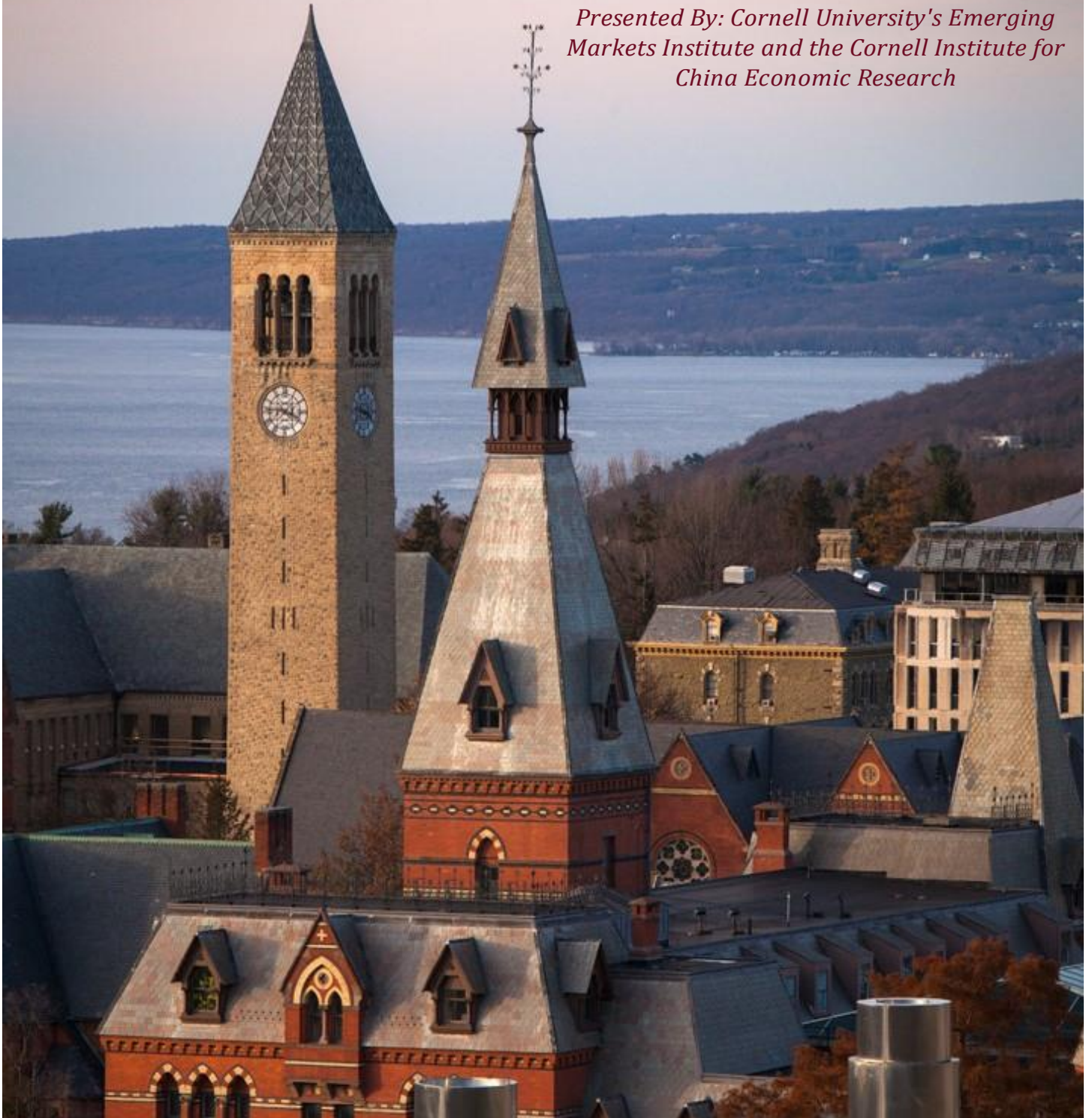


*The 5th Annual | November 7-8, 2020*

# **GLOBAL STRATEGY AND EMERGING MARKETS CONFERENCE**

*Presented By: Cornell University's Emerging  
Markets Institute and the Cornell Institute for  
China Economic Research*



