, Cardiff, Bristol, and Exeter, as well as a number of routes through London.

If you are travelling from or via London, the quickest route to take is from London Paddington station. Trains from London Paddington to Reading run approximately every 15-20 minutes throughout the day and the average journey time is around 30 minutes. Trains from Waterloo Station take about an hour. A return ticket during rush hour (peak times) costs about £50. After 09:30 am, a return ticket costs less than £25 (off-peak tickets). Peak times from Reading are 06:00-9:30 am. Peak times from London are 06:00-09:30, and 16:00-18:00.

To check the train times, please see the National Rail website: www.nationalrail.co.uk or https://www.thetrainline.com/

Travel by Eurostar

If you travel by Eurostar, you will arrive at St. Pancras International from Paddington Station. However, they are connected by the Tube or bus. Please check the TFL app or website for the London Transport connection. For more information, please see: https://tfl.gov.uk/

For public transport within London, you can either buy a ticket or use an Oyster card. Alternatively, you can also use your contactless credit/debit card and Apple Pay/Google Pay as an alternative to an Oyster card.

Travelling from Reading Town to the University and back

Public bus numbers 20 and 21 can be taken from the train station (stop EK) and from various locations across town to reach the University. The nearest bus stop to the Penta Hotel is St. Mary's Butts (stop CR). Public bus number 20 provides a faster journey to the University campus, with minimal stops in between. During peak hours, buses run every 7–8 minutes between the town and the University.

Please see route maps here for Bus number 20: https://www.reading-buses.co.uk/services/RBUS/20; Bus number 21: https://www.reading-buses.co.uk/services/RBUS/21

The delegates will be emailed a QR code (free ticket) to use for bus journeys within Reading to the university on bus 20 and 21, only from Friday, 17 April to Saturday, 18 April. Please note that if you do pay for a trip, it will not be reimbursed. Delegates can also locate a taxi if preferred. There will be university representatives waiting at St. Mary's Butts stop (stop CR) and Reading Train Station stop (stop EK) between 07:30 am and 08:30 am on Friday, 17 April.

Many other buses will get you near the University of Reading Whiteknights Campus. The Christchurch Green bus stop is only a few steps from the Whiteknights Campus entrance. We recommend you use the Reading Buses app (https://www.reading-buses.co.uk/app) to plan your journey.

On the evening of the **Gala Dinner**, buses are provided between the University and the venue at Greenlands (Henley) and back to Reading (university and town centre) once the evening concludes. Buses will not pick up people at the town centre on the way to Greenlands.

Travelling to the Whiteknights campus by car

All visitors to our campuses on Monday to Friday between 08:00 and 17:00 should be aware that parking needs to be pre-arranged.

Guests who submitted their car details during registration will receive an email in advance with full parking instructions. A space in Car Park 5 (Visitor Car Park) will be reserved for you, along with guidance on how to locate it. If you did NOT provide your vehicle details ahead of time, you will need to collect a parking permit from the registration desk upon arrival. Please ensure the permit is clearly displayed in your vehicle after parking.

The Whiteknights Campus of the University of Reading is approximately 1.5 miles from the M4. Delegates coming by car should follow the signs for the University of Reading from the M4 (J11), and if coming from central Reading, should follow the signs for the A327 to Aldershot. The main entrance to the University is on A327, Shinfield Road. Please drive ahead and then take the first turning on the left. Car park number 1A or 2 is the closest to the Henley Business School. For a detailed map of the Campus see https://www.reading.ac.uk/essentials/campus-and-local-area/campus-maps, which has been designated for conference delegates. The postcode for your Sat Nav is RG6 6UR.

Travel by taxi within Reading

There is a taxi rank outside the Reading railway station. A taxi will cost approximately £12. There is no taxi rank on the campus. Taxis must be pre-booked by phone. The University of Reading recommends the following taxi services:

Loddon Cars: +44 (0) 118 932 1321

Yellow Cars: +44 (0) 118 966 0660

Conference Gala Dinner venue

The dinner venue is Henley Business School, Greenlands Campus, Henley-on-Thames, RG9 3AU. There will be buses provided for travel from the University to the Gala Dinner venue and back. The bus pick up to the Gala Dinner venue is at 17:30 from car park 1A at Henley Business School, Whiteknights Campus. Buses will take all delegates back to Reading Station and the Penta Hotel after the Gala Dinner.

Please note that buses will not pick up conference delegates in the town centre on the way to the Gala Dinner.

Delegates with dietary restrictions

When entering the Gala Dinner Hall, guests with dietary restrictions are kindly requested to collect a colour-coded place card with their name from the table available in the room, and place the card at their dinner table for identification by waiting staff.

Food and Drinks around Reading

Restaurants

London Street Brasserie – £££
Serving a range of international dishes to the highest standards. It has won both critical acclaim and Michelin recognition and has also been voted Restaurant of the Year.
Location: 2–4 London St, Reading RG1 4PN
Website: https://www.londonstreetbrasserie.co.uk/

The Reading Room Restaurant & Bar – ££
Sophisticated restaurant & bar serving modern European food using locally sourced ingredients
Location: 26 The Forbury, Reading RG1 3EJ
Website: https://www.roseatehotels.com/reading/theroseate/dine/the-reading-room/

Buenasado Argentine Steakhouse – ££
European and British bar and restaurant.
Location: 17–19 Valpy St, Reading RG1 1AR
Website: https://www.valpys.co.uk/

Miller & Carter – ££ (Steakhouse)
Location: Unit 5 Riverside Level, The Oracle Centre, Reading RG1 2AG, England
Website: https://www.millerandcarter.co.uk/restaurants/south-east/millerandcarteroracle#/

Côte Reading – ££
French and European cuisine with gluten free options.
Location: 9 The Riverside, Town Centre, Reading RG1 2AG
Website: https://www.cote.co.uk/restaurant/reading/

Zerodegrees Microbrewery & Restaurant – ££
Craft beer fresh from the tanks, fusion cuisine, and pizzas in a modern industrial-chic microbrewery.
Location: 9 Bridge St, Reading RG1 2L
Website: https://www.zerodegrees.co.uk/

House Of Flavours - ££ (Indian Restaurant and Bar3)
Location: 32 – 36 Kings Road, Reading, RG1 3AA
Website: https://house-of-flavours.co.uk/

Biryani Mama – ££ (Indian Restaurant)
Location: 64 St Mary's Butts, Reading RG1 2LG
Website: https://www.thebiryanimama.co.uk/

Zia Lucia – £ (Italian Restaurant)
Location: 65 St Mary's Butts, Reading RG1 2LG
Website: https://zialucia.com

The SOJU - ££ (Korean Restaurant)
Location: 9-11 Kings Walk, Reading, RG1 2HG
Website: https://www.thesoju.co.uk/

Banh Mi QB – £ (Vietnamese Restaurant)
Location: Unit 8, 19-23 King St, Reading RG1 2HG
Website: https://www.instagram.com/banhmi_qb/

Pubs and Bars

Siren Craft Brew - ££ (Craft Brewing)
2-4-1 on selected drinks Monday - Thursday between 5pm and 7pm
Location: 1 Friars Walk, Reading RG1 1HP
Website: https://www.sirencraftbrew.com/pages/siren-rg1

The Boundary – ££ (British Pub)
Location: 21–23 St Mary's Butts, Reading RG1 2LN
Website: https://www.crafted-social.co.uk/boundary-reading

The Lyndhurst – ££ (British Pub)
Location: 88 Queens Rd, Reading RG1 4DG
Website: https://www.thelyndhurstreading.co.uk/index

Vino.Vita. Italian Wine Bar – ££
Location: Minerva House, 20 Valpy St, Reading RG1 1AR
Website: https://vinovita.bar/

The Allied Arms
Location: 57 St Mary's Butts, Reading RG1 2LG
Website: https://allied-arms.co.uk

The Botanist Reading – ££
Gastropub-style dining, kebabs, brunch, and botanical cocktails in a striking interior.
Location: 1–5 King St, Reading RG1 2HB
Website: http://www.thebotanist.uk.com/locations/reading

Blue Collar Corner – ££ (Bar)
Location: Blue Collar Corner, 15 Hosier St, Reading RG1 7QL
Website: https://www.bluecollarstreetfood.co.uk

Coconut Bar & Kitchen – ££ (Cocktail Bar & Asian Dishes)
Location: 62 St Mary's Butts, Reading RG1 2LG
Website: http://www.coconutbarkitchen.co.uk/

Health and Safety Information

Fire Emergency

If you discover a fire, you must:

- If safe to do so, close the door of the room.
- Raise the alarm using the nearest fire alarm call point.
- Phone the emergency services using the nearest telephone (0–999 on an internal University phone, or 999 on a mobile phone) OR
- Phone Security Services Emergency Control on extension 6300 (0118 378 6300 on a mobile).
- Evacuate the building using the nearest fire exit; report to the assembly point in Car Park 2.

