



Northeastern University

*Center for Emerging Markets*

at the D'Amore-McKim School of Business

UNIVERSITY OF MIAMI

CENTER for INTERNATIONAL  
BUSINESS EDUCATION  
& RESEARCH



## **2017 Global Strategy and Emerging Markets Conference** **Northeastern University, Boston, MA, June 15-16, 2017**

### **Welcome!**

The Center for Emerging Markets (CEM) at Northeastern University and the University of Miami CIBER (Center for International Business Education and Research) welcome you to the 2017 Global Strategy and Emerging Markets (GSEM) conference in Boston, MA, on June 15-16, 2017. This conference provides a platform to bring together senior and junior scholars, doctoral students, and practitioners in the fields of international business, strategic management, cross-cultural management, technology strategy, and global entrepreneurship from around the world. This platform aims not only to foster discussion of frontier issues associated with emerging market-related global strategies, but also to create co-learning opportunities between scholars from the U.S. and from emerging economies.

This year's conference theme is the influence of the home country on emerging market multinationals' (EMNCs) internationalization and behavior. The rise of EMNCs serves as a valuable natural experiment for probing the impact of a firm's home country on its international strategy and behavior. The distinguishing characteristic of these firms is how the relative underdevelopment of their home country affects the creation of their competitive strategies. Hence, in this conference, we are looking for novel studies that expand theories and models of the multinational by explaining how the home country affects the internationalization and global strategy of firms.

If you are interested in attending the conference, please register at <http://bus.miami.edu/faculty-and-research/ciber/registration/gsem/index.html>. If you are a Ph.D. student, please use this link to register: <http://bus.miami.edu/faculty-and-research/ciber/registration/gsem/phd-students.html>

We look forward to seeing you in Boston!

Conference Co-Chairs:           Alvaro Cuervo-Cazurra, Northeastern University  
  Yadong Luo, University of Miami  
  John M. Mezas, University of Miami  
  Ravi Ramamurti, Northeastern University  
CIBER Chair:                     Joseph Ganitsky, University of Miami



## Agenda

**Thursday, June 15<sup>th</sup>, 2017**

140 The Fenway, Room 378, Northeastern University, 360 Huntington Ave, Boston

- 11:45-12:00** Registration
- 12:00-1:00** Lunch
- 1:00-1:15** Welcome. **Alvaro Cuervo Cazorra**, Northeastern University; **Yadong Luo**, University of Miami; **John Mezas**, University of Miami; **Ravi Ramamurti**, Northeastern University
- 1:15-2:45** Panel 1. **Institutions**  
Chair: **Elitsa Banalieva**, Northeastern University  
*Charting New Territory: How the Distance Between Emerging and Advanced Economies Influences EMNEs.* **Johann Fortwengel**, King's College London; Gerhard Schnyder, King's College London; Tony Edwards, King's College London  
*Home Country Institutions and International Expansion of Emerging Market Firms.* **N Nuruzzaman**, Rutgers University; Deeksha Singh, Rutgers University; Ajai Gaur, Rutgers University  
*Home-country Influence on Firm-specific Advantages of Emerging Market Multinationals and their FDI Location Choice.* **Rajeev Sawant**, Baruch College; Barclay James, Universidad San Francisco de Quito; Joshua Bendickson, East Carolina University
- 2:45-3:00** Break
- 3:00-4:30** Panel 2. **Governance**  
Chair: **John Mezas**, University of Miami  
*CEO-Chair Nationality in MNE Subsidiary: Implications for R&D and Growth.* **Mayank Sewak**, University of Massachusetts Amherst; Anurag Sharma, University of Massachusetts Amherst  
*State-Owned Enterprises as Multinationals: An Agency Approach.* **Aldo Musacchio**, Brandeis University; Pedro Makhoul, Brandeis University; Sergio G. Lazzarini, Insper  
*What Are the Impacts of Business Group Affiliation on the Strategic Asset Seeking Orientation of Chinese MNEs?* **Xinwei Shi**, Durham University; Dylan Sutherland, Durham University
- 4:30-4:45** Break
- 4:45-5:30** Keynote speaker. **Aravind Cherukuri**, Managing Director Asia Pacific, and Vice President, Ocean Spray International
- 5:30-5:45** Walk to the restaurant.
- 6:00-8:00** Dinner (by invitation). Alumni Center.