THE UNIVERSITY OF TEXAS AT DALLAS



SIMON FRASER  
UNIVERSITY



Northeastern University

*The 5th Annual*  
**GLOBAL STRATEGY AND EMERGING  
MARKETS CONFERENCE**  
*November 7-8, 2020*

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## **DEANS' WELCOME**



*On behalf of the Cornell SC Johnson College of Business and Cornell University's Emerging Markets Institute and its Institute for China Economic Research, we are pleased to welcome you to the virtual 5th Annual Global Strategy and Emerging Markets (GSEM) Conference. We are proud to partner again with the University of Texas at Dallas Center for Global Business, Northeastern's Center for Emerging Markets and Simon Fraser University's Jack Austin Centre for Asia Pacific Business Studies. The conference brings together seasoned and more junior scholars, PhD students as well as practitioners to share research on global strategy, but with a special focus on emerging markets.*

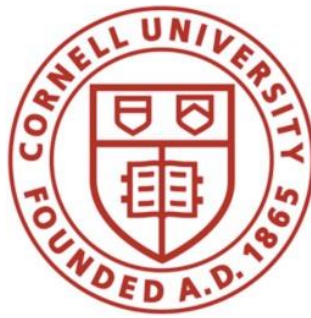
*Our Cornell colleagues, Lourdes Casanova and Christopher Marquis, together with Mike Peng, Ravi Ramamurti, and Daniel Shapiro, have assembled a first-class program that features research papers on the topic of digital technology transformation for emerging markets. The papers focus on how digital technology is affecting competitive strategy of multinational firms as well as the market for corporate control through mergers, acquisitions, strategic alliances, and joint ventures. Some fascinating new studies will be presented on entrepreneurship linked to digital technologies, product market innovation, initial public offerings, and venture capital financing in emerging markets. Yet another set of research papers will focus on how digital technologies will disrupt organizational structures, supply-chain relationships among competitors, suppliers, and customers. We will undoubtedly experience a vibrant exchange on topical ideas.*

*This year, we will celebrate the 10th anniversary of the launch of our College's Emerging Markets Institute (EMI). It was a project that came to fruition thanks to the strong support of our alumni and MBA students in the Johnson Graduate School of Management, who saw the acute need to train future leaders for the special challenges of doing business in emerging markets. While Dean Andrew Karolyi and Dr. Ya-Ru Chen were there to launch EMI as founding directors, Dr. Casanova, EMI's Gail and Roberto Canizares Executive Director, has taken the mission of the institute to the next level with innovative thought leadership and an active emerging market fellows program with alumni spanning the world. Cornell's Institute for China Economic Research (CICER) is a bit younger than EMI, but no less vital, involving dozens of faculty members across six colleges—Cornell is truly an intellectual powerhouse on China research.*

*None of the success of a conference like GSEM happens without support from volunteer staff, PhD students, visiting students affiliated with EMI/CICER, and the Cornell SC Johnson College of Business, as well as the leadership team of GSEM from UT Dallas, Northeastern, and SFU. To them we owe a special debt of gratitude for the extra work needed to make this 5th annual conference, being a virtual one, successful. Best wishes for a successful GSEM conference!*

*Kevin Hallock, Dean, Cornell SC Johnson College of Business, Joseph R. Rich Professor of Economics and Human Resource Studies*

*Andrew Karolyi, Deputy Dean and Dean of Academic Affairs, Cornell SC Johnson College of Business, Harold Bierman, Jr. Distinguished Professor of Management*



*Hello, Everyone,*

*On behalf of the Cornell University community, we want to offer you a warm welcome to the Fifth Annual Global Strategy and Emerging Markets Conference!*