Only attempt to put out the fire if it is safe to do so. If you call the emergency services on 0–999, you must inform Security Services Control of this so that Security can help to direct the emergency services.

On hearing a continuous alarm, you must:

- Evacuate the building as quickly as possible, using the nearest safe exit. Lifts must not be used (unless they are clearly marked as suitable for the evacuation of disabled people; they should then only be used for the evacuation of disabled people).
- Ensure that staff/students/visitors who need assistance are escorted to a Refuge Area or out of the building.
- Close all doors and windows in the area before leaving, but not if this will endanger yourself.
- Report to the Fire Warden/Evacuation Officer (wearing a fluorescent jacket) at your designated assembly point in Car Park 2 (see map overleaf).
- Do not re-enter the building or leave the assembly point until advised by the Emergency Services or Evacuation Officer that you can do so.

First Aid

The appointed first aiders are Jana Oslejova and Jessica Lomas.

For minor medical assistance, please contact Jana Oslejova on 0118 378 7667.

For Medical Emergencies

- To call an ambulance: dial 999 (from an internal phone, add the prefix 0 or 9 to obtain an external line).
- Ask for the ambulance service. Be prepared to give details of: the nature of the accident/injury; the condition of the casualty; and your exact location (including building name (Henley Business School), floor, room number, etc.).
- Phone University Security on 0118 378 6300 to alert them to the fact that an ambulance has been called. Ask them to direct the ambulance to your location.
- Be prepared to send other helpers to direct Security and ambulance personnel to your location.
- Provide reassurance to the casualty until trained help arrives.

Book of Abstracts

Friday 17th April 2026

Parallel Session 1

1.1 Digitalisation, AI and International Business Strategy

Not all clicks are equal: revisiting the e-commerce/export link

Mariana Barbosa, Rajneesh Narula
Henley Business School, United Kingdom
Email: m.s.soaresaraujobarbosa@pgr.reading.ac.uk

Abstract: One in five retail transactions now occurs digitally, fueling growing research on e-commerce's impact on exports. Yet despite this attention, few studies examine how different e-commerce setups affect export performance. In this paper, we argue that platform-based e-commerce has a greater positive effect on exports than firm-owned websites, due to its broader reach and lower need for complementary investments. We also develop hypotheses regarding how this relationship is moderated by firm size and evolves over time. We test these assertions with a sample of Portuguese firms between 2014-2023. The results show that, generally, platform e-commerce is more important than website e-commerce for foreign sales performance. Platform usage is also increasing in importance over time. We also highlight how firm heterogeneity changes the results: website e-commerce benefits medium-sized firms most, with limited effects for small firms and diminishing returns for large firms, whilst platform e-commerce yields consistent gains across all sizes.

Strategic Discourse on AI in a Global Consulting Firm: A Longitudinal Analysis of Institutional Inflection Points

Anthony Delmotte, Andrea Martínez-Noya, Esteban García-Canal
University of Oviedo, Spain
Email: UO309518@uniovi.es

No Abstract

Managing the AI Automation–Augmentation Paradox in International Decision-Making

Giacomo Grassi, Cristina Di Stefano, Stefano Elia
Politecnico di Milano, Italy
Email: giacomo.grassi@polimi.it

Abstract: The rise of GenAI reinforces the tension between automation and augmentation in international decision-making. Building on paradox theory, we examine how middle managers in multinationals strike a balance between automating processes for efficiency and augmenting them to preserve human oversight and contextual alignment. Using Q-methodology, twenty-eight Italy-based middle managers sorted a 33-statement Q-set spanning descriptive, predictive, and prescriptive/generative tasks across geopolitical/regulatory constraints, local cultural adaptation, managerial legitimacy, and ethical responsibility concerns. The post-sort interviews clarified the rankings, revealing three main perspectives – context-sensing guardians, lean-automation

pragmatists, and strategic co-pilots – each distinguished by their switching thresholds between automation-leaning and augmentation-leaning stances. We synthesize these patterns by showing how switching is shaped by the interplay between (I) task type codifiability and (II) contextual stake intensity, explaining when and why managers shift from efficiency to contextual effectiveness; within the latter, volatility and accountability emerge as especially salient intensifiers. This study refines our understanding of AI-driven decision-making in IB by combining paradox theory with micro-level switching logics, validating the interpretive value of Q-method, and offering governance guidance: set automation defaults for codified routines, escalate to oversight as contextual stakes rise (including volatility and accountability exposure), and ensure proportional transparency – i.e., explanations matched to stakes.

1.2 Geopolitics, Procurement and International Strategic Responses

Escalating Interstate Relations and MNCs' Public Procurement Awards in the Host Country

Yulia Muratova
Aarhus University, Denmark
Email: yulia.muratova@mgmt.au.dk

Abstract: The engagement in public procurement of multinational companies (MNCs) in host countries is a black box in international business (IB) research. This study aims to remedy this by examining how escalating home-host interstate relations – that reflect geopolitical shifts between country dyads – influence the number of procurement contracts awarded in the host country to MNC subsidiaries from conflicting home countries. Drawing on the social identity theory, I propose that deteriorating interstate relations trigger intergroup conflict between local buyers and MNC subsidiaries in the market for public procurement decreasing trust and increasing risk of opportunistic behavior in an exchange relationship. Furthermore, I examine whether an MNC's repeated engagement in procurement and local government's dependence on an MNC for promoting regional socio-economic development weakens this negative association. I obtain results consistent with the propositions utilizing procurement data on 510 MNCs from 39 countries operating in Russia in 2015-2021. This study makes several contributions to the IB literature, particularly examining the impact of conflictual interstate relations on firm strategy, as well as non-market strategy and business-government relations.

A Friend in Need is a Friend Indeed: Friendshoring and Geopolitical Alignment in International Public Procurement

Ali Arsalan Pasha Siddiqui, Ari Van Assche, Seyyed Milad Shirvani
HEC Montreal, Canada
Email: ali.siddiqui@hec.ca

Abstract: Although trading with geopolitically aligned partners - commonly referred to as friendshoring - is widely advocated as a risk-mitigation tool, the extent and circumstances under which this practice is employed have received limited scholarly attention. Even more so, the distinction between its occurrence in public and private sector procurement in the context of geopolitics and economic security merits a timely examination. Using data from inter-country input-output tables tallied with country voting behaviour in the UN for the period 1995-2020, we demonstrate that friendshoring is more pronounced in public procurement than in private procurement. We further document that it is particularly salient in sectors that are considered strategically salient for a state's national interest. Our findings further show that friendshoring in public procurement has

systematically intensified across the globe since the Great Recession of 2008-2009.

Navigating Geopolitical Uncertainty and Legitimacy: The Experience of a Chinese State-Owned Enterprise in the United Kingdom (2013–2023)

Zhibo Qiu, Henley Business School, United Kingdom
Email: zhibo.qiu@henley.ac.uk
Jan Knoerich, King's College London, United Kingdom

Abstract: The foreign direct investment (FDI) of Chinese state-owned enterprises (SOEs) has come under increasing political scrutiny in Western host countries amid escalating geopolitical tensions. Existing international business literature largely conceptualises state ownership as either an asset or a liability, treating ownership as a static firm-level attribute. Moreover, while prior studies identify multiple legitimacy-related challenges faced by SOE subsidiaries, limited research explains how SOEs adapt over time to politically volatile host-country environments. This study examines how a Chinese SOE navigated geopolitical uncertainty in the United Kingdom between 2013 and 2023, a period marked by a dramatic shift in UK-China relations from political rapprochement to strategic contestation. Drawing on an in-depth longitudinal case study, we trace how the SOE adjusted its market and nonmarket strategies in response to changing legitimacy expectations. Our analysis highlights the pivotal role of subsidiary leadership in orchestrating stakeholder engagement and organisational capability building under conditions of political uncertainty. We argue that state ownership should be understood not as a fixed categorical attribute, but as a contingent resource whose strategic value fluctuates across political contexts. Building on this insight, we develop a process model that captures how SOEs reconfigure their strategies across phases of cordial, conditional, and contested legitimacy. By foregrounding the temporal dynamics of ownership and legitimacy, this study moves beyond static asset-liability debates and offers a processual framework for understanding SOE internationalisation in an era of heightened geopolitical uncertainty.

