

ANNUAL REPORT 2018

Chair in Business in Asia

VICTORIA
UNIVERSITY
WELLINGTON

TE WHARE WĀNANGA
O TE ŪPOKO O TE IKA A MĀUI



CAPITAL
THINKING.
GLOBALLY
MINDED.

MAI I TE IHO KI TE PAE



Introduction

Welcome to the 2018 annual report of the Chair in Business in Asia.

In 2017, we saw the United States and China trading shots at each other on tariffs. Between them, they are the largest trading partner nation of almost every country in the world. Their trade war has the rest of the world scrambling to figure out the best response and analyse the consequences of not responding. Some have even tried to pre-empt this by seeking alternative trading partners.

In 2017, we also saw the continued economic growth of some Asian countries, most notably the Southeast Asian countries. India continues to play a big part in what's happening in the trade agenda in Asia, as Regional Comprehensive Economic Partnership (RCEP) negotiations soldier on. On a positive note, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) became effective on 30 December, establishing a significant multilateral agreement.

With support from its sponsors, advisory board, various stakeholders and colleagues, the Chair in Business in Asia has continued its role in business and public engagement to meet the needs of New Zealand organisations and provide a better understanding of the Asian business context. The Bank of New Zealand's sponsorship ended in August.

Throughout the year, the Chair has engaged in many activities aligned with its objectives, including high-quality research programmes, applied projects, practitioner-informed graduate teaching programmes, and public education and engagement programmes.

Based on the degree of participation in pertinent conversations relating to Asia and the dissemination and absorption of knowledge about the region, 2018 has been a strong year. I look forward to seeing similar progress in 2019.

A handwritten signature in black ink, appearing to read 'Siah Hwee Ang'.

Professor Siah Hwee Ang
Chair in Business in Asia



Aims and objectives

The Chair was established in 2013 at Victoria University of Wellington with sponsorship from the University, the Bank of New Zealand and three New Zealand government departments (the Ministry of Business, Innovation and Employment; the Ministry of Foreign Affairs and Trade; and New Zealand Trade and Enterprise). The Chair is located within the School of Marketing and International Business at Victoria Business School, and reports to an advisory board.

The Chair aims to create and share knowledge that promotes and supports effective New Zealand business engagements with Asia. The Chair also provides insights to enhance government policy in this area.

Specifically, the Chair's objectives are to:

- lead rigorous, high-quality research on Asia with a business and policy focus
- lead executive education to build capability in the corporate and small- and medium-sized enterprise business sectors, the public sector, and the professions
- increase the ability of New Zealand trade and investment managers to conduct business successfully and profitably in Asia
- increase New Zealanders' knowledge about business with Asia
- serve as a critical centre for new knowledge networks, linking business, government, and academia.

► www.victoria.ac.nz/business-asia

Sponsors

The Chair is the result of an important partnership between Victoria University of Wellington and three government agencies: the Ministry of Business, Innovation and Employment; the Ministry of Foreign Affairs and Trade; and New Zealand Trade and Enterprise.

The University values these mutually beneficial relationships. Improving New Zealand's knowledge base on conducting business in Asia will have positive flow-on effects for all participating organisations, as well as other New Zealand entities conducting business in Asia.

VICTORIA UNIVERSITY OF WELLINGTON



Victoria University of Wellington is one of New Zealand's oldest and most prestigious tertiary institutions, with a proud tradition of academic excellence.

The University has a commitment to reciprocal, high-quality relationships, which spring from identifying and understanding the need for New Zealand to achieve sustainable development.

The University's historic and ongoing strength in public policy has been demonstrated by substantial contributions to major government projects. Entrepreneurship education is an emerging strength it is focused on building.

The University aims to produce graduates whose learning has been developed experientially, both inside and outside the classroom, and is informed by a global perspective.

MINISTRY OF BUSINESS, INNOVATION AND EMPLOYMENT



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

The Ministry of Business, Innovation and Employment plays a central role in shaping and delivering a strong New Zealand economy. It develops and delivers policy, services, advice, and regulation to support business growth and the prosperity and wellbeing of all New Zealanders.

MINISTRY OF FOREIGN AFFAIRS AND TRADE



NEW ZEALAND
FOREIGN AFFAIRS & TRADE

The Ministry of Foreign Affairs and Trade (MFAT) is the Government's leading source of advice on foreign and trade policy, diplomatic and consular issues, and international development assistance.

Internationally, MFAT works to ensure that New Zealand's voice is heard, security and economic interests are advanced and protected, contributions are made to sustainable development in developing countries, and New Zealand citizens abroad have their rights and safety protected.

NEW ZEALAND TRADE AND ENTERPRISE



NEW ZEALAND
TRADE & ENTERPRISE

New Zealand Trade and Enterprise aims to help New Zealand businesses grow bigger, better, and faster in international markets, supporting the Government's business growth agenda by creating conditions that encourage successful businesses to grow globally.

Advisory board

An advisory board that includes senior representatives from the University and sponsors supports the Chair. The board's role is to advise and support the Chair's work programme.

The board meets three times a year to discuss the aforementioned items and potential initiatives.

In addition, the Chair and the board discuss regularly the research, public and executive education, and other matters relevant to its work programme. The Chair also looks for opportunities to enable the sponsors to work collaboratively.