*We are delighted to see that scholars, students, and practitioners are converging at our Emerging Markets Institute (EMI). Led by Professors Lourdes Casanova, our EMI has emerged as a nucleus for international business education and research, with a particularly strong emphasis on global strategy and emerging markets.*

*To make the conference a success, we appreciate the contributions from co-sponsor schools - Northeastern University, Simon Fraser University, and University of Texas at Dallas. We also are grateful to other contributing organizations, such as the Society for the Advancement of Management Studies, Durham, U.K. In closing, we offer you our own and the Cornell SC Johnson College of Business' best wishes for a successful conference.*

*Sincerely,*

*Lourdes Casanova, Christopher Marquis,  
Ravi Ramamurti, Mike Peng, & Daniel Shapiro*



*Cornell University's Emerging Markets Institute (EMI), the Cornell Institute for China Economic Research (CICER), and partners — Northeastern University Center for Emerging Markets (CEM), The Simon Fraser University Jack Austin Centre For Asia Pacific Business Studies, and The University of Texas at Dallas Center for Global Business (CGB) — are pleased to announce the fifth annual Global Strategy and Emerging Markets (GSEM) Conference. Previous GSEM conferences have been held in Miami (2016), Boston (2017), Miami (2018) and Dallas (2019).*

*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 with shared interests in global strategy, emerging markets, and emerging market multinationals.*

*The theme of GSEM 2020 is “Competing in the Digital World.” Digital technologies—including internet of things, 5G, cloud computing, AI, big data, and other new information technologies—are profoundly influencing the global economy by reshaping the rules of competition, generating new business models and enabling innovative ecosystems. Digital technologies are creating new business opportunities for emerging markets to improve their competitiveness and in some instances to leapfrog existing business practices and become world leaders.*

# MEET THE GSEM CONFERENCE CHAIRS



**LOURDES CASANOVA**

Director and Senior Lecturer of Management, Gail and Roberto Cañizares Director, Emerging Markets Institute, Cornell University Ithaca, USA



**CHRISTOPHER MARQUIS**

SC Johnson Professor in Global Sustainable Enterprise, and Professor of Management, Cornell SC Johnson College of Business, Cornell University, Ithaca USA



**RAVI RAMAMURTI**

University Distinguished Professor of International Business, Center for Markets, D'Amore McKim School of Business, Northeastern University, Boston, MA



**MIKE PENG**

Jindal Chair of Global Strategy, Executive Director, Center for Global Business, Jindal School of Management, University of Texas at Dallas, USA



**DANIEL SHAPIRO**

Professor of Global Business Strategy, the Beedie School of Business, Simon Fraser University, Vancouver, BC, Canada, Co-Editor, Multinational Business Review; and co-director Jack Austin Centre for Asia Pacific Business Studies

# KEY TOPICS OF DISCUSSION



*How does digitalization affect firms' competitive strategy, competitive dynamics, M&As, strategic alliances and joint ventures?*

*How does digitalization affect international business activities, e.g., multinational enterprises, FDI and cross-border and trade activities?*

*How does digitalization affect organizational learning, knowledge creation, and firms' internal integration of knowledge?*

*What is the relationship between digitalization and innovation?*

*How do digitalization and other information technologies affect agricultural production and/or environmental sustainability?*

*How do digital technologies affect entrepreneurship, e.g., opportunity discovery versus creation, market failure and uncertainty, and entrepreneurial financing (by venture capitalists, IPO, etc.)?*

*How do digital technologies influence cross-cultural management, e.g., how these technologies affect cultural orientations and practices of managers and other organizational members, individual values and cognitive structures?*

*What are implications of digitalization on firms' economic systems (e.g., interorganizational network, their relationship with competitors, suppliers, and customers) and business models?*

*How do digital technologies redefine firms' boundary and affect organizational structure and design (e.g., non-hierarchical organizations)?*