1.3 Innovation Systems and Technological Upgrading

Health gains without green shifts? Technological trajectories in the food industry

Enrico Alessandri, University of Bologna, Italy
Email: enrico.alessandri@unibo.it
Riccardo Cappelli, Marco Cucculelli, Jasmine Mondolo, Marche Polytechnic University, Italy

Abstract: In recent decades, the food system has undergone significant changes driven by various emerging trends, including growing public concerns about the sustainability of food consumption. In this paper, we investigate whether and to what extent technological developments have steered the food sector toward health-oriented and/or environmentally sustainable directions. To this end, we map the worldwide food technological trajectories using PATSTAT patent data covering the period 1860 –2020 and apply the Main Path Analysis to patent citation networks. Our findings reveal that, especially since the mid-1990s, the food sector has experienced a marked "health path", in which policy interventions have likely played a significant role. By contrast, environmentally friendly innovations account for only a small share of total food innovations, with green trajectories concentrated mainly in earlier stages of food processing. These results suggest that, although the food sector has made substantial progress along a health-oriented path, it has not yet fully embraced the green transition. Our analysis also provides policy recommendations to further align food technologies with both health and sustainability goals.

The interplay of Innovation Systems and Global Value Chains: An Analysis based on the Aeronautics Industry in Ibero-American countries

Katherin Pinzon, Isabel Álvarez
Universidad Complutense de Madrid, Spain
Email: kpinzon@ucm.es

No Abstract

Modelling co-inventor networks in MNE: a Markov ERGM approach to knowledge transfer

Yu Ju Lo, Yen-Chen Ho
National Chung Hsing University, Taiwan
Email: YC.Ho@nchu.edu.tw

Abstract: In this study, we employ a Markov Exponential Random Graph Model (ERGM) to examine the co-inventor network within a multinational enterprise (MNE), using data from ARM plc during the 2010–2012 period. The ERGM approach accounts for the interdependencies inherent in network data, which violate the independence assumption of conventional regression analysis. We test the impacts of technological similarity and geographic proximity in the tie formation process while controlling for network structural statistics. Model estimation is performed using Markov Chain Monte Carlo, and simulation results validate the model. The findings indicate that co-inventor collaborations are significantly influenced by both technological affinity and geographic closeness. This work provides valuable insights into knowledge transfer processes and collaborative innovation, offering a robust and practical framework for analyzing complex network dynamics in MNE.

1.4 Strategic Environmental Sustainability and Circular Transition

The Impacts of the Shift to Circularity in the European Union on the Textiles Sector in the Global South

Louise Curran, TBS Education, France
Email: l.curran@tbs-education.fr
Shyamain Wickramasingha, University of Sussex, United Kingdom

No Abstract

Moving Towards Circularity: How Corporate Diversification Affects Circular Economy Transition

Corina Fehlner, Gabriel R.G. Benito
BI Norwegian Business School, Norway
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Abstract: Transitioning to a circular economy (CE) is a compelling way forward to increase sustainability, but little is known about the development of more sustainable business systems, which

we argue can be contingent on corporate factors. In many industries, multinational enterprises play an influential role in shaping the design and implementation of CE by determining key product features and technology selections, and by orchestrating global value chains. Taking a diversification perspective, we study the extent to which and how corporate strategies about businesses (focused-related-unrelated) and locations (geographical scope) facilitate or impede circularness, i.e. the development and implementation of circular solutions and business systems. We use a rich longitudinal dataset from the global automotive sector, and apply a variety of indicators that cover key aspects of circularity. We find that diversified companies are more likely to have a higher degree of circularness than focused brands. Regarding geographical diversification, exclusively domestic brands display the lowest CE levels; the level of circularness first increases and then tapers off with geographical scope. This study contributes to corporate strategy research by showing that diversification can support moving towards circularity, and informs the current debate in international business research that internationality is not counterproductive to increasing sustainability.

Hydrogen Hype, Decarbonization, and EU Industrial Policy: An Analysis of 'Green Steel'

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Abstract: Hydrogen has increasingly been promoted by policy and corporate actors as a versatile "Swiss-knife" solution capable of decarbonising multiple hard-to-abate sectors. Such framing has shaped expectations, attracted public funding, and guided corporate investment decisions, particularly in capital-intensive industries. However, when technological promises confront sector-specific constraints, hype-driven investment cycles risk producing divergence between announcements and implementation. This phenomenon is particularly noteworthy in the European Union (EU), where hydrogen has been promoted as a key pillar for industrial decarbonization. Steel is a case in point, considering the recent wave of hydrogen-based steel projects announced by firms following the Green Deal and the EU Hydrogen Strategy. Using a comparative mapping of hydrogen-based steel projects and their progression toward Final Investment Decision, the analysis reveals a clear cross-country divergence, with many stalled or cancelled. We argue that EU-level policy signalling and subsidies created a strong window of opportunity for project announcements, while actual project realization depends on national structural conditions such as electricity prices, infrastructure, permitting regimes, and firm-level capabilities. Findings show that EU-level incentives and (national) subsidies alone are insufficient to create functioning decarbonization markets, as cross-border differences in national (economic) conditions continue to shape industrial outcomes. Besides identifying conditions under which hydrogen-based steelmaking can scale beyond subsidies and support a more coherent, EU-wide transition, the article contributes to debates on decarbonisation and industrial policy more generally, considering country- and firm-specific advantages. Building on the technology and innovation literatures, it also heeds a warning for hype-driven "solutions", with steel as case in point.

1.5 Corporate Political Activity and Power Relationships in International Business

From Voice to Choice: CEO Sociopolitical Activism and Firms' International Location Decisions

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Nicola Croxton, **Mark Bartlett**, Robert Gordon University, United Kingdom
Carlos Martínez de Ibarreta Zorita, Laura Fernández-Méndez, Universidad Pontificia Comillas, Spain

No Abstract

The Politics of Collaboration: Power in Cross-Sector Partnerships Involving MNEs and Intergovernmental Organizations

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No Abstract

Influence as Green Insurance: Lobbying, Ethical Controversies, and Market Value in Carbon-Heavy Energy Firms

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Abstract: Despite growing ESG scrutiny, the strategic interplay between corporate lobbying and ethical controversies remains underexplored, particularly in energy sectors where environmental stakes intensify legitimacy challenges. This study addresses this gap by examining lobbying's moderating role in the ESG controversy–performance relationship using a 20-year panel of 72 Fortune 500 energy firms. Results reveal that ESG controversies exhibit no uniform effect on firm valuation, but their impact varies systematically with lobbying intensity and ownership structure. Firms experiencing controversies demonstrate significantly higher lobbying expenditures, challenging substitution narratives and suggesting political engagement serves as a strategic response to reputational threats. Critically, mixed-ownership firms face market discounts when controversies arise, indicating that governance complexity erodes stakeholder confidence in sustainability commitments. These findings reframe lobbying as a complementary risk-management tool rather than a substitute for genuine ESG commitment, while positioning controversies as mechanisms that modulate downside risk rather than enhance returns. The study carries implications for regulatory design prioritising governance transparency, lobbying disclosure requirements, and ownership clarity in sectors facing heightened environmental accountability.

1.6 Internationalisation Processes and Expansion Paths

Beyond Initial Entry: Sequential Expansions of MNEs in French Regions

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No Abstract

The Roles of Innovation and Foreign Operation Modes in Small Firm Internationalisation: Evidence from Portugal

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Abstract: In an interconnected, globalised world where the success of companies increasingly relies on internationalisation, innovation has emerged as a crucial strategic decision for firm growth and global competitiveness. While there tends to be a consensus in the literature regarding the growing significance of internationalisation and innovation, certain questions arise regarding the relationship between innovation and foreign operation modes with lower market commitment as well as destination markets with lower risks. The purpose of this study is to investigate whether a discernible pattern of relationship exists between internationalisation modes, destination markets, and innovation among small and medium-sized Portuguese firms. To accomplish this research objective, we distributed an online questionnaire survey and collected empirical data from Portuguese SMEs. The final dataset consisted of 310 valid responses, which were subjected to statistical analysis using IBM SPSS 27.0 Statistics software. More specifically, we employed exploratory statistical analyses, including univariate and multivariate exploratory factorial analysis (EFA), as well as inferential analysis (e.g., Spearman's correlation and Chi-square test for correlation analysis, and Mann-Whitney nonparametric test). Our findings provided empirical evidence that companies employing internationalisation modes requiring greater commitment, along with those targeting geographically and psychologically distant destination markets, tend to attach greater importance to innovation as a determinant of internationalisation. Our study carries key theoretical and practical implications.

