Proceedings of the

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"Liabilities of Foreignness versus the Value of Diversity"

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Editors
Jonas Puck, Thomas Lindner, and Moritz Putzhammer

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For more information, please contact:
Jonas Puck
Welthandelsplatz 1
1020 Wien, Austria

Standardization vs. adaptation of the marketing mix strategy in foreign markets has been one of the key research areas in international marketing since late 1960s. Based on these studies we already know that the adaptation / standardization levels of the elements can vary from high level of standardization to high level of adaptation, many external and internal factors may have an effect on the variation of the standardization level and that standardization level in may have effect on performance. However, we argue that the focus on individual marketing mix elements, or the utilization of traditional holistic approaches either by integrating the various marketing mix elements into one score or keeping the elements separate, could partly explain the contradictional and fragmented findings in the field. We suggest that by adopting a configurational approach to marketing mix strategies, in which the potential different combinations of marketing mix elements are taken into account, would offer richer description of the strategic options available. Based on two-country sample of SMEs we identified five distinct patterns of marketing mix strategies which also had implications for the competitiveness of the firms and their performance.

An Investigation of the Determinants of Cross-Border Online Shopping from Consumers' Perspective

G. Wagner[1], H. Schramm-Klein[1], M. Schu[2]

[1]University of Siegen, Germany; [2]University of Fribourg, Switzerland; wagner@marketing.uni-siegen.de

The share of online purchases that consumers conduct in foreign countries is increasing. However, little is known about which factors determine consumers' intention for cross-border online shopping and what factors moderate this relationship. We develop and empirically test a cross-border online shopping model that is suitable to investigate cross-border online shopping behavior. To advance understanding of the "cross-border online shopper" we collect and analyze data of 220 online shoppers. Findings indicate that consumers' cross-border online shopping intentions are influenced by specific benefits and risks of foreign online shopping. Moreover, this relationship is partly moderated by foreign traveling and consumer cosmopolitanism.

C: Session 1.4.12: Strategy and Improvisation in International Marketing

Time: Saturday, 03/Dec/2016: 3:30pm - 5:00pm

Location: TC 4.15

Session Chair: Martin Falk

Opportunity Novelty, Improvisation and Network Adaptation in Firm Internationalization

M. Hilmersson[1], M. Johanson[2], H. Lundberg[1], S. Papaioannou[1]

[1]Mid Sweden University, Sweden; [2]Linneaus University, Sweden; martin.johanson@miun.se

This study combines effectuation theory with a network view on internationalization in order to fill several gaps in the literature. So far, opportunities have been studied from either exchange and arbitrage or product and innovation perspectives and most studies completely focus on identification and recognition of opportunities, but we advance

that the degree of novelty of the opportunity has important implications for the foreign market entry. We further argue that both the behaviour preceding identification and the strategy following exploitation of an opportunity are important in order to understand the path-dependent character of the process. With the help of three concepts — improvisation, opportunity novelty and network adaptation — we develop three hypotheses, which are combined in a structural model and tested with the help of LISREL. The data consists of 237 international opportunities reported by 160 firms. The paper ends up with a discussion of the results, where we also identify interesting areas for future research.

Knowledge, Uncertainty and Networks: What Drives SMEs' International Market Selection?

C. Braga da Cunha[1], S. C. e Silva[2]

[1]University of Minho, Portugal; [2]Catolica Porto Business School – Universidade Católica Portuguesa; claudiafbcunha@gmail.com

What are the key variables that can explain SMEs' international market selection? International business literature has shown that firms' costs of expanding business activities to host markets along with the lack of roots in foreign countries apparently result in competitive disadvantages for the alien enterprises. However, depending on the relationships established with other members of the network, companies may be able to more easily overcome the risks of selecting a certain market. In turn, the fear of facing unknown situations as well as the absence of knowledge about a specific country may hinder firms from going abroad, which may lead to the loss of opportunities. Based on a literature review regarding the topic and after developing some propositions, the authors developed a conceptual model which shows the existence of five variables that explain SMEs' market selection – knowledge, market commitment, international networks, SMEs' ties within networks, and SMEs' status among members of the network. These variables seem to influence firms' uncertainty, perception of psychic distance, as well as the liabilities of foreignness and outsidership. Consequently, relationships established with other players inside the network tend to enhance firms' knowledge about foreign markets, allowing them to better assess opportunities and avoid risks.

Exploration or Exploitation of Opportunities? Looking at International Entrepreneurial Marketing as a Process

E. Cubero Dudinskaya

University of Pavia, Italy; emilia.cuberodudinska01@universitadipavia.it

The present work focuses on the exploration and exploitation of opportunities and aims answering the following research questions using three case studies: does international entrepreneurial marketing as a process is based mainly on the exploitation or the exploration of opportunities, or both? Does the successful exploitation of opportunities through international entrepreneurial marketing is achieved using only entrepreneurial marketing or does it also needs the support of traditional marketing techniques? And, in case both approaches are required, then the question is: are entrepreneurial marketing and traditional marketing two ends of a continuum or orthogonal to each other in the process of exploitation of opportunities? Results show an important interaction between exploration and exploitation of opportunities in the international marketing