
POST-EVENT SUMMARY REPORT

Name of Event: Annual Strategy & International Business Symposium

Date of Event: 9th – 10th January 2020

Location of Event: University House, University of Birmingham

Number of Attendees: 28 Speakers/Discussants and 32 Registered Participants

Funding Source: Birmingham Business School (£3,000)

Founders: Prof. Agnieszka Chidlow and Prof. Pervez Ghauri

Organisers: Dr Amir Qamar (Lead), Prof. Pervez Ghauri and Prof. Agnieszka Chidlow

E-mail: a.qamar@bham.ac.uk

On Thursday 9th and Friday 10th January 2020, the Department of Strategy and International Business (SIB) successfully organised its fourth Annual Strategy and International Business Symposium (ASIBS). As in previous years, the aim of the event was to advance the understanding of various emerging topics within international business and strategy as well as the quality and diversity of research methodologies applied within those areas. Moreover, this event sought to increase SIB's transparency and visibility amongst colleagues working within the department, whilst bridging the gap between SIB and City-REDI.

In total, the event consisted of 28 speakers. Internally, 12 FT SIB, 2 FT City-REDI and 1 FT Management colleagues participated in the event as speakers. Moreover, the event drawn upon the eminent fractional appointment of Prof. John Child associated with the SIB group, as well as 13 external speakers. Our keynotes were delivered by Professor Peter Buckley (University of Leeds), Prof. Bo Nielson (University of Sydney), Prof. Marian Jones (University of Sheffield), Prof. Roger Strange (University of Sussex) and Dr Nikolaos Papageorgiadis (University of Liverpool). Concerning the structure, the event consisted of 2 paper development workshops, 3 keynote sessions, 1 meet the editors' session and 6 interactive sessions.

In order to contribute to the external recognition as well as to invite external PhD students and junior faculty (as part of network building), the event was advertised using the following:

- a) The University's website (<https://www.birmingham.ac.uk/schools/business/events/2020/01/annual-strategy-international-business-symposium.aspx>).
- b) A poster designed especially for the event (see Appendix A) that was posted around the University's campus and at the 45th European International Business Academy (EIBA) Annual Conference 2019 (University of Leeds).
- c) Twitter posts associated with prominent research networks such as The Academy of International Business (AIB), The Academy of International Business UK & I Chapter (AIB-UK&I).

The outreach process lead to an overwhelming internal & external interest. However, due to funding restrictions and the fact that the attendance priority was given to PhD students and junior faculty, only 40 participants were selected. The external participants came from nationally recognised institutions such as Warwick Business School, Aston University, University of Leeds, University of Exeter and University of Manchester.

Upon registration both speakers/discussants and participants received a name badge and a canvas bag which contained the following:

- a) Welcome poster (Appendix B)
- b) Schedule (Appendix C)
- c) Recent Publications from the SIB (Appendix D)
- d) Post event survey (Appendix E)
- e) Notepad, Pen and gift.

Different from the previous years the first day (Thursday 9th January) was primarily dedicated for paper development workshops for early career researchers and junior colleagues. Adhering to the BBS's theme of responsible business, this was not only a fantastic opportunity to receive friendly feedback on working papers from established colleagues, but provided a platform for joint-authored publications and networking. Prof. Bo Nielsen delivered a keynote titled "*10 principles of good research design*". In total, 6 papers were presented in two paper development workshops and 3 of the papers presented in these sessions were from external colleagues from local universities. We ensured that each paper had a dedicated chair who provided written feedback.

The second day (Friday 10th January) was considered to be the 'main event' and following the registration process, Prof. Pervez Ghauri, Prof. Agnieszka Chidlow and Dr Amir Qamar were on hand to formally open the conference. Prof. Peter Buckley delivered an opening keynote titled "*International Business as an interdisciplinary research project*". Following this, Prof. Roger Strange delivered his keynote, which was titled "*Do we need a theory of externalization?*" Next, the event was organized into 3 special sessions (2 presentations per session) on various topics. After lunch there was a 'meet the editors' session which included Prof. David Bailey (Regional Studies), Prof. Pervez Ghauri (International Business Review) and Prof. Shlomo Tarba (British Journal of Management). Next, there were 3 more special sessions (2 presentations per session) on various topics. The event was closed with 2 keynotes where Dr Nikolaos Papageorgiadis delivered a presentations titled "*International business research and the development of impact cases: best practices and novel approaches*" and Prof. Marian Jones delivered her keynote titled "*Story, Voice, Interpretation: Is there a place in IB research?*" The event officially closed with a wine reception.

Throughout the day, all participants had the opportunity to choose from various special and discussion sessions. At the beginning of each session, the participants were presented with background information and scholars' research interests and academic achievements in order to demonstrate the quality of academic advice/support offered during the event. Moreover, participants were provided with recent publications by SIB and City-REDI colleagues (see Appendix D), to attest to the department's expertise and enhance its visibility. Further, following a structured process of information sharing, exchange and brainstorming throughout the event, the participants had the various opportunities to discuss their work and publications.