*How does digitalization contribute to existing management theories (e.g., by questioning, modifying, and adding new assumptions) or advancing new ones (e.g., by asking and answering new questions)?*

# AGENDA

DAY 1

Saturday, November 7th, 2020



## WELCOME MESSAGE

6:00 PM est

**Kevin Hallock**, Dean, Cornell SC Johnson College of Business, Joseph R. Rich Professor of Economics and Human Resource Studies

**Introduction**, Lourdes Casanova, Christopher Marquis



## KEYNOTE SPEECHES

Keynote Speech 1 6:40 - 7:10 PM est

**Andrew Karolyi**, Deputy Dean and Dean of Academic Affairs, Cornell SC Johnson College of Business, Harold Bierman, Jr. Distinguished Professor of Management

Keynote Speech 2 7:15 - 7:45 PM est

**Denise Odaro**, Head, investor relations at IFC



## PAPER SESSION 1

*Operating and Scaling in the Digital World*

Moderator: Yang Liu

7:50 - 8:45 PM est

*"The Effects of Temporal Distance on Communication Patterns in a Large Multinational: Evidence from Daylight Savings Time"* – **Candidate for the Best Paper Award**

- ♦ Chauvin, Jasmina (Georgetown); Choudhury, Raj (HBS); Fang, Tommy Pan (HBS)

*"Failing Vision: Visioning as a Socially Distributed Process and Its Consequences for Rapid Scaling"*

- ♦ Mack, Daniel (Singapore Management U); Chen, Wei-ru (CEIBS); Huy, Quy (iNSTEAD)

*"Too Red for Crowdfunding: the Legitimation and Adoption of Crowdfunding Across Political Cultures"*

- ♦ Lewis, Alexander (UTSA); Cordero, Arkangel (UTSA); Xiong, Rachael Ruizhu (UTSA)

## PAPER SESSION 2

*New Economies and New Insights in the Digital World*

Moderator: Kunyuan Qiao

8:50 - 9:45 PM est

*"An Eye for AI: Insights into Governance of Artificial Intelligence and Potential Oversights"*

- ♦ Aguilera, Ruth (Northeastern); Chhillar, Deepika (UIUC)

*"The Platform Economy, Multisided Platforms and the Digital Entrepreneurial Ecosystem"*

- ♦ Acs, Zoltan (George Mason); Szerb, László (University of Pécs); Komlósi, Éva (MTA-PTE); Song, Abraham (George Mason); Audretsch, David (Indiana) – **Candidate for the Best Paper Award**

*"The Emergence of Complexity in the Sharing Economy"*

- ♦ Mithani, Murad (Stevens Institute of Technology)

[Day 1 Plenary Session Virtual Room](#)



# AGENDA

DAY 1

Saturday, November 7th, 2020

## ROUNDTABLE SESSION 1

9:50 - 10:50 PM est

Moderator: [Lourdes Casanova](#)

*“The Global Governance of Education and Democratic Governance in Latin America: the Peruvian case (2000 - 2020)”*

- ◆ Perez-Luyo, Ricardo (U Lima)

*“Can Digital Finance promote Women's Entrepreneurship —Evidence from China”*

- ◆ Guan, Jian (Central South U); Li, Meng (Central South U)

*“How the Digital Economy Affects China's Export Domestic Value-Added Rate?”*

- ◆ Ding, Yibing (Jilin U); Zhang, Hongyuan (Jilin U); Tang, Sitong (Sophia U)

Moderator: [Jing Li](#)

*“Digital Transformation: A Theoretical Model and Business Practices”*

- ◆ Carson Li (Peking U); Wu, Changqi (Peking U)

*“Improving EMNCs' Media Reputation: The Role of Firm Capabilities and Environmental Context”*

- ◆ Liu, Ligu (West Virginia)

*“Revealing the Dynamics of Chinese Investment in Infrastructure: A Comparison across Regions and Sectors”*

- ◆ Garcia Duque, Juana (U los Andes); Andonova Zuleta, Veneta (U los Andes); Martinez Granados, Carlos Alejandro (U los Andes); Amalfi Gonzalez, Alex (Odinsa S.A.)

