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**EIBA 2018 POZNAŃ CONFERENCE**

**International Business  
in a Transforming World**  
– the Changing Role of States and Firms

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pressures. The purpose of this paper is to develop a conceptual framework that incorporate institutional theory and Oliver's (1991) framework of responses to institutional processes in a single industry, retail. The research literature on the institutional theory and Oliver's (1991) framework is used to predicting retailers' strategic responses to institutional pressures. We identify a set of institutional factors exerting pressures on transnational retailers in a host market and develop a conceptual framework along with ten propositions for further examination. These propositions are related unique institutional dimensions - regulatory, normative, and cognitive institutions in the context of retailing. The main contribution of the paper is the application of institutional theory and Oliver's (1991) framework of strategic responses to institutional processes to highlight the specifics of international retailers' strategic responses to regulatory, normative, and cognitive institutional pressures in international retailing.

- ***The Entry of MNEs in Leading Clusters: The Case of Castellon and Sassuolo***

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The literature regarding clusters is based on the seminal writings of Marshall, followed by Giacomo Becattini's rediscovering of the concept of the «industrial district» and the analyses promoted during the 1980s by Porter, who highlighted the importance of geographically interconnected firms and institutions specialized in a particular field, and clustered in a limited space. Despite the model of cluster has been often described as static and locally self-contained, various empirical researches and our analysis have pointed out the increasing involvement of cluster firms in the process of internationalization. In this context, an important modality can be studied: the process of MNEs entry. Our analysis focuses on the impact of MNEs entry on the general process of cluster innovativeness and knowledge global circulation between cluster firms and MNEs subsidiaries located in emerging countries.

- ***The Impact of Distance on Parent-Subsidiary Relation***

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The purpose of this research is to study the relationship between parent companies and their foreign subsidiaries, a key aspect in order to obtain a better understanding of how to manage a multinational organization. Factors such as the autonomy of the subsidiary shape the relations between companies and it is necessary that the managers of the headquarters make the necessary adjustments to the surrounding environment. In this follow-up, we try to find out the impact of the dimensions of cultural, administrative, geographic and economic distance on the autonomy of the subsidiaries, still little explored in this scope. Several subsidiaries were surveyed in Portugal through a research questionnaire and using hypothesis tests it is analyzed the impact of the four distance dimensions specifically on the decision-making power of various components associated with the management of a subsidiary. The obtained results indicate that the effects of distance, although smaller than initially expected, remain significant and influence the autonomy of certain strategic decisions.

- ***Understanding Mexican and Brazilian Multilatinas Market Selection***

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Multilatinas have become a phenomenon that has caught the attention of many authors and researchers around the world. This paper was developed to understand their market selection process and we

hypothesized that these companies base their international expansion on the basis of physical proximity. The CAGE framework developed by Ghemawat measures the distance between two countries according to Cultural, Administrative, Geographic and Economic criteria and was the main indicator for this research.

The literature review allowed for the exploration of concepts related to Multilatina's expansion, such as internationalization, market selection, emerging market multinational companies and the CAGE framework. The systematic and opportunistic way of selecting markets were considered, along with the propositions of the Uppsala and network models, in the development of a framework that we understand to be useful in understanding how managers from Mexican and Brazilian Multilatinas decide on market selection and which factors do they take into account in that decision process. It was possible to verify that countries where Mexican and Brazilian Multilatinas expand are the ones with the lowest overall CAGE distance. Therefore, the CAGE framework could be considered as a model that precisely explains the market selection phenomenon in case of Multilatinas described.

- ***What Employees' Think about Internal Marketing Practices in Nigeria Public Universities: Can We Internationalise our Higher Education Services with These Practices?***

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This study aims to understand employees' perception of internal marketing practices in Nigeria public universities. Our population are teaching and non-teaching staff in the case University. Purposive sampling strategy was employed with strict ethical procedures to recruit participants. We conducted 2 streams of interviews: the first stream was single face to face interviews with each of the 15 participants from both categories and after 2weeks we sent the same set of questions that were asked during the f2f interviews to all 15 participants via email and we received replies within 3weeks from participants. Categorical thematic template analysis was used to analyse participants' opinions and NVivo 11 software was engaged for categorising, weighting and comparing the study themes. Findings show that internal marketing practices were perceived differently in the case University and four key themes: religious affiliation, staff placement, ethnicity nepotism and internal politics shows influences on IM practices within this case.

- ***Why Do We Run Abroad? Short – And Long-Term Motives for Internationalization of Marathon Events***

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The aim of this study is to formulate and present the phenomenon of globalisation and internationalisation in the context of leisure sports. The interdisciplinary study links the conceptual frameworks of leisure sports and international business (IB). The study aims for answering the question of how the motives for internationalization of leisure sports companies can be understood through the example of international running events. The paper highlights the characteristics of leisure sports companies regarding the process of internationalization. Our research examines the global business trends of marathons, with particular attention to those in the Central-Eastern European (CEE) region, with the aim to illustrate the internationalization of leisure sports companies. Our main findings reveal that market-seeking and strategic asset seeking motives are dominant in the case of CEE marathon organizers with the notable distinction between short term and long-term perspectives.