Dynamic OLI Cycle in International Business: Case Analysis of Retail Business and Fast-food Business

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Abstract: International business research often focuses on Multinational Enterprises (MNEs) in manufacturing industries because they are the primary participants in Foreign Direct Investment (FDI). MNEs have been the most frequently cited targets for FDI analysis, rather than other options for

entering international business, such as export, licensing (and franchising), and M&A. As production has become increasingly globalized in response to cost-efficient modes of production, delivery, and marketing, more companies are actively involved in those foreign countries, which have now become an integral part of the value chain. This paper concerns industries closer to the end-consumer: the non-manufacturing “retail businesses” and "fast-food businesses". The discussion considers their development, evolution, and expansion into foreign markets, which sometimes includes non-FDI. To analyze these topics, the case analysis was employed. I propose 7 hypotheses and examine them using a revised version of Dunning’s OLI Paradigm (1973). The revision introduces the concepts of “dynamic” and “cyclic” into the original paradigm and names it as the “Dynamic OLI Cycle Model.” Case analysis includes three “retail businesses” and four "fast-food businesses". The results indicate that the “Dynamic OLI Cycle Model” can be applied to non-manufacturing firms such as retail and fast-food businesses.

Parallel Session 2

2.1 R&D Collaborations, Internationalisation and Exit

Who Loses from Foreign Market Exit? International R&D Collaborations and Inventor Performance

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Abstract: While international business research has recently examined the drivers of foreign divestment, its implications for knowledge creation inside the multinational enterprise (MNE) remain unexplored. Building on the knowledge-based view of the MNE and literature on international knowledge sourcing, we take a microfoundations approach to study the relationship between foreign divestment and MNE inventors' innovative performance. We suggest that foreign divestment may narrow the scope of the firm's international knowledge network, thus negatively affecting inventors who previously collaborated with peers in the divested unit, as they lose privileged access to localized, non-redundant technology that is key to knowledge recombination. Drawing on the case of General Motors' divestment of its European operations, we examine the inventive performance of 1,366 firm inventors over 19,124 inventor–year observations spanning the period 2010–2023. Our results reveal that inventors with prior knowledge-based collaborations with the divested subsidiary are associated to a decline in innovation performance following the foreign divestment, consistent with their loss of preferential access to European technological knowledge. However, inventors with direct channels to alternative international knowledge sources, such as those established via prior intrafirm cross-border mobility or collaborations with peers in other foreign subsidiaries, are protected from this negative effect.

The Second Wave of Spillovers: How Internationalisation Motivations Shape Host-Country Technology Spillovers

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Abstract: Prior research suggests that a larger technology gap between home and host countries increases the potential for technology spillovers. However, spillovers are not automatic outcomes of foreign direct investment (FDI); rather, they are strategically shaped processes influenced by firm intent and host-country policy. While multinational enterprises (MNEs) from developed economies typically internationalise to exploit existing assets, emerging market multinationals (EMNEs) increasingly internationalise to create competitive advantages through outward foreign direct investment (OFDI). This highlights the importance of the relationship between firms' internationalisation motivations and the direction and nature of their spillover effects. Despite this fundamental distinction, existing studies rarely integrate internationalisation motivations into spillover analysis. This study bridges the literatures on FDI motivations and technology spillovers by examining how multinational internationalisation motivations shape the nature, depth, and direction of technology spillovers in host economies. Drawing on semi-structured interviews with Chinese electric vehicle (EV) multinational enterprises and host-country stakeholders, and employing a qualitative multiple-case study approach, we uncover how distinct motivations generate different spillover mechanisms and outcomes. We further introduce the concept of second-wave technology

spillovers, capturing the diffusion of technological knowledge from emerging-market multinationals to developed host economies. Our contributions advance the understanding that technology spillovers are contingent on motivation–policy alignment and vary across market-seeking, efficiency–seeking, resource–seeking, and strategic asset–seeking internationalisation strategies. By reconceptualising spillovers as strategic and directional processes, this study advances spillover theory, extends internationalisation motivation research, and offers policy-relevant insights for developed economies seeking to leverage EMNE investment for technological upgrading.

Strategic Timing in Critical Technology: A Cox Model Analysis of Geopolitical Events on REE-Dependent Patent Internationalization

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Abstract: This study examines how geopolitical dynamics shape the international diffusion of technologies dependent on rare earth elements (REEs). Despite their criticality to advanced manufacturing and clean energy transitions, REE supply chains remain concentrated in geopolitically volatile regions. We analyze internationalization patterns of patent families using PATSTAT data and GDELT geopolitical events (1979-2024) via a Cox model stratified by home country, host country, and patent assignee. Our findings reveal that REE-dependence significantly decelerates technology diffusion, and that firms with greater international experience also exhibit slower rates, reflecting strategic risk calculations. Lastly, bilateral geopolitical dynamics shape diffusion speed in a complex pattern, which indicates that REE-dependent technology diffusion operates through geopolitical tensions beyond market forces, as firms operate amid geopolitical vulnerabilities and supply chain dependencies. The findings have significant implications for understanding critical technology transfer amid ongoing geopolitical tensions.

The Performance Effects of R&D Collaboration: Channels, Scope, and Capability-Based Boundary Conditions

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No Abstract

2.2 Regulation, Policy, and Market Structure an International Business

From Haven to Hegemony: How Multinational Tax Avoidance Shapes Industrial Concentration

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Abstract: This paper examines whether tax-avoidance by multinational enterprises contributes to rising industrial concentration. Using New Internalization Theory, we conceptualise tax avoidance as a strategic capability rooted in the internal recombination of firm-specific advantages. We argue that this behaviour enables MNEs to reallocate resources, reinforce dominance, and reshape market structures, particularly in digital sectors. Using firm-level data aggregated to the industry level, we test whether industries with higher sales shares of tax-avoiding MNEs exhibit greater industrial concentration and explore key moderating mechanisms. Our findings highlight the structural role of tax behaviour in shaping domestic competition.

Compensation Regulations in Large Banks: Promoting or Preventing the Next Crisis?

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Abstract: A series of banking crises in recent years have rekindled the debate across the globe on regulating executive pay and especially on the effects of “excessive” executive compensation. This paper reviews the executive pay regulations currently in place in advanced economies with strong financial sectors. We look at the nature of the regime (regulation or principles), the target group (e.g., the Top Management Team, Material Risk Takers or the entire bank) and variable pay regulations concerning bonus cap, deferrals, and malus or clawback provisions. We find that regulations among major developed economies have neither been completed nor harmonised. Moreover, the literature explicitly studying the effects of executive compensation in banks and financial services on growth, innovation and risks is limited, and there is mixed evidence on the effectiveness of existing regulations. We find that although European countries have enforced stricter regulation, U.S. studies are dominating the literature. We conclude that policymakers are lacking strong empirical foundations to opt for relaxing or increasing executive pay regulation. We discuss the implications and identify research directions to support future policymaking.

Lights on: The Economic Impact of Special Economic Zones in Central America, Colombia and the Dominican Republic

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Abstract: This paper examines the economic development impact of Special Economic Zones (SEZs) in emerging markets, focusing on Central America, Colombia, and the Dominican Republic. To address persistent subnational data constraints, we use satellite-derived nighttime light intensity from DMSP as an innovative proxy for local economic activity, enabling a consistent and spatially granular assessment of SEZ performance over time. We employ a Difference-in-Differences framework with SEZ locations and comparable non-SEZ industrial areas to estimate both intensive-margin effects within zones and extensive-margin spillovers across surrounding areas. The results show that SEZs generate significant increases in localized economic activity, with spillovers concentrated within 1-2 km and declining sharply beyond 5-10 km. We document substantial heterogeneity across SEZ types: Service Parks and Single-Enterprise Free Points exhibit strong intensive-margin gains, while Industrial Parks show more modest effects. Export Processing Zones and Logistics Hubs display limited impacts relative to controls. Robustness checks confirm that development effects are highly localized, suggesting SEZ-led growth in the region remains spatially concentrated rather than broadly

transformative.