Moderator: [Chris Marquis](#)

*“Cloud-Based Systems in an Age of Cyberterrorism: How International Regulations Control Our Private”*

- ◆ Tuttle, Weston (UT Dallas)

*“Using Framing as a Political Tool by Digital Platforms: Evidence from the U.S. Ride-Hailing Firms”*

- ◆ Wen, Yuni (Oxford)

*“The Use of Augmented and Virtual Reality Within Pop-Up Retail in the Fair Trade and Socially Responsible Apparel Industry”*

- ◆ Wenzel, Kaylyn (Kent State)

Moderator: [Mike Peng](#)

*“Institutional Influences on Business Orientation Ambidexterity in Internationalization—Evidence from an Emerging Market”*

- ◆ Li, Yuanyuan (Rutgers); Crews, Marcus (Rutgers)

[Day 1 Plenary Session Virtual Room](#)

# AGENDA

DAY 1

Saturday, November 7th, 2020

## ROUNDTABLE SESSION 1

9:50 - 10:50 PM est

Moderator: Mike Peng (continued):

*"Investigating the Impact of Perceived Risks on Customer Satisfaction: Mediating Role of Online Purchase Intentions and Moderating Role of Trust"*

- Jahil, Amna (U Punjab); Altaf, Sadia (U Punjab); Khan, Nazirullah (U Punjab)

*"Future of Neuromarketing: Substitute for a Consumer's Decisions?"*

- Gupta, Soniya (Mudra Institute of Communications); Dangi, H. K. (U Delhi)

Moderator: [Ravi Ramamurti](#)

*"AI - the Disruptor in Global Business"*

- Chasteen, Larry (UT Dallas)

*"A Study to Analyse Consumer Behavior And Consumer's Adoption to Digital Payment System In Indian Scenario"*

- Farooqi, Rahela (Jamia Millia Islamia U); Verma, Anita (U Delhi)

*"Developing a Cyber Risk Management Mechanism for Retail Company Operating in Emerging Market"*

- Grishunin, Sergei (Higher School of Economics); Egorova, Alexandra (Higher School of Economics)

Moderator: [Daniel Shapiro](#)

*"Country and Firm Specific Advantages in the Internationalization of Multinationals: a Case Approach"*

- Palacios-Chacon, Lorena (Universidad del Norte)

*"Overcoming the 'Solow Paradox': Tariff Reduction and Productivity Growth of Chinese ICT firms"*

- Zhang, Hongsheng (Zhejiang U); Ma, Shuzhong (Zhejiang U)

*"Analyzing the Decline of Gamestop and Proposing Solutions for a Digital Future"*

- Seamans, Ian (UT Dallas)

End of Day 1

[Day 1 Plenary Session Virtual Room](#)

# AGENDA

## DAY 2

Sunday, November 8th, 2020

### CORNELL RESEARCH ON EMERGING MARKETS 6-7:10 PM

Lourdes Casanova, Ying Hua, Shanjun Li, Chris Marquis, and Kunyuan Qiao

### MEET THE EDITORS

7:15 - 8:00 PM est

Ruth Aguilera, Chris Forman, Chris Marquis

### BEST PAPER AWARD

*“The Effects of Temporal Distance on Communication Patterns in a Large Multinational: Evidence from Daylight Savings Time”*

- ♦ Chauvin, Jasmina (Georgetown); Choudhury, Raj (HBS); Fang, Tommy Pan (HBS)

*“The Platform Economy, Multisided Platforms and the Digital Entrepreneurial Ecosystem”*

- ♦ Acs, Zoltan (George Mason); Szerb, László (University of Pécs); Komlósi, Éva (MTA-PTE); Song, Abraham (George Mason); Audretsch, David (Indiana)

