Emerging Market Firm Competitiveness: Internationalization, Innovation and Institutions (3Is)  
Philadelphia, Pennsylvania, November 11-12

Sponsored by
Institute of Global Management Studies (IGMS), Fox School of Business, Temple University &  
Emerging Market Internationalization Research Group (EMIRG), The University of Sydney Business  
School, University of Sydney

Conference Program

Friday, Nov. 11, 2011 – 231 Alter Hall

3:45-4:15PM Registration and Coffee, Alter Hall, 2nd Floor Atrium

4:15-4:30PM **Opening remarks and welcome**  
M. Moshe Porat, Dean, Fox School of Business

4:30-6:00PM **Opening Plenary – Innovation Blowback – how emerging market firm innovation affects advanced economies: Autos, biotech, IT**  
Chair and Discussant: Ram Mudambi, Fox School, Temple University  
John Paul MacDuffie, Wharton School, University of Pennsylvania  
Raza Bokhari, Parkway Clinical Labs and Principal, BBB Investment Fund LLP  
Jason Rabbino, Senior VP – Enterprise Sales, Tyco International

6:00-6:30PM Drinks – 1810 Conference Suite, Temple University

6:30-8:30PM Dinner – 1810 Conference Suite, Temple University

Saturday, Nov. 12, 2011 – 7th Floor, Alter Hall

7:15-8:00AM Registration and Continental Breakfast

8:00-9:30AM **AIB Fellows’ Plenary – Emerging Market Firm Competitiveness**  
Chair and Discussant: Sid Gray, University of Sydney, Australia  
Steve Kobrin, Wharton School, University of Pennsylvania  
Masaaki Kotabe, Fox School, Temple University and Editor, JIM  
Steve Tallman, University of Richmond and Editor, GSJ

9:30-10:00AM Coffee

10:00-12:00 noon  
Session 1A “**Innovation and Competitiveness in Emerging Markets - I**”  
Chair and Discussant: Susan Feinberg, Rutgers University / Temple University

*Strategic entrepreneurship in emerging economies: simulating knowledge-based opportunity recognition in a global economic arena*  
Martin Ihrig, Wharton School, University of Pennsylvania

*Emerging innovation in an emerging economy: Can Russia break through its historical barriers?*  
Daniel J McCarthy, Northeastern University, USA  
Sheila Puffer, Northeastern University, USA  
Loren R. Graham, MIT, USA  
Daniel Satinsky, Russia Innovation Collaborative, Russia
All roads lead to Rome...or Mumbai or Beijing: Innovation capability development of world class emerging market firms from China and India
Andreas Schotter, Thunderbird Graduate School of International Management, USA
Mary Teagarden, Thunderbird Graduate School of International Management, USA and Editor TIBR

Frugal innovation in developing countries: what is new?
Kazuhiro Asakawa, Keio University, Japan
Alvaro Cuervo-Cazurra, Northeastern University, USA

Organizational excellence as an innovation strategy at Indian emerging market firms (EMFs)
Prasad Oswal, University of St. Gallen, Switzerland
Winfried Ruigrok, University of St. Gallen, Switzerland
N.M. Agrawal, Indian Institute of Management, Bangalore, India

The challenge of strategic renewal amidst radical environmental change
Markus Taussig, National University of Singapore, Singapore

Session 1B “Industry Panel”
Facilitators: TL Hill & Rob McNamee, Temple University

Session 1C “Internationalization and Catch-up in Emerging Markets”
Chair: Vikas Kumar, University of Sydney, Australia
Discussant: Tamara Stucchi, Copenhagen Business School, Denmark

Catch-up processes and strategies of EMFs: innovation for market creation
Saiful Islam, University of Gothenburg, Sweden
Bent Petersen, Copenhagen Business School, Denmark
Qing Yan, University of Gothenburg, Sweden

Internationalization strategies and entry mode choices: A comparison between EMNCs and AMNCs
Stefano Elia, DIG-Politecnico di Milano, Italy
Lucia Piscitello, DIG-Politecnico di Milano, Italy

Drivers of cross border acquisitions by emerging market multinational enterprises (EMNEs): an institutional explanation
Chinmay Pattnaik, University of Sydney, Australia
B. Elango, Illinois State University, USA

Moving beyond the born global stage: the survival and growth of Indian Born-Globals beyond the initial internationalisation phase
Nishant Kumar, Stockholm University, Sweden