From Firm-Centric to System-Centric International Business: Reimagining International Business (IB) Theory for a World of Strategic Interdependence

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Abstract: The global economy's increasing complexity—driven by digital platforms, hyper-connectivity, rapid technological diffusion, geopolitical volatility, and interdependent value networks—has exposed significant limitations in traditional firm-centric international business (IB) theories, such as internalization theory and the Uppsala internationalization process model. These frameworks emphasize ownership advantages, hierarchical control, incremental commitment, and autonomous firm decision-making, yet they inadequately account for non-linear dynamics, strategic interdependence, emergent opportunity ecosystems, co-evolutionary processes, and systemic vulnerabilities in contemporary globalization. This conceptual paper argues for a paradigm shift toward a system-centric IB theory. Drawing on complexity theory and complex adaptive systems (CAS), network and relational embeddedness perspectives, and agent-based computational modeling, it reconceptualizes internationalization as an emergent, multi-level phenomenon arising from interactions among heterogeneous adaptive agents within interdependent global systems. Firms are repositioned as boundedly rational participants rather than sovereign actors; strategic interdependence replaces unilateral control as the core mechanism of value creation; opportunity ecosystems supplant individual opportunity discovery as the primary unit of analysis; and outcomes such as internationalization speed, scope, performance, and resilience emerge through feedback loops, path dependence, and non-linear amplification. The proposed framework advances six testable propositions linking these elements to observable IB phenomena and outlines methodological implications, prioritizing agent-based modeling, longitudinal network analysis, multi-level designs, and computational social science approaches over traditional regression-based methods. This work contributes to IB scholarship by integrating complexity science into mainstream theory, refining key constructs for digital-era and ecosystem-based internationalization, and providing a generative foundation for future empirical research on platform competition, systemic risks, and adaptive global strategies.

2.3 FDI, Location Choice and Institutional Contexts

The Unpredictability of Formal Rules and MNEs' Greenfield Investment Location Choice: Evidence from Africa

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Abstract: This paper develops the concept of unpredictable formal rules, extending New Institutional Economics' (NIE) traditional view of slow, overwhelmingly predictable formal rule changes, to examine MNEs' investment location choice and the conditions under which these changes matter. Using data on 5,145 greenfield investments by 2,330 MNEs across 50 African countries from 2014 to 2021, the study shows that unpredictable formal rules significantly reduce the likelihood of MNE entry. Importantly, this negative effect is contingent on firms' prior foreign experience: host-country and

regional experience diversity robustly attenuate the deterrent effect, whereas regional experience and experience with unpredictable formal rules accumulated through prior operations offer limited mitigation. These findings extend internationalisation theory and NIE while highlighting the nuanced benefits of host and regional experience diversity in Africa's complex and evolving institutional environments. By revealing how different forms of foreign experience shape adaptive responses to unpredictable formal rules, the study advances a more contextually grounded understanding of internationalisation in emerging markets and underscores the differential adaptive value of experiential learning.

Chinese Direct Investment in Russia in the Face of Global Volatility (2011-2021): New Drivers and Determinants?

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Abstract: This study examines the dynamics, structure, and challenges of Chinese foreign direct investment (FDI) in Russia between 2011 and 2021, with attention to the profound geopolitical changes that intensified after 2014 and 2022. Over the post-crisis decade, China has gradually become Russia's most important investment partner as Western sanctions, capital outflows, and economic uncertainty weakened Russia's position in global capital markets. Although Chinese FDI in Russia doubled over the decade, it remained highly volatile, peaking in 2018 and declining thereafter due to Chinese capital controls, the COVID-19 pandemic, and rising geopolitical risks. Despite Russia's acute need for foreign investment—especially in high-tech manufacturing and innovation—Chinese FDI remains limited in scale, poorly diversified, and heavily concentrated in energy, raw materials, and agriculture. Energy-related projects account for more than 80% of total Chinese investment, while manufacturing, ICT, and research-intensive sectors receive marginal inflows. This structure reinforces Russia's raw-material export orientation and does little to support import substitution or technological upgrading. Russia's structural investment problems are severe. Long-term underinvestment has led to high depreciation of fixed assets, particularly in ICT, transport, mining, and manufacturing, with the most critical deterioration observed in the Far East and Siberia—regions where Chinese capital dominates recent FDI inflows. At the firm level, limited financial capacity, high equipment costs, and import restrictions constrain investment despite strong domestic demand. The paper highlights a growing mismatch between rapidly expanding Russia–China trade and stagnating or declining FDI flows, contradicting traditional gravity-model expectations. It argues that neoclassical investment theories fail to capture the current reality and applies Edith Penrose's firm-growth framework to emphasize managerial capabilities, firm motivation, and institutional context. The authors conclude that Chinese FDI in Russia has become increasingly volatile, resource-oriented, and geopolitically driven, limiting its developmental impact. To reverse this trend, they recommend new empirical research, revised investment models, stronger bilateral institutions, and targeted policies to attract Chinese investment into innovation-driven sectors.

The Impact of Foreign Direct Investment (FDI) on Export Performance in Kenya and Tanzania: An OECD and Non-OECD Perspectives

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Abstract: The paper investigates the impact of FDI on export performance between and within Kenya

and Tanzania, using panel data analysis comprising of 22 home countries for Kenya and further 22 home countries for Tanzania for the period 2000-2025. The study considers the heterogeneity of investing MNEs by grouping the home countries into full sample, OECD and non-OECD countries. The research is grounded on Investment-led Trade theory complimented by OLI Paradigm among others. The study employed quantitative methods. The findings reveal that while FDI from the full sample, OECD and non-OECD countries contribute positively and significantly for export performance in Kenya, only FDI from OECD countries make a positive and significant impact to the export performance in Tanzania. There is a difference in the intensity of the impact of FDI on export performance in Kenya and Tanzania, with non-OECD countries having greater effect on export performance in Kenya and Tanzania compared with OECD countries.

How Trade Policies Shape MNE Location Choices: Strategic Heterogeneity in the Automotive Global Value Chain

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Abstract: This paper examines how state trade policies shape multinational enterprises' (MNEs) foreign direct investment (FDI) location choices through heterogeneous strategic responses. Focusing on greenfield FDI in the global automotive industry from 2018-2024, we develop a framework that distinguishes between import and export barriers, investment motivations, and value chain positions. Using project level data and conditional logit models, we show that import barriers announced by host states attract market-seeking FDI through tariff-jumping incentives, while export barriers deter efficiency-seeking and export platform investments. Importantly, these effects vary systematically across value chain stages: downstream assembly responds primarily to import protection, whereas upstream component production and R&D are highly sensitive to export restrictions. Interaction effects further reveal that policy regimes combining high import and export barriers attract the least FDI, underscoring the importance of coherent policy design. By disaggregating trade policy instruments and firm strategies, the study reconciles mixed evidence on trade openness and FDI and highlights how state interventions reallocate MNE activity within global value chains. The findings contribute to research on MNE-state relations by demonstrating that international business policy does not uniformly attract foreign investment but selectively shapes its strategic composition.

2.4 Strategic Outcomes of Headquarters-Subsidiaries and Customer Relationships

The Structure of Headquarters Attention and Subsidiary Resilience

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Abstract: The persistent fragilities of global value chains (GVCs) require multinational enterprise (MNE) headquarters (HQ) attention to subsidiary resilience and their proactive and/or reactive resilience strategies. Extant studies treat HQ attention as a zero-sum game, limiting our insight of the attention dynamics in HQ-subsidiary relationships. We overcome this limitation, by theorizing a distributed structure of HQ attention, that prioritizes (e.g. resilience) issues among subsidiaries. Advancing beyond the typical dichotomous (positive and negative) treatment of HQ attention, the HQ

attention (structure) in this study comprises four categories: i) rules of the game (e.g. attentional orientation), ii) players (e.g. expatriates), iii) resources (e.g. slack), and iv) structural positions (e.g. dual embeddedness). Each one of these, shape subsidiary trade-offs between proactive and reactive resilience. In particular, issue prioritization changes the direction of attention from reactive to proactive and even to ambidextrous subsidiary resilience, as alternative solutions to the above trade-offs. Overall, we contribute a comprehensive framework and a research agenda for studying HQ attention dynamics in MNEs and how they shape subsidiary resilience in international business.