At the end of the event, all participants were asked to fill in the post-event survey. The aim of the survey was to gather feedback concerning the event for future planning. Although there were 40 registered participants, 32 attended the event. Therefore, including speakers, the event consisted of 60 participants and 28 returned the questionnaire (see Appendix E for questionnaire), revealing a response rate of 47%. Based on the returned questionnaires:

- The majority of responses (**approximately 90%**) rated the event as either **very good** or **excellent**.
- **100%** of responses revealed that they would **recommend** the event to others.

In addition to this, during the course of day it was also evident that all participants benefited from academic interactions as well as enjoyed networking opportunities, as a significant number of them personally thanked Dr Amir Qamar for organising such a stimulating event, see below:

"Thanks to you and your colleagues for your excellent organisation" (Prof. Peter Buckley).

"Many thanks to you all not only for the invitation, but also for the organisation of such an enjoyable and stimulating event" (Prof. Roger Strange).

Pictures and Twitter feeds from the event are provided in Appendix G. The event also enabled teambuilding and networking both within the department and with externally invited speakers over two evening meals, enhancing the Department's ties with key academics in the field.

The total costs for this event was £4,040.62 (see Appendix F). £3,000 of funding was acquired from BBS's Research (Cluster, RI, Workshop) Funding scheme. City-REDI provided £750 for the event and the SIB department funded the outstanding balance. It is expected the event would have cost significantly more had notepads, pens, and canvas bags not been left over PG Induction.



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The 4th Annual Strategy & International Business Symposium

9th - 10th January 2020

The Department of Strategy & International Business at Birmingham Business School (BBS) is delighted to host the fourth Annual Strategy and International Business Symposium (ASIBS).

The aim of the event is to advance the understanding of various emerging topics within the international business and strategy. By doing so, it is hoped that the event will help and guide both PhD students and junior academics with the process of planning research in order to advance knowledge as well as enhance professional standards in those fields.

Schedule

Thursday 9th January: PhD/ECR Paper Development Workshop

Friday 10th January: Symposium

Keynotes

Prof. Peter Buckley
(University of Leeds, UK)
Prof. Marian Jones
(University of Sheffield, UK)
Dr. Nikolaos Papageorgiadis
(University of Liverpool, UK)
Prof. Roger Strange
(University of Sussex, UK)

Confirmed Speakers

Prof. David Bailey
(University of Birmingham, UK)
Prof. John Bryson
(University of Birmingham, UK)
Prof. John Child
(University of Birmingham, UK)
Prof. Amon Chizema
(University of Birmingham, UK)
Dr. Linda Hsieh
(University of Birmingham, UK)
Prof. Xiaohui Liu
(University of Birmingham, UK)
Prof. Shlomo Tarba
(University of Birmingham, UK)

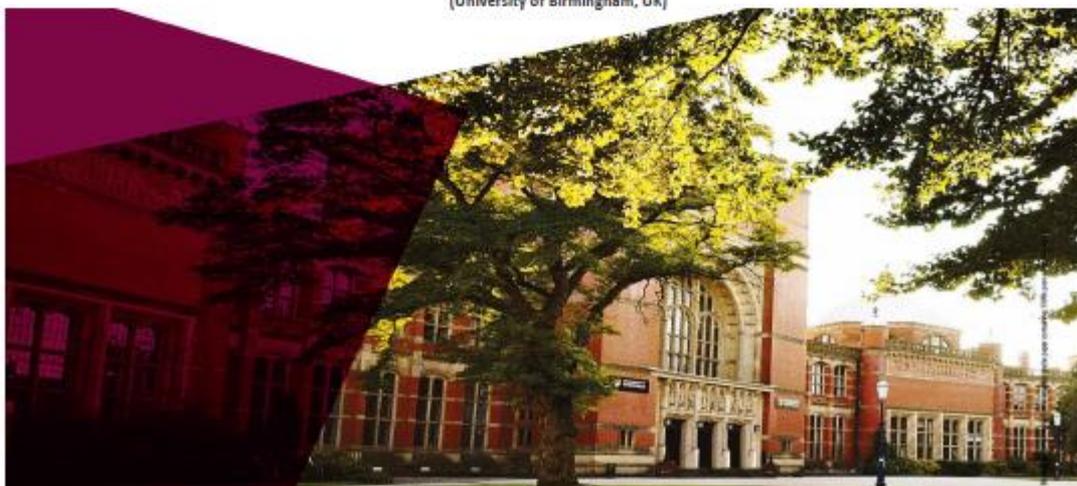
Organising Committee

Prof. Pervez Ghauri
(Co-Founder & Chair)
Dr. Agnieszka Chidlow
(Co-Founder & Chair)
Dr. Amir Qamar
(Lead Organiser & Chair)

Register

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The 4th Annual Strategy & International Business Symposium

9th - 10th January 2020

Welcome

The Department of Strategy & International Business at Birmingham Business School (BBS) is delighted to host the fourth Annual Strategy and International Business Symposium (ASIBS). The aim of the event is to advance the understanding of various emerging topics within international business and strategy. By doing so, it is hoped that the event will help and guide both PhD students and junior academics with the process of planning research in order to advance knowledge as well as enhance professional standards in those fields.