### NEXT GSEM

### CONFERENCE

Daniel Shapiro, Jing Li, Conference Co-Chairs

### PAPER SESSION 1

*Innovation in the Digital World*

Moderator: Andrew Foley 8:05 - 9:00 PM est

*“Local-to-Global Innovation Strategy: A Practice-Process Lens to External Knowledge Sourcing through Overseas Sales Subsidiary”*

- ♦ Gamarra, Roberto (Gallaudet University)

*“Rightful Resistance by Digital Innovation Companies in an Authoritarian Country”*

- ♦ Wen, Yuni (Oxford)

*“Sourcing Innovation in the Digital Age”*

- ♦ Thompson, Neil (MIT); Bonnet, Didier (Capgemini Invent/IMD); Ye, Yun (Capgemini Invent)

### PAPER SESSION 2

*Legitimacy Issues of Digitalization*

Moderator: Lourdes Casanova 9:05 - 10:00 PM est

*“Deliberative Democracy and Regulatory Compliance by Emerging Market Firms: Lessons from Host Country Governments’ Pursuit of Legitimate Authority”*

- ♦ Taussig, Markus (Rutgers); Malesky, Edmund (Duke) *“Too Legit to Quit: The Cryptocurrency Category”*

- ♦ Sadek, Jack (Concordia); Nason, Robert (Concordia)

*“Liability of E-MNCs for Human Rights Violation of Peasants: A Tale of South-South Exploitation”*

- ♦ Mukherjee, Vivek (NALSAR, Hyderabad)

[Day 2 Plenary Session Virtual Room](#)

# AGENDA

## DAY 2

Sunday, November 8th, 2020

### ROUNDTABLE SESSION 2

10:05 - 11:00 PM est

Moderator: [Lourdes Casanova](#) :

*“The Role of Digital Economy in Shaping Sustainable Employability of Adults: Evidence from China”*

- Shao, Xu (Hubei U); Yang, Yanlin (Wuhan U); Wang, Lizhi (Hubei U)

*“Does the Technological Diversification and R&D Internationalization of eMNCs Promote Enterprise Innovation?-- An Empirical Study on China’s Public Listed Companies”*

- Li, Jing (Soochow U); Wang, Jun (Soochow U)

*“De-globalization and De-legitimation: A Natural Experiment of U.S. -- China Trade War”*

- Zhang, Weiliang (UIUC); Wang, Wei (Northwestern)

Moderator: [Jing Li](#)

*“What Determines the Pattern of China’s Cross-Border E-Commerce with the World?”*

- Yu, Linhui (Zhejiang U); Wang, Yujie (Zhejiang U); Lu, Futao (Zhejiang U)

*“Assessment of Employees Attitudes toward Digitalization-Induced Organizational Transformations”*

- Heim, Irena (U Reading)

*“Strategy, Scale-Up Risks in Emerging Markets, and the New Coso Erm Framework: Assessment and Signification”*

- Dugal, Mohinder (West Conn State)

Moderator: [Chris Marquis](#)

*“The ICT Sector as a Driver of Innovation: the Case of Polish Regions”*

- Dziembała, Małgorzata (U Econ in Katowice); Talar, Sylwia (U Econ in Katowice)

*“China’s Investment and African Technological Advancement: Challenges and Prospect”*

- Ojajorotu, Victor (North-West University); Obah-akpowoghaha, Nelson Goldpin (North-West University)

*“Coordinating Transnational Futurework In Fashion Design” Hoppe,*

- Alexander (Penn)

Moderator: [Mike Peng](#)

*“Does the Negative Performance Discrepancy Promote R&D Investment and Marketing Investment of Enterprises?”*

- Guan, Jian (Central South U); Yin, Jingyi (Central South U); Liao, Weiwen (Northwestern State U)

[Day 2 Plenary Session Virtual Room](#)