Innovation Performance of MNE Foreign Subsidiaries: Exploring the Direct Effects of Subsidiary-Level Resource Orchestration Capability, Risk-Taking, and The Moderating Effects of Subsidiary Age and Parent Firm Support

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Abstract: This study examines the innovation performance of foreign subsidiaries of multinational enterprises (MNEs), encompassing innovations in products and services, production and service delivery processes, and management and marketing practices. Focusing on subsidiary-level capabilities and contextual contingencies, we draw on the resource orchestration framework and the behavioural theory of the firm to examine how subsidiaries' resource orchestration capability and risk-taking behaviours directly influence innovation outcomes. We also explore how these effects are moderated, either positively or negatively, by subsidiary age and the level of support from the parent firm. Using survey data from foreign subsidiaries of publicly listed Western MNEs, supplemented with archival firm- and country-level data, our findings reveal that both resource orchestration capability and risk-taking significantly enhance innovation outcomes. The magnitude of these effects varies with the subsidiary's maturity and the degree of parent firm support, highlighting the contingent nature of innovation. This study contributes to the literature by offering nuanced insights into how foreign subsidiaries can strategically manage and deploy resources and proactively take calculated risks to enhance innovation performance across diverse governance structures and life cycle stages of development.

Home-Bias or Host-Run: Subsidiary Human Capital Development Perspective

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Abstract: Drawing on existing literature on the internationalization of research and development (R&D) and human capital, we posit that the development of subsidiary human capital by assimilating the diverse knowledge resources of the parent company facilitates the subsidiary's utilization of the parent company's knowledge reservoir. This developed human capital may empower the subsidiary to augment its existing R&D endeavors by integrating the parent company's knowledge, particularly in the presence of a bias towards the parent company's home country. This scenario is particularly pertinent in environments where the host country's mechanisms for knowledge generation and protection are deficient. The cultivated human capital can serve as an internal conduit for knowledge transfer, potentially incentivizing the parent company to share the requisite knowledge for the subsidiary's R&D activities and enabling the subsidiary to ameliorate its local R&D efforts by mitigating the risk of knowledge dissipation. Our hypotheses are empirically examined using data from manufacturing subsidiaries of foreign multinational enterprises (MNEs) operating in India. We contextualize the findings by considering their implications for MNEs navigating emerging markets and conclude by delineating avenues for prospective research.

Relational Foundations of Capability Development in International Customer Diversification: A Case Study of a Korean Automotive Supplier

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No Abstract

2.5 International Human Capital and Workforce Dynamics

The International Workforce

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No Abstract

The Need for Microfoundations and Distributive Justice in International Business

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Abstract: International business (IB) research has been highly successful in explaining firm-level strategies and aggregate gains from globalisation, yet it has struggled to account for persistent distributive losses among individuals and small economic agents in advanced economies. This paper argues that this limitation arises because IB microfoundations stop at the level of the firm. While bounded rationality is used to model managerial behaviour, individuals are rarely theorised as agents who interpret and respond to global economic change. We develop a four-level microfoundational framework linking institutions, firms, individual sensemaking, and the anthropological dependence of human cognition on institutional stability. The framework shows that disadvantage under globalisation often reflects failures of interpretation and agency rather than a lack of formal opportunity. By re-centring individuals as interpretive agents, the paper extends IB microfoundations and provides a basis for integrating distributive justice into international business analysis.

Defining International Human Capital: A Multilevel Framework

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No Abstract

Expatriates' Local Language Proficiency and Humor Use in Shaping Supervisors' Attitudes and Evaluations

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Abstract: This paper investigates how corporate expatriates' local language skills and sense of humor influence host-country supervisors' attitudes toward them, shaping supervisors' evaluations of expatriate performance. Using signaling and social identity theories, we theorize that language proficiency and humor function as behavioral signals that expatriates use to demonstrate cultural adaptability, openness, and social intelligence. Interpreting these signals, host-country supervisors categorize expatriates as 'in-group' members. We find that local language proficiency facilitates supervisors' attitudes toward expatriates as adaptable and entitled to their higher status. However, it negatively affects supervisors' attitude regarding the ability of expatriates to transfer knowledge. The overall impact of local language proficiency on supervisors' evaluation of expatriates' performance is positive. In turn, humor usage negatively affects supervisors' attitudes regarding the ability of expatriates to adapt to the host country and the fairness of expatriates' higher status. Humor usage has no direct effects on supervisors' evaluation of expatriates' performance. Overall, the study highlights the complex relationships between expatriates' local language proficiency and humor usage and supervisors' attitudes toward expatriates. It sheds novel light on the social construction of expatriate value within the host organization, providing new insights into the micro-level mechanisms through which behavioral signals shape cross-cultural working relationships.

Saturday 18th April 2026

Parallel Session 3

3.1 Executive Decision-Making, Governance and International Expansion

Who is in Charge? Board Chair and CEO Effects on Firm Internationalization

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Abstract: Deglobalization concerns have called for renewed attention on the microfoundations of firm internationalization. While a rich literature has investigated CEO effects, less attention has been dedicated to board chairs, despite their formal authority as stewards of corporate objectives and strategies. This study sheds new light by examining the effects of board chairs on firms' internationalization across several advanced economies. We use a variance decomposition approach to study companies from Germany, the Netherlands, Switzerland, and the U.K. Our preliminary results indicate that chairs account for a substantial share of variance in internationalization outcomes, which is comparable to established CEO effects on firm performance.

How CEO Experience Diversity Shapes FDI Motivation: Evidence from CEO Power and Chair–CEO Relationships

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Abstract: Executive human capital is widely recognized as a key driver of strategic choices at the firm level. In emerging market contexts, where executives often exercise substantial influence over organizational direction, examining how CEO experience, Chair experience, and CEO power interact provides valuable insight into the international expansion of emerging market firms (EMFs). This study explores how variations in executive human capital and power shape firms' foreign direct investment (FDI) motivations. Using data on 85 completed cross-border mergers and acquisitions undertaken by Turkish multinationals between 1997 and 2021, we show that CEOs with broad, diversified career backgrounds (generalist) are more inclined toward exploration-oriented FDI, whereas those with more specialized experience (specialist) favor exploitation-oriented strategies. In addition, alignment between CEO and Chair experience, along with longer CEO tenure, reinforces exploration-oriented choices while dampening exploitation-oriented tendencies. Together, these findings advance research on strategic leadership and upper echelons by demonstrating how executive experience and power jointly influence international strategy in emerging market firms.

From Exports to OFDI: Generational Progression and Alternative Ownership Structures in Indian Family SMEs

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Abstract: This study examines how learning-based internationalization interacts with alternative family ownership structures to shape strategic change among family-controlled small and medium-sized enterprises (SMEs) in emerging markets. Drawing on the Uppsala model and the socioemotional wealth (SEW) perspective, we argue that generational progression enhances firms' ability to undertake complex international strategies, while ownership structures condition their willingness to do so. Strategic change is defined as the adoption of outward foreign direct investment (OFDI) while continuing exports, reflecting an escalation rather than substitution of international commitment. Using panel data on listed Indian family SMEs from 2010 to 2020 and population-averaged logit models, we find that generational progression is positively associated with strategic change. More importantly, we identify systematic ownership-driven heterogeneity. Family office ownership weakens the positive effect of generational progression on OFDI escalation, consistent with SEW-preserving and risk-constraining governance logics. In contrast, diaspora ownership strengthens this relationship by providing access to foreign networks and reducing uncertainty associated with outward investment. By integrating learning-based internationalization theory with family firm governance, this study extends the Uppsala model to account for ownership heterogeneity in emerging market family SMEs and explains why similar learning trajectories lead to divergent internationalization strategies.