Note: Authors whose name appears in bold will be presenting at the conference.

## Agenda

**Friday, June 16<sup>th</sup>, 2017**



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Egan Research Building, Raytheon Amphitheater, Northeastern University, Boston

- 8:30-8:45** Welcome, Dean **Hugh Courtney**, Northeastern University
- 8:45-10:15** Panel 3. **Innovation and Internationalization**  
Chair: **Ravi Ramamurti**, Northeastern University  
*Influences of Origination: Acquisition, Alliance and Entrepreneurship Strategies of Arabian Gulf EMNCs.* **Kathleen Park**, MIT/ GUST; Olimpia Meglio, University of Sannio; Florian Andreas Bauer, Innsbruck University; Shlomo Tarba, University of Birmingham  
*Emerging Multinationals Innovating in Emerging Markets: Motives and the Role of Location Advantages and Disadvantages.* **Peter Zamborsky**, University of Auckland; Igor Ingrst, University of Auckland, New Zealand and Masaryk University, Czech Republic  
*An Exploration of the Impact of Technology Seeking FDI on Innovation Performance in Chinese MNEs: The Role of Home Country Effects.* **Zheyuan Hu**, Durham University; Dylan Sutherland, Durham University; Christopher Williams, Durham University
- 10:15-10:30** **Break**
- 10:30-12:00** Panel 4. **Organizational Views**  
Chair: **Yadong Luo**, University of Miami  
*Powerful or Under Scrutiny? Disentangling the Effect of MNE Subsidiary Resources on Constituency-Building Strategies.* **Patricia Klopff**, WU Vienna; Phillip Nell, WU Vienna; Jonas Puck, WU Vienna  
*Reputation Risk in Emerging Markets.* **William Newbury**, Florida International University  
*The Impact of the Chinese Way of Doing Business on Internationalization Strategies: Exploring the Internationalization Process Model and the Role of Guanxi for Chinese Firms.* **Jonathan Chen**, Durham University
- 12:00-1:00** **Lunch**
- 1:00-1:45** Keynote Academic Speaker: **Donald Lessard**, Massachusetts Institute of Technology
- 1:45-3:15** Panel 5. **New Topics**  
Chair: **Alvaro Cuervo-Cazurra**, Northeastern University  
*National Institutional Configurations, Foreign Ownership and Firm Performance: The Case of Understudied Countries.* **Michael Carney**, Concordia University; Saul Estrin, London School of Economics and Political Science; Daniel Shapiro, Simon Fraser University; **Zhixiang Liang**, Concordia University  
*Started from the Bottom, Now We're Here! How EMNCs Are Reshaping the Global Landscape of Transnational Organizations.* **Leah Ndanga**, University of Massachusetts Amherst; Mzamo Mangaliso, University of Massachusetts Amherst  
*Competing in Emerging Markets: A Resource-Advantage Theory Approach.* **Aniruddha Pangarkar**, Texas Tech University