Sponsors

- Birmingham Business School at the University of Birmingham is the oldest business school in the UK. It was originally established as the Faculty of Commerce in 1902. It is research-led and multi-disciplinary, and consistently found in global ranking tables and accredited by leading bodies (AMBA, EQUIS, AACSB). Its triple-crown accreditation confirms the School's position within an elite group of global business schools.
- The Department of Strategy and International Business (SIB) in Birmingham Business School is a multidisciplinary group of leading academics in international business and strategy.
- The City-Region Economic & Development Institute (REDI) in Birmingham Business School is a multidisciplinary group of leading academics who use their academic understanding of city regions to develop policy, which informs and influences regional and national economic growth policies.

Organising Committee



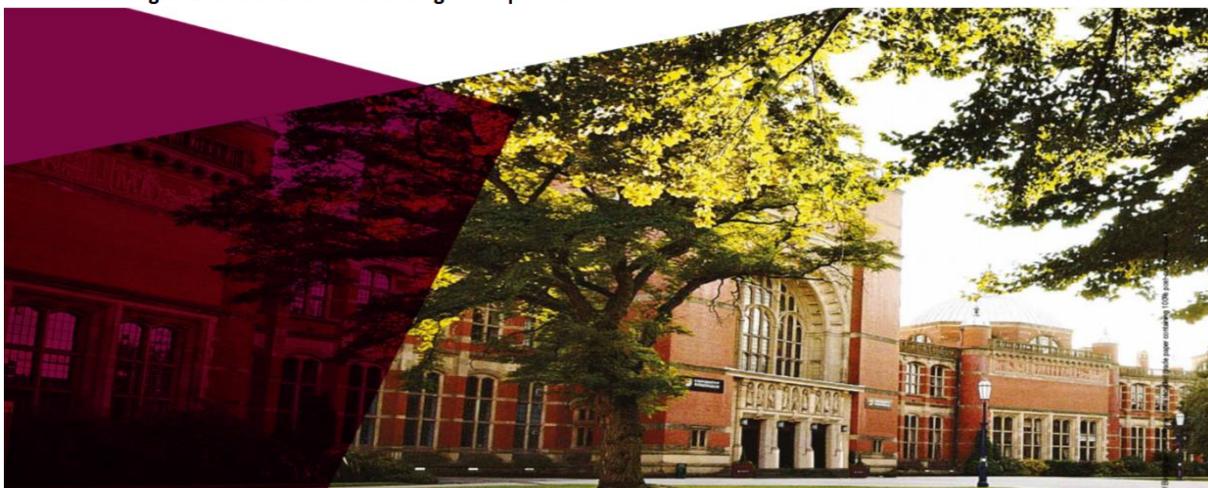
Prof. Pervez Ghauri
(Co-Founder & Chair)



Dr. Agnieszka Chidlow
(Co-Founder & Chair)



Dr. Amir Qamar
(Lead Organiser & Chair)





Schedule – 9th January

Time	Venue	Event
12:30 – 13:00	UH Atrium	Registration
13:00 – 14:00	G08	<p>Welcome Prof. Pervez Ghauri, Dr Agnieszka Chidlow & Dr Amir Qamar (University of Birmingham)</p> <p>Opening Keynotes Prof. Bo Nielsen (University of Sydney) <i>10 principles of good research design</i></p>
14:00 – 15:30	G08	<p>Interactive Paper Development Workshop 1 Chairs: Prof. John Child, Prof. Shlomo Tarba & Dr Linda Hsieh (University of Birmingham)</p> <p>Dr Salman Ahmad (University of Derby) <i>Low-power firms' pursuit of power: interfirm cooperation and collective bargaining</i></p> <p>James Blackmore-Wright (University of Birmingham) <i>Growing pains: Is MBA education holding back Mid-sized business growth?</i></p> <p>Dr Eun Sun Godwin (University of Wolverhampton) <i>Partnering Approach as an M&A strategy of Emerging Market Multi-national</i></p>
15:30 – 16:00	UH Atrium	Coffee/Tea Break
16:00 – 17:30	G08	<p>Interactive Paper Development Workshop 2 Chairs: Prof. Xiaohui Liu, Prof. Amon Chizema & Dr Agnieszka Chidlow (University of Birmingham)</p> <p>Safiriyu Elegbede (University of Birmingham) <i>Quantifying the Economic Impacts of Classical Forecast Errors</i></p> <p>Dr Jae-Yeon Kim (University of Warwick) <i>The Role of Outward FDI in creating Korean global factories</i></p> <p>Dr Joachim Timlon (University of Birmingham) <i>Intervention Strategies for Multinational Enterprises (MNEs) to Achieve Sustainable Development Goals (SDGs)</i></p>