A Storm's Aftermath: The International Dynamic Managerial Capabilities of Executive Directors in the UK Before and After Brexit

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No Abstract

3.2 Geopolitical Risk and Global Value Chain Reconfiguration

Geopolitical Risk and International Business: A Multi-Disciplinary Review and Research Agenda

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No Abstract

Asymmetric Global Value Chain Reconfiguration Under Geopolitical Rivalry: Evidence from Entity List

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No Abstract

Geopolitical Risk, Natural Disasters, and the Reconfiguration of Production Capabilities

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No Abstract

BRICS as a New Geoeconomic Opportunity and Global Institutional Challenge

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Abstract: The paper presents BRICS as a response to the limits of financially led, top-down globalization revealed by the 2007–2009 crisis and amplified by weak recovery and the pandemic. That model deepened inequality via a “Matthew effect”, leaving the Bottom of the Pyramid (BoP)—billions on very low incomes—excluded from development and increasing systemic instability. BRICS is framed, in International Political Economy terms, as an institutional innovation capable of supporting more inclusive co-development. Empirically, the paper compares trade-to-GDP and FDI-to-wealth dynamics for BRICS in 2014–2022. It finds differentiated patterns: China and India show the most stable trajectories; Russia and South Africa are more volatile; Brazil is least trade-intensive. In aggregate, BRICS GDP grows roughly 48% while total wealth rises about 84.5%, implying asset accumulation is the primary growth driver and FDI an important configurator of that process. China’s “dual circulation” strategy is interpreted as a shift toward an innovation-industrial core with export performance playing a supporting role. In conclusion, the paper highlights the RIC triangle, especially Russia–China partnership, as BRICS’ geoeconomic engine. It argues that Far East–Northeast China cooperation remains underutilized due to institutional and regulatory frictions, yet BRICS+ networks, digital economy platforms, and participation in GVC/GPN/GIN structures could unlock new markets and innovation opportunities, requiring upgraded scientific, educational, and AI-enabled analytical support.

3.3 Exporting, Productivity and Firm Resilience

Technology, Productivity Gains, and the Decision to Export

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No Abstract

How Mobile Money Offsets Institutional Weakness and Enables Export Readiness in Sub-Saharan Africa

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Abstract: Firms in Sub-Saharan Africa operate in environments characterized by pervasive institutional voids, which constrain internationalization. In these contexts, digital technologies, particularly mobile money, have emerged as a critical infrastructure that partially substitutes for missing market-supporting institutions and enables firms to build export capabilities. Drawing on the specializing in generality framework, we conceptualize mobile money as a general-purpose technology that supports international expansion by reducing transaction uncertainty and facilitating engagement in intermediate markets. Using firm-level data from the World Bank Enterprise Survey covering 5,074 firms across 16 Sub-Saharan African countries between 2012 and 2020, we show that mobile money adoption mediates the relationship between institutional voids and export internationalization: institutional voids are positively associated with mobile money adoption and mobile money enhances firms' export propensity and intensity, thus suggesting that firms transform institutional adversity into international opportunity through digital capability building rather than internationalizing to escape weak institutions. Moreover, the mediating effect is significantly stronger when mobile money is used for supplier payments rather than customer transactions, consistent with the greater generality and transferability of upstream digital resources. These findings contribute to international business research by clarifying how digital technologies enable firms in institutionally constrained environments to overcome structural barriers and expand into foreign markets.

Brexit, Digital Channels, and the Reconfiguration of Exporting Firms

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Pandemic Shock and Firm Resilience: Evidence from Italy

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Abstract: We examine the resilience of Italian firms to the COVID-19 shock, accounting for both the negative effects of containment measures and the role of state aid in supporting recovery, in order to disentangle firms' own resilience from the contribution of public support. Using firm-level trade data and a triple differences-in-differences design combined with propensity-score matching, we find that firms forced to suspend production experienced a sharp decline in performance, but recovered after restrictions were lifted. State aid played an important role in supporting this recovery. We also find evidence of spillover effects along production chains, as firms recover more strongly when their downstream buyers receive public support. Finally, smaller firms, in terms of employment and pre-pandemic productivity, display a stronger post-shock recovery.

3.4 Knowledge and Innovation in the International Business Environment

Gender Diversity, Institutions, and the Innovation Frontier: A Multi- Country Study of the Moderating Effect of Evolving Institutions

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Abstract: Women in STEM have surged in recent decades alongside a global push for innovation. To understand how these shifts influence innovation, this study examines how formal and informal national institutions moderate the link between gender diversity and innovation quality. Departing from common assumptions in the extant literature, we argue that gender diversity reveals an underlying diversity (i.e., social cognitive diversity) that enhances innovation performance. We contend that the correlation between gender diversity and social cognitive diversity varies across societies due to differences in norms and regulations that establish gender norms and practices. Building on the relationship between diversity and innovation and focusing on the effect of institutions on social cognition, we argue that gender diversity is positively associated with invention quality, but the relationship is negatively moderated by national gender-egalitarian institutions. Leveraging a novel measure of informal gender-egalitarianism alongside data on gender-egalitarian laws from and World Bank from 1990 to 2008, our findings confirm our predictions. Results show that higher gender diversity correlates with improved technological innovation, and the correlation diminishes as institutional gender egalitarianism, both formal and informal, increases. Our findings stay consistent after adjusting for potential biases in gender-diverse team traits using coarsened exact matching (CEM) and other statistical methods. These results corroborate the thesis that teams tend to experience greater advantages from gender diversity in environments with less gender equality. Our paper highlights institutional frameworks as a pivotal boundary condition in the study of gender diversity's effect on innovation.

Forged in Stringency: How Environmental Regulatory Diversity Shapes Green Innovation in EMNEs

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Abstract: This study examines how emerging market multinational enterprises (EMNEs) respond to cross-national diversity in environmental regulation. Prior research suggests that internationalization exposes EMNEs to diverse environmental standards and may facilitate regulatory learning, yet offers limited understanding of the mechanisms through which such exposure translates into green innovation. Drawing on institutional theory, we argue that green innovation is particularly fostered when EMNEs operate across host countries whose environmental regulatory regimes are more stringent than those in the home country, and when such exposure varies across multiple host locations. We theorize that this form of environmental regulatory diversity creates learning pressures and legitimacy incentives that motivate EMNEs to upgrade their environmental capabilities through green innovation. Using panel data comprising 9,362 firm-year observations from 1,088 Chinese MNEs over the period 2008–2021, we find support for our arguments. We further show that these effects

are contingent on organizational and institutional conditions, specifically top management teams' technological expertise and the strength of intellectual property enforcement in home-country locations. These findings advance research on EMNE learning and sustainable innovation under complex global environmental governance.

Innovating for Biodiversity: Environmental Innovation Impact on Country Biodiversity Risk and Corporate Biodiversity Commitment

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No Abstract

Archetypes of Knowledge Governance: Towards a More General Theory

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3.5 Strategic adaptations in Global Value Chains

Ecosystem-Based Dynamic Capabilities for Global Value Chain Reconfiguration in Emerging-Market Multinationals

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Yeqi Wang, Zhejiang University, China

No Abstract

China and Global Value Chains: A Systematic Literature Review, Theoretical Framework, and Future Research Directions

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Abstract: China's role in global value chains (GVCs) has shifted from serving primarily as an assembly hub to becoming a major player in high-value segments of production. While many countries have attempted to replicate this success, progress has been limited, raising the question of how China achieved such advancement in GVC participation—a question that remains largely unanswered. To address this, our research offers a comprehensive analysis of 156 articles published in leading journals between 2008 and 2025. Using an antecedents–decisions–outcomes framework, we identify key

concepts and variables at each stage of GVC development and propose an integrative model illustrating how these factors interact.

Supplier Agency in Global Value Chains: Unpacking Supplier Responses to Compliance Pressure

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Miguel Dindial, University of Leeds, United Kingdom

Abstract: How developing country suppliers respond to compliance pressures in global value chains (GVCs) remains poorly understood. While existing research often depicts compliance as a top-down process in which suppliers passively adopt external standards or face exclusion, this paper challenges that binary framing by foregrounding supplier agency. Drawing on cases of eight first-tier garment manufacturers in Bangladesh, we uncover substantial variation in how suppliers interpret and respond to the compliance pressure. The paper highlights the importance of incentives in shaping the perception (and thus behaviour) of first-tier suppliers in the context of conflicting social and economic requirements from external sources. Our findings reveal heterogeneity in how first-tier suppliers respond to external compliance pressures, categorised into four distinct patterns of behaviour among first-tier suppliers, differentiated by the level of incentives (high versus low): proactive behaviour, compensating behaviour, responsive behaviour, and irresponsible behaviour. This research contributes to debates on private governance and supplier agency by offering a more grounded account of how suppliers navigate compliance under structural asymmetries. In doing so, the paper highlights the interpretive and strategic dimensions of compliance and questions dominant assumptions about behavioural baselines in GVC governance.