# AGENDA

## DAY 2

Sunday, November 8th, 2020

### ROUNDTABLE SESSION 2

10:05 - 11:00 PM est

Mike Peng (continued):

*“Constraint or Constitute? The Internationalization of Chinese State-owned Enterprises with Multiple Institutional Heterogeneity”*

- Chen, Limin (Wuhan U)

*“The Role of Word Familiarity in the Effect of Positive and Negative WOM on Consumer Decisions”* Li,

- Yiping (UMass Lowell)

Moderator: [Ravi Ramamurti](#)

*“Technological Change, Financialization & Securitization”*

- Haas, Sean (UT Dallas)

*“Global Mentoring as a Means of Career Development in Knowledge Creation”*

- Carraher, Shawn (UT Dallas); Sullivan, Sherry (Bowling Green State); Crocitto, Madeline (SUNY- Old Westbury); Carraher Jr, Shawn M (University of Oklahoma)

*“Digital Financial Inclusion, Economic Freedom, Financial Development, and Growth: Implications from a Panel Data Analysis”*

- Rekha, A. G. (Bank of India); Rajamani, K (Bank of India); Resmi, A. G. (Christ U)

Moderator: [Daniel Shapiro](#)

*“Digital Capabilities: Construct, Dimensions and Scale Development”*

- Maycotte, Sandra (U South Carolina & EGADE); Garcia-Valenzuela, Emma (U South Carolina & EGADE); Kuljis, Masa (U South Carolina & EGADE)

*“Untangling Legitimization Complexity in an IT Intensive Industry: Huawei’s Engagement with Governments and Media”*

- Li, Lei (Nottingham-Ningbo); Sun, Sunny Li (UMass Lowell)

*“A Study on Security and Privacy Concerns of Big Data among Consumers in E-Tailing and Social Media: An Indian Perspective”*

- Fatima, Zainab (Jamia Millia Islamia); Farooqi, Rahela (Jamia Millia Islamia); Siddiqui, Dr. Mohd Abdul Moid, Assistant Professor (Asian Business School, Noida)

### CLOSING REMARKS

11:00 - 11:15 PM est

The Conference Co-Chairs

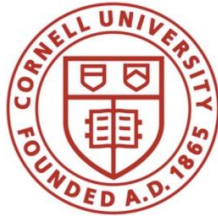
**End of Day 2. Thank you for attending the 5th Annual GSEM Conference.**

[Day 2 Plenary Session Virtual Room](#)

## *Acknowledgements*

*The 5th Annual GSEM conference is made possible through collaboration across universities, disciplines, and countries. We'd like to acknowledge our co-sponsor schools: The University of Texas at Dallas, Simon Fraser University, and Northeastern University. A big thank you also to the The Society for the Advancement of Management Studies in Durham, U.K. for their generous support, and to the EMI team, Kunyuan Qiao, and Mark K. Yeager for their tireless efforts in making the event a success.*

# Cornell University



*Cornell is a privately endowed research university and a partner of the State University of New York. As the federal land-grant institution in New York State, we have a responsibility—unique within the Ivy League—to make contributions in all fields of knowledge in a manner that prioritizes public engagement to help improve the quality of life in our state, the nation, the world.*

*Cornell's Emerging Markets Institute at the Samuel Curtis Johnson Graduate School of Management provides thought leadership on the role of emerging markets—and emerging market multinationals—in the global economy. The Institute brings together preeminent practitioners and academics from around the world to develop the next generation of global business leaders and create the premier research center on the role of emerging markets in the global economy.*

*Cornell is an intellectual powerhouse on China research. Cornell Institute for China Economic Research (CICER) serves as a hub for Cornell expertise on China's economy.*

*Through education, research, and policy engagement, the institute contributes to Cornell's internationalization efforts by bringing Cornell to China and China to Cornell. The institute is being recognized as the go-to-place for expertise on China's economy both inside and outside Cornell*