Schedule - 10th January

Time	Venue	Event
08:30 – 09:00	UH Atrium	Registration (Morning Refreshments: Coffee/Tea)
09:00 – 10:30	G08	<p>Welcome Prof. Pervez Ghauri, Dr Agnieszka Chidlow & Dr Amir Qamar (University of Birmingham)</p> <p>Opening Keynotes Prof. Peter Buckley (University of Leeds) <i>International Business as an interdisciplinary research project</i></p> <p>Prof. Roger Strange (University of Sussex) <i>Do we need a theory of externalization?</i></p>
10:30 – 11:00	UH Atrium	Coffee/Tea Break
11:00 – 12:00	G08	<p>Discussion Session: 1 Prof. John Child (University of Birmingham) <i>Unpacking the networking of internationalizing SMEs</i></p> <p>Dr Linda Hsieh (University of Birmingham) <i>Internationalization decision-making</i></p>
11:00 – 12:00	G05	<p>Discussion Session: 2 Prof. Amon Chizema (University of Birmingham) <i>Under these conditions we shall work better together: Collaboration of the CEO and the board chair</i></p> <p>Xuecong Li (University of Birmingham), Dr Xia Han (University of Manchester) and Prof. Xiaohui Liu (University of Birmingham) <i>Foreign acquisitions by Chinese firms: A composition-based view</i></p>
11:00 – 12:00	G03	<p>Discussion Session: 3 Dr Amir Qamar (University of Birmingham) <i>Quality and flexibility performance trade-offs between lean and agile manufacturing firms in the automotive industry</i></p> <p>Dr Emma Gardner (University of Birmingham) <i>The Dark Side of the Industrialisation of Accountancy</i></p>
12:00 – 13:00	UH Atrium	Lunch

13:00 – 14:00	G08	<p>Special Session: Meet the Editors Chair: Prof. Roger Strange (<i>Area Editor: International Business Review</i>) Prof. David Bailey: (<i>Editor-in-Chief: Regional Studies</i>) Prof. Pervez Ghauri: (<i>Editor-in-Chief: International Business Review</i>) Prof. Shlomo Tarba: (<i>Co- Editor-in-Chief: British Journal of Management</i>)</p>
14:00 – 15:00	G08	<p>Discussion Session: 4 Prof. John Bryson (University of Birmingham) <i>Repatriation or reshoring of manufacturing to the U.S. and UK: Modular theory-building, dynamics and global production networks</i></p> <p>Dr Paulina Ramirez (University of Birmingham) <i>New manufacturing technologies, Industry 4.0 and global value chains</i></p>
14:00 – 15:00	G05	<p>Discussion Session: 5 Prof. Bo Nielsen (University of Sydney) <i>Organizational learning: Cognitive barriers and organizational repairs</i></p> <p>Dr Andre Carrascal Incera (University of Birmingham) <i>UK regional urbanization patterns and their economic consequences</i></p>
14:00 – 15:00	G06	<p>Discussion Session: 6 Dr Chloe Billing (University of Birmingham) <i>Understanding productivity and prosperity: Regional skills mismatches and inclusive growth for the West Midlands</i></p> <p>Mrs Diletta Pegoraro, Prof. Lisa de Propris and Dr Agnieszka Chidlow (University of Birmingham) <i>Sub-national motives for manufacturing reshoring strategies: a comparative study</i></p>
15:00 – 15:30	UH Atrium	Coffee/Tea Break
15:30 – 17:00	G08	<p>Closing Keynotes Dr Nikolaos Papageorgiadis (University of Liverpool) <i>International business research and the development of impact cases: best practices and novel approaches</i></p> <p>Prof. Marian V Jones (University of Sheffield) <i>Story, Voice, Interpretation: Is there a place in IB research?</i></p>
17:00 – 18:00	UH Atrium	Wine reception
18:30 – 21:00	Cielo, Brindley Place, B1 2JB	Evening Dinner (Speakers by invitation)

Appendix D



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Recent Publications

Department of Strategy & International Business

Birmingham Business School

Professor John Bryson

Abstract

This paper argues that planning in the Global South needs to be embedded within a more complex and systemic framework based on understanding cities' functions and transformations, at both local and regional levels, whilst advocating for and incorporating informal and temporary dynamics. This is to differentiate between two competing processes: formal planning and citizen-led place-making, here considered as a form of reactive alternative-substitute place-making that occurs when there is no available alternative. The paper calls for a better integration of such impermanent, adaptable, temporary and alternative forms of place-making into the planning process for regional futures.

Andres, L., Bakare, H., Bryson, J. R., Khaemba, W., Melgaço, L., & Mwaniki, G. R. (2019). Planning, temporary urbanism and citizen-led alternative-substitute place-making in the Global South. *Regional Studies*, 1-11.

Professor John Child

Abstract

Relatively limited research has been conducted on the evolutionary development of social capital during the internationalization process of small and medium-sized enterprises (SMEs). We address this issue through a qualitative study of 30 pairs of British and Indian SMEs that have developed international business relations with each other. We provide frameworks that illustrate how microfoundations create, modify, or dissolve network structures to achieve the desired outcomes at different stages of social capital development and internationalization. We identify that entrepreneurial characteristics and intentions influence the development of social capital and internationalization. We suggest that the stages of social capital evolution tend to accompany discrete stages of internationalization, albeit with some exceptions due to the nature of the industrial sectors and actors' dispositions towards business exchange..

Puthusserry, P., Child, J., & Khan, Z. (2019). Social capital development through the stages of internationalization: Relations between British and Indian SMEs. *Global Strategy Journal*.