Home-based networks and internationalization of Chinese multinational firms
Veronica H.I. Fong, University of Macau, China
Jacky F.L. Hong, University of Macau, China

Venture capital's role in internationalizing new ventures in emerging economies
David Lingelbach, University of Baltimore, USA
W. Alan Randolph, University of Baltimore, USA

Where do we go from here? The international expansion of Thailand-listed firms in the electronic industry
Pavida Pananond, Thammasat University, Bangkok, Thailand

12:00-1:30PM  Lunch
12:30-1:15PM  **Lunch Speaker:** Brian Hinman, VP, InterDigital Comm LLC

1:30-3:00PM  
**Session 2A** “**Institutions and Organization of Emerging Market Firms I**”  
**Chair:** Hemant Merchant, Florida Atlantic University, USA  
**Discussant:** Mercedes Delgado, Fox School, Temple University  

*The interactions among the Three Pillars of institutions on cross-border ownership - evidence from emerging economies*  
Mirko Benischke, University of Auckland, NZ  
Siah Hwee Ang, University of Auckland, NZ  
Jonathan Doh, Villanova University, USA  

*The one eyed man is king in the land of the blind: how a little collective action goes a long way in firm upgrading*  
Gerald A. McDermott, Moore School of Business, University of South Carolina, USA  
Rafael A. Corredoira, Smith School of Business, University of Maryland, USA  

*The emergence of the disaggregated virtual corporation: evidence from a leading Indian telecom firm*  
Saikat Chaudhari, Wharton School, University of Pennsylvania  

*BOT outsourcing contracts - boon or bane to vendor EMFs?*  
Peter D. Ørberg Jensen, Copenhagen Business School, Denmark  
Bent Petersen, Copenhagen Business School, Denmark  

**Session 2B** “**Institutions and Organization of Emerging Market Firms II**”  
**Chair:** Arvind Parkhe, Fox School, Temple University  
**Discussant:** Pietro Navarra, University of Pennsylvania and University of Messina, Italy  

*The role of home country-specific disadvantages in strategic asset acquisitions by emerging market multinationals*  
Stefano Elia, DIG-Politecnico di Milano, Italy  
Grazia D. Santangelo, University of Catania, Italy  

*Centripetal forces in the international R&D organization of Chinese MNCs - trends and organizational patterns*  
Maximilian von Zeitzwitz, Tongji University, China  
Marco Zeschky, University of St. Gallen, Switzerland  
Michael Daiber Tongji University, China  

*The role of firm-level characteristics and institutional factors in firms' lean manufacturing dynamic capability-building: Evidence from Brazil, China and India*  
Crystal Jiang, Bryant University, USA  
Omar Malik,  

*Family governance, Innovation and Internationalization: Evidence from India*  
Deeksha Singh, Temple University, USA  
Ajai S. Gaur, Rutgers University, USA  

*Location and organizational determinants of R&D lab closure: an examination of Indian R&D labs*  
Grigoris Livanis, Northeastern University, USA  
Anna Lamin, Northeastern University, USA  

**Session 2C** “**Innovation and Competitiveness in Emerging Markets II**”  
**Chair and Discussant:** Robert Hamilton, Fox School, Temple University
The Brazilian multinationals' approaches to innovation
Afonso Fleury, Escola Politecnica da Universidade de Sao Paulo, Brazil
Maria Tereza Leme Fleury, Escola Politecnica da Universidade de Sao Paulo, Brazil
Moacir de Miranda Oliveira Junior, Escola Politecnica da Universidade de Sao Paulo, Brazil

Licking the dirt to survive and succeed
Tanvi Kothari, University of Wisconsin Oshkosh, USA
Masaki Kotabe, Fox School, Temple University

Developing competitiveness in Strategic Industry in Emerging economies, through leveraging companies’ value chain competencies and resources on a global platform
Prashant Salwan, Indian Institute of Management, Indore, India

From a dangerous obsession to sound economics: the territorial competitiveness of Quala, an innovative leader in the Latin American market.
Hugo Ernesto Díaz Sánchez, Pontificia Universidad Javeriana, Bogotá
Laura Nicole de la Rosa, Pontificia Universidad Javeriana, Bogotá

3:00-3:30 Coffee

3:30-5:00PM Closing Plenary – The Base of the Pyramid in Emerging Markets
Chair and Discussant: M.B. Sarkar, Fox School, Temple University
Garry Bruton, Texas Christian University, USA
Susan Mudambi, Fox School, Temple University
Don Siegel, SUNY-Albany, USA and Editor, AMP