Relocation Strategies and Buyer-Supplier Relationship Transformation amid US-China Geopolitical Tension: A Third-country Perspective Vietnam

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No Abstract

Debate Sessions Speaker Biographies

Panel 1: MNEs in a Bipolar World: Consequences for International Business Strategy

Rajneesh Narula is the Director of the Dunning Centre for International Business at the Henley Business School, University of Reading, UK. His research and consulting have focused on the role of multinational firms in development, innovation and industrial policy, technological change in developing countries, R&D alliances and outsourcing. He regularly acts as a consultant and advisor to the European Commission, UNIDO, UNCTAD and the OECD, and a variety of other international organisations. He holds honorary appointments at UNU-MERIT and Oxford University.

Khalid Nadvi is a political economist and Professor specializing on trade and industrial development. His research has focused on industrial clusters, global value chains and production networks, global standards, corporate social responsibility, technological upgrading, labour and sustainability. Widely published and well-cited, he has held multiple ESRC grants and coordinated the ESRC's 'Rising Powers and Interdependent Futures' Research Programme. His recent work investigates South-South trade and sustainability innovations in GVCs. His work has had policy impacts with several UN agencies. Khalid was formerly Head of the Global Development Institute (GDI) and is currently Vice-Dean and Head of the School of Environment, Education and Development, University of Manchester.

Liena Kano is a Professor of Strategy and Global Management and a McCaig Family Future Fund Professor in International Family Business at the Haskayne School of Business, University of Calgary. Her research intersects international business, strategic management, and entrepreneurship, with a focus on microfoundations that underlie complex governance decisions. Liena's work has been published in the Journal of International Business Studies, Global Strategy Journal, Journal of World Business and other top academic outlets. She serves on several editorial review boards and leadership teams of academic societies. Her work has been recognized by multiple research and reviewer awards.

Katarina Blomkvist is Professor in entrepreneurship at Uppsala University's Department of Business Studies. She earned her Ph.D. in October 2009 with an emphasis on innovation in multinational enterprises from Uppsala University. Professor Katrina Blomkvist's research focuses on entrepreneurship and innovation within established corporations, examining how new ventures, ideas, and strategic initiatives emerge, develop, and scale inside complex organizations. In particular, she studies the strategic role of corporate headquarters in enabling innovation, fostering intrapreneurship, and shaping value creation in contemporary diversified firms. Her work has been published in leading international journals, including Journal of International Business Studies, Research Policy and Long Range Planning.

Anthony Goerzen is the Sobey Professor of International Business at Smith School of Business of Queen's University in Kingston, Ontario, Canada. Prior to academia, Anthony spent fifteen years in various management positions in both small companies and large corporations. His current research interests relate to the role of global cities in the world economy as well as the ways and means by which multinational corporations govern their global supply chains with a particular focus on social justice and environmental stewardship. His research has been published in several books as well as a number of academic journals. He was Chair of AIB-Canada from 2017-2023 and was elected Fellow of the Academy of International Business in 2023. Also in 2023, Goerzen won the JIBS Decade Award to recognize the most influential research published in JIBS over the prior ten years, 2013-20

Panel 2: So many stakeholders, so little democracy: How do you run a complex MNE hierarchy and give everyone a voice?

Peder Greve is an Associate Professor of International Business at Henley Business School. He is the Postgraduate Research Director for International Business & Strategy and Module Convenor for International Business in Henley's Global Executive MBA. He is also a regular contributor to Henley's Executive Education programmes.

Peder's research focuses on how strategic leadership impacts international business strategy, transformation, and performance in the multinational enterprise. His research has been published in leading journals including Journal of Management, Journal of International Business Studies, Journal of World Business, and The Leadership Quarterly.

Anna Grossman is a Professor of Innovation and Entrepreneurship at Loughborough University London and holds a PhD from Imperial College London. She has a strong background in investment banking, M&A and corporate strategy. Before starting her PhD, she worked as a Director of Corporate Development and M&A at Georgia-Pacific/Koch Industries in the International division. Anna also held various positions in investment banking and corporate finance for CIBC World Markets, Citigroup and Close Brothers. Anna taught at a number of institutions across Europe, including Imperial College London, Aston University, SDA Bocconi in Italy and EDHEC Business School in France. Anna's teaching covers topics such as corporate governance, corporate, entrepreneurial and digital finance, corporate valuation, corporate and international strategy, business policy, and management consulting.

Emre Yildiz (PhD, Stockholm School of Economics) is an Associate Professor at Mälardalen University, Sweden. His research examines how experience, learning, and knowledge processes unfold within large and complex organizations, particularly multinational enterprises. His work has been published in journals such as the Journal of International Business Studies, Journal of World Business, and Global Strategy Journal. He has received several research recognitions, including the Copenhagen Prize and Emerald's Citation of Excellence Award. Dr. Yildiz also serves on the editorial boards of the Academy of Management Review and the Journal of World Business.

Elizabeth Yi Wang is an Associate Professor of International Business, University of Leeds. A statistician by training, she specialises in multi-level econometric modelling of behaviours of multi-unit and multi-location organisations such as multinational enterprises and business groups. She researches non-economic performance of these organisations and how ESG standards and cross-border policy coordination help accelerate actions for SDGs. She has published in high-impact outlets including Journal of International Business Studies (JIBS) and is a member of the Editorial Board of Journal of International Business Policy JIBP. A founder of the Mainstreaming Impact in International Business (MIIB) Initiative and an initiator of the Sustainable International Business Partnership (SIBP), she frequently advises international stakeholders.

Ricardo is the National Director of Doctoral Programs at EGADE Business School. He holds a PhD in Public Policy Modeling and Management, a PhD in System Dynamics, and master's and undergraduate degrees in international relations, international business, and trade. His academic background reflects an interdisciplinary commitment to understanding institutional dynamics, international strategy, and political economy. Ricardo's research explores the intersections of international business, political economy, and institutional theory, with a particular focus on how emerging market firms navigate and shape global investment flows. His recent work addresses FDI strategies, regulatory quality, and geopolitical risk. He has contributed as author, reviewer, and editor for journals such as International Business Review, Journal of Business Research, European Management Journal, and International Studies of Management & Organization.

Panel 3: The Role of Time in Multinational Organisations – Flexibility, Control, and Asymmetry

Rita Fontinha is an Associate Professor of Strategic Human Resource Management at Henley Business School, University of Reading, and Director of Research in Flexible Working at the World of Work Institute. She has coordinated two four-day workweek pilot projects, one in the private sector and one in the public sector.
Rita's research explores international human resource management, alternative work arrangements, work-time reduction, and the quality of working life, particularly how these dimensions impact individual and organisational performance. Her academic research has been published in leading journals such as Nature Human Behaviour, Research Policy and Human Resource Management.

Pedro Gomes is a Professor of Economics at Birkbeck, University of London. He obtained his PhD from the London School of Economics in 2010. A researcher in the macroeconomics of labor markets, he has published extensively in academic journals. In 2021, he published Friday is the New Saturday in the UK, presenting his vision of the four-day week as a more efficient and sustainable way to organize the economy. The book received critical acclaim, was named a Financial Times Book of the Month, and has been translated into Portuguese, Korean, Italian, and Spanish. In 2022, he was invited by the Portuguese government to coordinate the country's first four-day week trial in the private sector. The trial conducted was in 2023 with 41 participating companies.

Esther Tippmann is an Established Professor of Strategy, University of Galway. Esther's research concerns the international strategies of globally scaling and digital businesses. Her work also concerns the strategic contribution of subsidiaries to multinationals. She has worked closely with several multinationals in Ireland, France, U.K., and the U.S. on case studies and research projects. She has been published in the Strategic Management Journal, Journal of International Business Studies, Organization Studies, Journal of World Business, Journal of Management Studies, and Global Strategy Journal, among others. Esther currently serves as Area Editor for the Journal of International Business Studies and on the editorial board of Long-Range Planning.

Luísa Helena Pinto is an Associate Professor of International HRM at the University of Porto (FEP) and Director of the Master's in Management. Her research focuses on global mobility and expatriation, including self-initiated expatriates and systemic barriers to international assignments. She is Associate Editor of the Journal of Global Mobility and supports evidence-based and responsible research (CEBMa; RRBM).

Roland Maposa is a Postgraduate Researcher studying for a PhD in International Business at the University of Leeds, Leeds University Business School, UK. His research is based in the Centre for International Business at the University of Leeds (CIBUL). Roland brings an interdisciplinary approach to his research and a passion for economic development. His research takes an International Business Policy theoretical perspective on Continental Africa. Placing policy at the core of his research. He is exploring the first aspiration of The Agenda 2063 Development Plan - Inclusive Economic Growth and Sustainable Development for Africa.

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