Professor Amon Chizema

Abstract

In contrast to US companies, Chinese firms have concentrated ownership with the effect that the central agency problem emanates from controlling shareholders expropriating minority shareholders, a phenomenon referred to as 'tunneling'. This study examines the monitoring effect of mutual funds on the tunneling behavior of controlling shareholders. Due to the distinctive institutional settings in China, including a high level of ownership concentration, underdeveloped legal system in the stock markets and weak governance mechanisms in the mutual fund industry, we find that an increase in mutual fund ownership effectively mitigates the tunneling behavior of controlling shareholders thus improving firm performance. Nonetheless, after the mutual fund ownership reaches a certain threshold, an increase in concentrated mutual fund ownership is associated with heavier tunneling and lower firm performance. This may suggest that concentrated mutual funds collude with controlling shareholders in order to preserve their private interests. Moreover, the above effects are found to be more pronounced for firms with heavier tunneling activities. Our finding of the non-monotonic monitoring role of mutual funds brings attention to the private interest theory for mutual funds, an aspect that has been largely ignored in previous studies on mutual funds.

Chizema, A., Jiang, W., Kuo, J. M., & Song, X. (2019). Mutual funds, tunneling and firm performance: evidence from China. *Review of Quantitative Finance and Accounting*, 1-33.

Professor Pervez Ghauri

Abstract

Since offshoring has recently become an integral part of corporate strategies, choosing the specific offshoring operation mode is a crucial aspect for CEOs. Using a sample of 466 offshoring operations, this study analyses offshoring mode decisions from the rationale of the Theory of Planned Behaviour (TPB). Drawing on this perspective, our results indicate that this decision seems to be clearly influenced by the manager's intentions and partially determined by some competences originated in the resources and experience of the firm. Additionally, and contrary to the common view in the field, our findings suggest that instead of being a possible intermediate option between the "make or buy" decision, concurrent offshoring can in fact constitute a final state in the evolution of MNE strategies.

Pla-Barber, J., Linares, E., & Ghauri, P. N. (2019). The choice of offshoring operation mode: A behavioural perspective. *Journal of Business Research*, 103, 570-580.

Professor Xiaohui Liu

Abstract

Building on the social network and strategic entrepreneurship literature, we investigate the overall relationship between returnee entrepreneurs' networks in different periods and locations, domestic resource acquisitions and firm performance. While the labor mobility literature emphasizes the "gone but not forgotten" networks in the prior location of migrants, other studies argue that returnees suffer from a lack of local networks. Our findings show that returnee entrepreneurs are different in the extent of their home country embeddedness while they are overseas, which indicates different degrees of enduring networks in the home countries. The effect of home country embeddedness improves the performance of returnee entrepreneurship via domestic resource acquisition, and this effect could be substituted by pre-overseas local ties and the presence of local top management team (TMT) members. This study extends returnee research by shedding light on the importance of network maintenance in determining whether the home country's network endures or decays and by highlighting the interactions of ties in the different periods of pre-overseas, during overseas, and after return.

Lin, D., Zheng, W., Lu, J., Liu, X., & Wright, M. (2019). Forgotten or not? Home country embeddedness and returnee entrepreneurship. *Journal of World Business*, 54(1), 1-13.

Professor Oded Shenkar

Abstract

We study MNEs that tie their long-lasting competitiveness and internationalization to the deployment of their heritage assets, administrative heritage, and signature processes built in their home markets. When faced with changes, these "authentic" firms *scan* for and *buffer* against threats to their signature processes, use their heritage endowment to focus on their capacity to maintain and defend their niches, and *preserve* their capacity for stability. We complement the traditional dynamic capabilities perspective by redefining its boundary conditions. Furthermore, authentic firms resist and limit local adaptation of process and products, and internationalize only if opportune by deploying *preservation capabilities*.

Arikan, I., Koparan, I., Arikan, A. M., & Shenkar, O. (2019). Dynamic capabilities and internationalization of authentic firms: Role of heritage assets, administrative heritage, and signature processes. *Journal of International Business Studies*, 1-35.

Professor Shlomo Tarba

Abstract

In this article, we offer insights into the critical role played by stakeholder relationships for female-owned high-technology firms in their pursuit of the legitimacy they need to acquire the resources that, in turn, will lead to sustainable innovation and firm growth. By reporting the findings drawn from interviews conducted with Russian female business owners, we showcase how, being faced with the liabilities of smallness and newness—which are further exacerbated by gender-associated liabilities—these entrepreneurs develop strategies suited to assist their entrepreneurial ventures. Within the nascent high-technology global sphere, these female entrepreneurs develop legitimacy for their ventures abroad by accessing external international stakeholders, which leads them to securing much-needed financial and knowledge resources. In addition, their ties with international stakeholders enable them to gain legitimacy among internal Russian stakeholders, thus further enhancing the innovation and performance of their ventures.

Vershinina, N., Rodgers, P., Tarba, S., Khan, Z., & Stokes, P. (2019). Gaining legitimacy through proactive stakeholder management: The Experiences of high-tech women entrepreneurs in Russia. *Journal of Business Research*.