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- 3:15-3:30**      **Break**
- 3:30-5:00**      **Panel 6. Contextual Insights on Internationalization**  
Chair: **Sheila Puffer**, Northeastern University  
The Internationalisation of Sub-Saharan Africa Multinationals: A Multiple Case Analysis of Nigerian Firms. **Felicia Constance Omokaro-Romanus**, University of Huddersfield  
*Converging to Maturity but not Quite There: Internationalization of Petroleum EMNEs in the Context of the Two Wave Approach.* **Luisa Melo**, La Salle University  
*Ready, Steady, Go: Determinants and Network Moderators of SME Internationalization Readiness in Kyrgyzstan.* **Matevz Raskovic** University of Ljubljana; Nurgul Daminova, Kyrgyz National University/ University of Ljubljana; Davor Vuchkovski, University of Ljubljana  
*Going Global: The Effect of Host Institutions on Emerging Market Multinationals in Beef Agrisystem.* **Fernanda Lemos**, University of Sao Paulo; Decio Zylbersztajn, University of Sao Paulo
- 5:00-5:15**      Conclusions. **Alvaro Cuervo Cazorra**, Northeastern University; **Yadong Luo**, University of Miami; **John Mezas**, University of Miami; **Ravi Ramamurti**, Northeastern University
- 5:15-6:00**      Keynote speaker. **Rekha Ranganathan**, Philips Healthcare, Boston
- 6:00-7:00**      Farewell cocktail. Eagan 440

Note: Authors whose name appears in bold will be presenting at the conference.



## Biographies of the Keynote Speakers



**Aravind  
Cherukuri,**  
Ocean Spray

Aravind Cherukuri is the Managing Director for the Asia-Pacific region of Ocean Spray Cranberries and a Vice President at Ocean Spray International. In this role, he oversees all sales and marketing of branded beverage and food products in the Asia Pacific region, which is its fastest growing geography, led by China and Korea. Aravind strongly believes that the healthfulness of cranberries, a native North American super-fruit, will greatly benefit Asian consumers. Aravind started his career with Ocean Spray in 2009, managing the manufacturing and supply chain operations in the Asia Pacific and Latin American geographies. He played an important role in the acquisition and integration of Cran Chile—the only cranberry processing and production operation in the Southern hemisphere—which has provided Ocean Spray with a counter-seasonal source of cranberries to support its global expansion. Prior to Ocean Spray, Aravind was the co-founder and COO of a venture capital-funded functional foods company in Boston, MA. He has 10 years of experience in the functional foods industry and supply chain management in the consumer packaged goods industry. Aravind holds an MS in Aerospace & Mechanical Engineering from Boston U. and a BSME from Stony Brook U. in New York.



**Donald R.  
Lessard,**  
Massachusetts  
Institute of  
Technology

Donald R. Lessard is the Epoch Foundation Professor of International Management, Emeritus at the MIT Sloan School of Management. His research interests are in global strategic management and project management, focused on the energy sector, with an emphasis on managing in the face of uncertainty and risk. He has published extensively on these topics in academic and professional journals, and is a co-author of *Strategic Management of Large Engineering Projects: Shaping Institutions, Risks, and Governance* (MIT Press 2001 with Roger Miller). A member of the MIT faculty since 1973, Lessard has served as Deputy Dean of the Sloan School with responsibilities for research, international programs, and executive education; co-chair of the Energy Education Task Force that launched an Institute-wide undergraduate energy minor; and founding director of the MIT Executive MBA, the BP Projects and Engineering Academy, and the Li and Fung Executive Development Program. He also led the MIT-Merrill Lynch Partnership, MIT's first large-scale collaboration with a financial services firm. A leader in international management education, Lessard is a past President of the Academy of International Business and Dean of the Fellows of the Academy. He is a Senior Fellow of the Fung Global Institute, a think tank based in Hong Kong. A senior advisor to the Brattle Group, he has led major consulting assignments with firms, banks, and government agencies throughout the world. Lessard earned his BA in Latin American studies and his MBA and Ph.D. in business administration from Stanford University.

