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*" Rethinking the Roles of Business, Government and
NGOs in the Global Economy "*

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Editors

Susan Feinberg, Program Chair
Tunga Kiyak, AIB Managing Director

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For more information, please contact:
AIB Executive Secretariat
G. Tomas M. Hult, Executive Director, or
Tunga Kiyak, Managing Director
Eppley Center
465 N. Shaw Ln Rm 7
Michigan State University
East Lansing, MI 48824, USA
Phone: +1 (517) 432-1452 • Fax: +1 (517) 432-1009
E-mail: aib@aib.msu.edu • Web: <http://aib.msu.edu/>

Subsidiaries' Ability to Innovate in Marketing in Emerging Economies: A Case Study

Thelma Valéria Rocha, ESPM

Susana Costa E Silva, Universidade Católica Portuguesa

This study analyses the ability of subsidiaries to innovate in marketing. It highlights the importance of GMS - global marketing strategies - in the ability to innovate in subsidiaries in emerging economies, as Brazil. The objective is to find out how the level of autonomy displayed by subsidiaries influences the adaptation vs. standardization dilemma, and, consequently, the marketing-mix program. The methodology followed is qualitative research using a case-study approach in an American multinational from the food sector. In this case, we found out that firm's brands are very important to this firm's success overseas, which sustains that brand policies should be defined carefully at both levels: subsidiaries and headquarters. This brand policy influences direct the autonomy to innovate in marketing at subsidiaries level. This study is useful for managers at subsidiaries who need to understand the importance of global marketing strategies, and also for managers at headquarters who need to verify in which circumstances autonomy pays off. *(For more information, please contact: Thelma Valéria Rocha, ESPM, Brazil: tvrocha@espm.br)*

Global Network Structure and International Manufacturing Joint-Venture Formations

Steven Carnovale, Rutgers University

Sengun Yenyurt, Rutgers University

This paper develops a network theory based framework of manufacturing equity-based partnership formations and provides an empirical test in the context of the global automotive industry. Specific theoretic hypotheses are formulated regarding the implications of the network structure for a firm's partner selection in global manufacturing Joint Ventures. The role of network theory constructs such as network centrality, tie length, and structural embeddedness are explored. A comprehensive dataset containing 1,158 automotive firms over the course of 19 years is utilized to test the hypotheses. Results provide empirical support for the role of network structure in mitigating the uncertainties of new equity based partnership decisions in global supply chain networks. *(For more information, please contact: Steven Carnovale, Rutgers University, USA: scarnova@pegasus.rutgers.edu)*

A Three-Country Study of Unethical Sales Behaviors

Ning Li, George Mason University

William H. Murphy, University of Saskatchewan

A major challenge in global sales research is helping managers understand sales ethics across countries. Addressing this challenge, our research investigates whether a few demographic variables and psychographic variables reduce unethical sales behaviors (USBs) in Canada, Mexico, and the USA. Further, using literatures associated with business ethics, national culture, and customer orientation advocacy, we hypothesize why sales managers should expect similarities and differences in USBs between countries. We tested hypotheses using a sales contest scenario and six USBs, examining survey responses from 948 business-to-business salespeople of a multinational company's sales force in Canada, Mexico, and the USA. The results reveal that several psychographic variables (such as commitment, relationship to sales manager, and achievement need) affect salespeople's tendency to engage in USBs differently in each country. Additionally, business ethics,