Dr Roshan Boojihawon

Abstract

To be agile, responsive and innovative seems to have become prerequisites for long-term growth and success for any organizations operating in an increasingly volatile, uncertain, complex and ambiguous (VUCA) world. This paper argues that such prerequisites, in turn, are dependent on the organization's abilities to harness team-level entrepreneurial behaviours, talents and activities as drivers of continuous strategic agility and innovation through an effectively managed HRM process. It illustrates this argument by conducting a synthesized review of the literature streams of entrepreneurial team and strategic agility and developing a conceptual framework that links them together. Rooted in the micro-foundational perspective, this review examines the relationship between key conceptual dimensions of entrepreneurial team and strategic agility, and explores the connections between these two literature streams. Our findings suggest the potential value from a cross-fertilization approach, and points out the future research directions through which these literature streams might be advanced collectively and effectively. Our research sheds some important light on the relationship between strategic agility and HRM through the lens of managing effective entrepreneurial teams in differing contexts.

Xing, Y., Liu, Y., Boojihawon, D. K., & Tarba, S. (2020). Entrepreneurial team and strategic agility: A conceptual framework and research agenda. *Human Resource Management Review*, 30(1), 100696.

Dr Agnieszka Chidlow

Abstract

Although there is extensive research in the field of services and lately on the internationalization of services, the topic of how service firms interact with society and political organizations, during their internationalization process, remains almost untouched. As an answer to the call for further research on the interaction between service firms, society and policy makers, this paper aims to advance the knowledge by proposing an integrative theoretical view. Dissimilar to the earlier research where each study stands on a specific theoretical discipline (economic, behavioural or political science), the proposed theoretical view asserts the need for an interdisciplinary approach. The integration of these three perspectives is vital since business, policy and society have different legitimacy and dependency grounds and yet their goals and objectives have been converging over the years. Isolating these disciplines from each other is, thus, not very helpful in advancing the knowledge and understanding the conditions, motives and consequences of multinational enterprises in foreign markets. Moreover, the internationalization of services and the extent of heterogeneity in service products/solutions, from banking to retailing and e-commerce, create new challenges that need for interaction between these parties; the three pillars of our society.

Chidlow, A., Ghauri, P. N., & Hadjikhani, A. (2019). Internationalization of Service Firms and Their Interactions with Socio-Political Actors. *Management International Review*, 59(4), 499-514.

Dr Emma Gardner

Abstract

The UK automotive industry is home to a large number of foreign firms, demonstrating the open nature of competition. However, the industry necessitates both exploitative and explorative capabilities. Contingency theory suggests that firms align their internal structure with contextual factors. As such, the aims of this study were to investigate whether it was possible to distinguish home-owned (UK) and foreign-owned firms based upon: a) the microfoundations of ambidextrous production, which are conceptualised as lean and agile routines; and b) the tier at which these firms operate in the automotive supply chain. Survey data were collected from 85 home-owned and 55 foreign-owned firms within the UK Midlands automotive industry. Logistic regression results revealed that home-owned firms were significantly more likely to be implementing explorative (agile) production methods, whereas foreign-owned firms were significantly more likely to be implementing exploitative (lean) production. Home-owned and foreign-owned firms were found to be significantly more likely to be operating upstream and downstream in the automotive supply chain respectively. Thus, the findings support a contingency theory explanation, suggesting that firms align their performance priorities with contextual factors, but we argue that home-owned and foreign-owned firms have evolved to compete based on their different innovative capabilities, which are located at different tiers of the automotive supply chain. On this basis, although neither home-owned nor foreign-owned firms were found to be endogenously ambidextrous, we argue that foreign-owned firms internationalise into the UK automotive sector to exploit the explorative capabilities acquired by home-owned firms operating upstream in automotive supply chains, thus enabling ambidextrous capabilities at an exogenous, industrial level. Qamar, A., Gardner, E., Buckley, T., & Zhao, K. (2019). Home-owned versus foreign-owned firms in the UK automotive industry: Exploring the microfoundations of ambidextrous production and supply chain positioning, *International Business Review*.

Dr Linda Hsieh

Abstract

This paper contributes to a multidimensional perspective on the speed of SME internationalization. It examines the influence of entrepreneurial characteristics – experience, rationales and innovation strategies – on multiple dimensions of internationalization speed. Findings from a sample of 180 SMEs show that earliness, speed of deepening, and speed of geographic diversification can be viewed as three different strategic alternatives and that each dimension is predicted by a different set of entrepreneurial antecedents. Earliness of internationalization is associated with entrepreneurs' international business experience and their perception of opportunities abroad as well as preference for an innovation strategy characterized by ambidextrous innovation. Speed of deepening is related to entrepreneurs' international business experience, their orientation towards differentiation vis-à-vis competitors, and commitment to innovation and a strategy focusing on exploration. These results indicate the importance of distinguishing between different forms of innovation. Speed of geographic diversification is predicted only by entrepreneurs' orientation towards differentiation vis-à-vis competitors.

Hsieh, L., Child, J., Narooz, R., Elbanna, S., Karmowska, J., Marinova, S., ... & Zhang, Y. (2019). A multidimensional perspective of SME internationalization speed: The influence of entrepreneurial characteristics. *International Business Review*, 28(2), 268-283.