## Biographies of the Keynote Speakers



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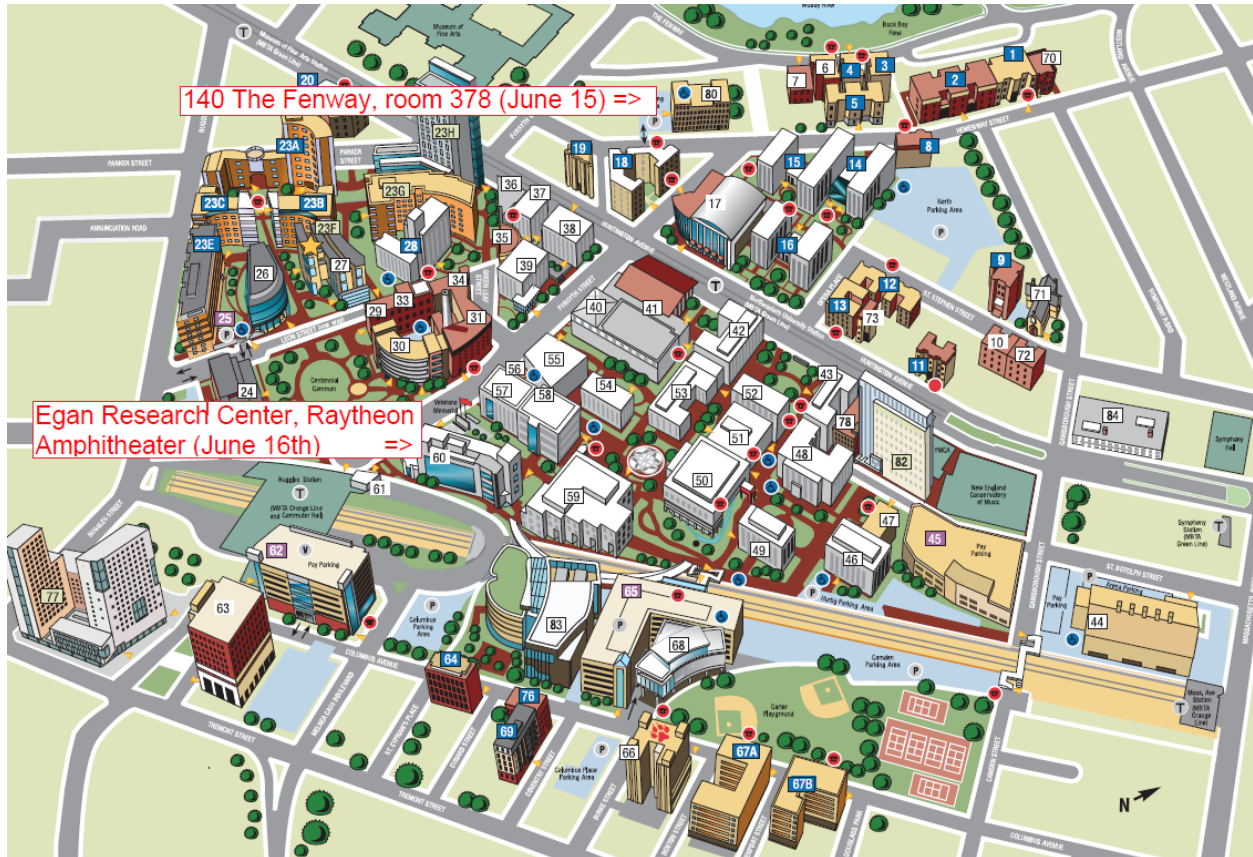


**Rekha  
Ranganathan,**  
Phillips  
Healthcare

Rekha Ranganathan has 20 years of experience in global strategy & marketing, commercial organizations and general management in healthcare & technology companies across devices, imaging, therapy, diagnostics and hardware, software, services with in-depth experience in USA, India and China. She joined Philips 5 years ago returning after an 18-year stay in the US. She joined as Chief Marketing & Strategy Officer for Philips Healthcare India, Gurgaon, India. Subsequently, she also took over responsibility as business head of Oncology and two years ago, she took over a global role as General Manager for Mobile Surgery based out of Pune. Rekha holds an MBA from the Wharton School of Business at the University of Pennsylvania, Masters in Science from the University of California, Berkeley, USA in Biomaterials, Mechanics and B.Tech from IIT, Madras, India in Metallurgy & Materials Science. Her interests include yoga, Zumba, swimming, traveling and hiking. She has completed several long treks in the Himalayas. She is very passionate about diversity and women's leadership and leads several initiatives in Philips, outside on Women's programs. Earlier she was closely involved with ASHA and literacy improvement programs. She is married and has two daughters