Dr Amir Qamar

Abstract

Firms operating in the automotive industry have traditionally been ascribed with efficiency and high levels of quality, as lean production has been extensively applied within this context, but given the recent dynamics in the automotive sector, there is also a need for high levels of flexibility, widening our attention to agile production. However, when lean and agile production have been explored simultaneously, the quality and flexibility trade-offs have been mixed and unclear. In order to dispel the lean-agile ambiguity, and given that both high levels of flexibility and quality are required within the automotive industry, the purpose of this study was to: (a) Identify the relationship between flexibility and quality; and (b) Explore the quality and flexibility differences between lean and agile production. Primary quantitative data was obtained via a survey and a total of 140 automotive manufacturing firms within the UK returned the survey. Logistic regressions were utilised as the main mode of analysis. Not only was an inverse relationship found between quality and flexibility, but our findings depict two distinctive Business Models (BMs) existing in the automotive industry, one lean and one agile. We advance the lean-agile debate by asserting that lean and agile firms acquire quality (efficiency) and flexibility strengths respectively, and not vice-versa. Given this, we theoretically side with the notion of performance 'trade-offs' and contend the idea that capabilities are cumulatively gained. By incorporating an argument built on the strategy literature on BMs and Dynamic Capabilities, we assert that lean and agile firms have evolved to underpin different kinds of competitive advantage within the same industry, but these advantages are placed at different tiers in the automotive supply chain.

Qamar, A., Hall, M. A., Chicksand, D., & Collinson, S. (2019). Quality and flexibility performance trade-offs between lean and agile manufacturing firms in the automotive industry. *Production Planning & Control*, 1-16.

Recent Publications from City Region Economic Development Institute (City-REDI)

Billing, C., McCann, P., & Ortega-Argilés, R. (2019). Interregional inequalities and UK sub-national governance responses to Brexit. *Regional Studies*, 53(5), 741-760.

Collinson, S., & Liu, Y. (2019). Recombination for innovation: performance outcomes from international partnerships in China. *R&D Management*, 49(1), 46-63.

Hoole, C., Hincks, S., & Rae, A. (2019). The contours of a new urban world? Megacity population growth and density since 1975. *Town Planning Review*, 90(6), 653-678.

Kitsos, A., Carrascal-Incera, A., & Ortega-Argilés, R. (2019). The role of embeddedness on regional economic resilience: Evidence from the UK. *Sustainability*, 11(14), 3800.

Orton, M., & Green, A. E. (2019). Active labour market policy in the UK: At a (local) crossroads?. *Local Economy*, 34(1), 3-9.

Zorrilla, M. C., Hodgson, F., & Jopson, A. (2019). Exploring the influence of attitudes, social comparison and image and prestige among non-cyclists to predict intention to cycle in Mexico City. *Transportation research part F: traffic psychology and behaviour*, 60, 327-342.

Appendix E



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Annual Strategy & International Business Symposium

January 9th – 10th 2020

Post-Event-Survey

Question 1)

What is your gender?

(Please tick the appropriate box)

a) Male	<input type="checkbox"/>
b) Female	<input type="checkbox"/>
c) Prefer not to say	<input type="checkbox"/>

Question 2)

What is your position?

(Please tick the appropriate box)

a) 1 st year PhD student	<input type="checkbox"/>
b) 2 nd year PhD student	<input type="checkbox"/>
c) 3 rd year PhD student	<input type="checkbox"/>
d) 4 th year/ Final year PhD student	<input type="checkbox"/>
e) Lecturer/Assistant Professor	<input type="checkbox"/>
f) Senior Lecturer/Associate Professor	<input type="checkbox"/>
g) Reader/Professor	<input type="checkbox"/>
h) Other	<input type="checkbox"/>

Question 3)

What is the name of your institution?

(Please specify)

.....

Question 4)

Overall, how would you rate the event?

(Please tick the appropriate box)

a) Excellent	<input type="checkbox"/>
b) Very good	<input type="checkbox"/>
c) Fairly good	<input type="checkbox"/>
d) Neutral	<input type="checkbox"/>
e) Not good	<input type="checkbox"/>

Question 5)

What did you like or dislike about this event?
(Please describe)

.....

.....

.....

Question 6)

How did you hear about this event?
(Please tick the appropriate box)

a) Social media	<input type="checkbox"/>
b) Word of mouth	<input type="checkbox"/>
c) AIB list	
d) University of Birmingham website	<input type="checkbox"/>
e) Other	<input type="checkbox"/>

Question 7)

Would you recommend this event?
(Please tick the appropriate box)

a) Yes	<input type="checkbox"/>
b) No	<input type="checkbox"/>

(Please describe why yes/no)

.....

.....

.....

Question 8)

Would you be willing to pay for this event in the future?
(Please tick the appropriate box)

a) Yes	<input type="checkbox"/>
b) No	<input type="checkbox"/>

(If yes please state how much you think is a reasonable amount for this event)

.....