## Campus map with the location of the conference





## Directions to Northeastern University

### Visitor Directions and Parking, Main Campus

#### **From the north (via Route I-93 or Route 1)**

Take the Storrow Drive exit, and proceed to the Fenway exit. Follow signs for Boylston Street inbound, and bear right onto Westland Avenue. Turn right onto Massachusetts Avenue, proceed to the third traffic light, and turn right onto Columbus Avenue. The Renaissance Parking Garage is at 835 Columbus Avenue.

#### **From the west (via Route I-90, Massachusetts Turnpike)**

Take Exit 22 (Copley Square), and bear right. Proceed to the first traffic light, and turn right onto Dartmouth Street. Take the next right onto Columbus Avenue. The Renaissance Parking Garage is at 835 Columbus Avenue.

#### **From the west (via Route 9)**

Proceed east on Route 9; it will become Huntington Avenue. Turn right onto Ruggles Street. At the fourth traffic light, turn left onto Tremont Street. At the second set of lights, turn left onto Melnea Cass Boulevard, and then turn left onto Columbus Avenue. The Renaissance Parking Garage is at 835 Columbus Avenue.

#### **From the south (via I-93, Route 3)**

Take Exit 18 (Massachusetts Avenue/Roxbury/Frontage Road). Turn left at the third light, staying in one of the two left lanes. Proceed straight onto Melnea Cass Boulevard. Continue for approximately two miles and turn left onto Columbus Avenue. The Renaissance Parking Garage is at 835 Columbus Avenue.

#### **From Logan Airport**

Exiting Logan Airport, merge onto Route I-90 West/Mass Pike/Ted Williams Tunnel. Proceed about 1.5 miles, and then take Exit 24 toward Route I-93. Merge onto Route I-93 South via the exit on the left. Take Exit 18, Massachusetts Avenue, toward Andrew Square. Bear right onto the Massachusetts Avenue connector. Proceed straight on the connector, which becomes Melnea Cass Boulevard. Continue for approximately two miles and turn left onto Columbus Avenue. The Renaissance Parking Garage is at 835 Columbus Avenue.

#### **Via public transportation**

Northeastern is accessible by subway via the Green Line of the MBTA. From downtown Boston, take an "E" train outbound to the Northeastern stop, the first stop above ground. The campus can also be reached from downtown via the Orange Line by taking any train going outbound to Forest Hills and getting off at Ruggles Station. Commuter rail lines connect with the Orange Line at Ruggles Station, Back Bay Station, and North Station.



## Hotels near Northeastern University

The conference does not have a preferred hotel. Here are a few hotels that are walking distance to Northeastern. For a complete list and rates please use aggregators such as Kayak.com or Tripadvisor.com



**Sheraton Boston Hotel**  
39 Dalton St, Boston, MA 02199  
Phone: (617) 236-2000  
www.sheratonbostonhotel.com



**The Colonnade Boston Hotel**  
120 Huntington Ave, Boston, MA 02116  
Phone: (617) 424-7000  
www.colonnadehotel.com/



**The Westin Copley Place**  
10 Huntington Ave, Boston, MA 02116  
Phone: (617) 262-9600  
www.westincopleyplaceboston.com



**Hilton Boston Back Bay**  
40 Dalton St, Boston, MA 02115  
Phone: (617) 236-1100  
www3.hilton.com



**Boston Marriott Copley Place**  
110 Huntington Ave, Boston, MA 02116  
Phone: (617) 236-5800  
www.marriott.com