End of Questions - Thank You

Appendix F

Budget

ASIBS 9 January 2020			Unit price	Quantity	Sub Total
Paper Development Workshop (half day event)					
12:30 - 13:30 - G08 University House	Registration	Tea & coffee	£1.75	35	£61.25
14:30 - 15:00 - G08 University House	Break	Tea & coffee	£1.75	35	£61.25
		Biscuits	£0.75	35	£26.25
ASIBS 10 January 2020			Unit price	Units	Sub total
08:30 - 09:30 - Atrium University House	Welcome refreshments	Tea & coffee	£1.75	60	£105.00
		Orange juice	£2.50	2	£5.00
10:30 - 11:30 - Atrium University House	Break 1	Tea & coffee	£1.75	60	£105.00
		Orange juice	£2.50	2	£5.00
12:00 - 13.30 - Atrium University House	Lunch	Tea & coffee	£1.75	60	£105.00
		Orange juice	£2.50	4	£10.00
		1 kosher meal	£7.00	1	£7.00
		Handpicked buffets: Buffet meals (executive lunch)	£7.75	35	£271.25
		Value finger buffets Buffet 1	£5.50	20	£110.00
		Value finger buffet Buffet 2	£5.50	20	£110.00
		Gluten free finger buffet	£7.00	4	£28.00
		Large salad: cucumber etc	£10.00	2	£20.00
		Vegan finger buffet	£7.00	4	£28.00
		Sliced seasonal fruit with thick honey yoghurt dip	£12.00	2	£24.00
15:00 - 16:00 - Atrium University House	Break 2	Tea & coffee	£1.75	60	£105.00
		Orange juice	£2.50	2	£5.00
		Biscuits	£0.75	60	£45.00
ASIBS 9 January 2020	Evening Meal	Puskar (10 people)		1	£450.00
ASIBS 10 January 2020	Evening Meal	Cielo (25 people)		1	£851.13
		Extra Drinks		1	£145.65
	Total Hotel costs for 6 speakers	Novotel - Birmingham (2 nights x 5, & 1 night x 1)			£776
	Total travel costs for all speakers				£580.84
				Total Cost	£4,040.62

Appendix G



Amir Qamar @amirqamar88 · Jan 10

Professor Peter Buckley - Discussing [#interdisciplinary](#) research in [#International](#) [#Business](#) - Opening Keynote - ASIBS @AggieChidlow @aib_uki @UoB_Business @CityREDI @unibirmingham @AIB_RMSIG



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Amir Qamar @amirqamar88 · Jan 10

Closing Keynote @papageorgiadis - International business research and the development of [#impact](#) [#cases](#): best practices and novel approaches @UoB_Business @aib_uki @AIB_RMSIG @AggieChidlow #ASIBS



🗨️ 4 ❤️ 9 ↗️ 📺



Amir Qamar @amirqamar88 · Jan 10

@BillingResearch - presenting great research - understanding productivity and prosperity @CityREDI



Emma Gardner @EC_Gardner · Jan 10

Prof Marian Jones of @UoS_Management closing #ASIBS2020 @UoB_Business

- discussing best and worst conference experiences as part of her session on story, voice and interpretation in research





AggieChidlow @AggieChidlow · Jan 10

Fantastic Meet the Editors Session at our Symposium @AIB_World @aib_uki @RegionalStudies @amirqamar88 @EC_Gardner @PervezGhauri



Amir Qamar @amirqamar88 · Jan 10

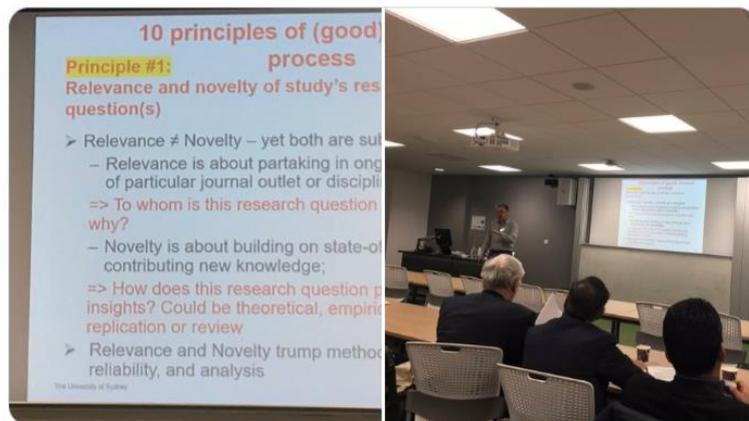


Professor Peter Buckley - Discussing #interdisciplinary research in #International #Business - Opening Keynote - ASIBS @AggieChidlow @aib_uki @UoB_Business @CityREDI @unibirmingham @AIB_RMSIG



AggieChidlow @AggieChidlow · Jan 9

Fantastic talk about "10 Principles of good #research design by Prof Bo Nielsen to kick-off our Symposium @amirqamar88 @EC_Gardner @AIB_World @AIB_RMSIG @aib_uki @BoNiels65327312



AggieChidlow @AggieChidlow · Jan 4

Looking forward to our annual Departmental event @UoB_Business next week: birmingham.ac.uk/schools/busine.... Big "Thank you" to @amirqamar88 & @PervezGhauri for all the hard work ! @CityREDI @UoBBusinessClub @UoBResponsible @WE_LEAD_UoB @aib_uki @AIB_World