ADVISORY BOARD MEMBERS

- **Brian Hewson**
Unit Manager, North Asia Division
Ministry of Foreign Affairs and Trade
- **Associate Professor Val Hooper**
Head of School of Marketing and International Business
Victoria Business School
- **Jane Liu**
Market Manager for China
New Zealand Trade and Enterprise
- **Jim Robinson**
Manager, Trade and International
Ministry of Business, Innovation and Employment
- **Professor Ian Williamson**
Pro-Vice-Chancellor and Dean
Victoria Business School



Research programmes

The Chair is involved in various research programmes and projects, as below. Broadly, these cover the areas of alliances and acquisitions, competition, international business strategy, reputation, and technology strategy.

The impact of the home country on internationalisation

Co-authors	Alvaro Cuervo-Cazurra, Northeastern University; Yadong Luo, University of Miami; Ravi Ramamurti, Northeastern University
Abstract	We analyse how a firm's home country influences its internationalisation. We propose two complementary types of influence. First, we conceptualise a firm's international trade as shaped by four drivers: comparative advantage, comparative disadvantage, country-of-origin advantage, and country-of-origin liability. Second, we conceptualise the firm's foreign direct investment as shaped by four other drivers: institutional learning, competitive learning, institutional escape, and competitive escape. Taken together, these eight drivers help pull together recent theoretical advances on topics such as emerging-market multinationals, investment in tax havens, and cross-border acquisitions of firms in advanced countries. We also highlight other home-country related issues, such as strategic responses and home-host country links, in the spirit of fostering future research on home-country effects that warrant a more nuanced understanding.
Status	Published: Cuervo-Cazurra, A., Luo, Y., Ramamurti, R., Ang, S.H. 2018. The impact of the home country on internationalization. <i>Journal of World Business</i> , 53(5): 593–604.

Frequency of international expansion through high-control market expansion modes and interlocked directorships

Co-authors	Mirko H. Benischke, Erasmus University; Andrea Wai-Long Hooi, Auckland Tourism, Events and Economic Development
Abstract	This study investigates director interlock as a mechanism by which a multinational corporation (MNC) learns and adopts high-control market expansion modes that other MNCs use. Using data on greenfields and acquisitions by Standard and Poors 500 firms in the period 2003–2010, we find a significant relationship between the use of high-control market expansion modes by interlocked MNCs and the frequency of international expansion of a focal MNC through such modes in unrelated industries, with the relationship stronger for the depth of interlocked director experience. The findings contribute to the literature around the frequency of international expansion and microfoundations of international strategy.
Status	Published: Ang, S.H., Benischke, M.H., Hooi, A.W-L. 2018. Frequency of international expansion through high-control market expansion modes and interlocked directorships. <i>Journal of World Business</i> , 53(4): 493–503.

Defying isomorphism in FDI location choice: The role of top management team experience and diversity

Co-author	Umar Ahmed, Victoria University of Wellington
Abstract	Institutional theory suggests that firms tend to be isomorphic to home institutions when they face cognitive limitations because of uncertainty in foreign market entry (i.e. they imitate other home country firms in their foreign market entry decisions). It is likely that both experiential and diversity of knowledge that multinational enterprise top management teams (TMT) possess will mitigate the need to mimic. Yet, the interaction between TMT characteristics and home institutions in the foreign direct investment (FDI) decision context is under-researched. We investigate the moderating effects of TMT international experience and TMT diversity in tenure and functional background on a firm's likelihood of imitative behaviour in FDI location choice. The analysis using Greenfield FDI location choices made by United States multinational enterprises in the Asia-Pacific region in the period 2009–2014 generally support our predictions.
Status	Presented in April 2018 at Diversity Perspective on Management: Towards More Complex Conceptualizations of Diversity in Management Studies conference, Babson College, USA. Under review at the <i>Journal of Management Studies</i> .

Do ties increase action? Political ties' influence on firms' strategic actions and performance during institutional transition

Co-authors	Weiting Zheng, University of New South Wales; Kulwant Singh, National University of Singapore
Abstract	We examine how political ties influence the strategic actions that firms take and the performance impact of these actions during transition towards market-based institutions. We theorise that firms will use their ties to facilitate strategic actions to navigate the increased uncertainty and opportunities during institution transition. Political ties to local, rather than central, levels of government will be particularly effective in increasing actions because of stronger alignment of interests between business and political actors. We further predict that strategic actions taken by firms with ties will more positively impact performance when institutions are more developed because of stronger market pressures for connected firms to profit from their strategic actions. Results from analysis of the television manufacturing industry in China from 1993 to 2003 substantially support our hypotheses. We advance understanding of the evolving role of political ties during institutional transition, and of the mechanisms through which political ties influence firm actions and outcomes.
Status	Under review for the Asia Academy of Management conference 2019.

Maximise returns and minimise losses in alliances through the choice of alliance governance mode

Co-authors	Mirko H. Benischke, Erasmus University; Grigorij Ljubownikow, University of Auckland
Abstract	We investigate the relative effect of two central alliance motives—value maximisation and loss prevention—on alliance governance strategies. We argue that a firm's competitive intensity drives its inclination to be more-value or less-value maximising vis-à-vis loss preventing when it comes to the choice of between equity joint ventures and contractual modes of alliance governance mode. We found that competitive intensity has an inverted U-shape relationship with the likelihood of adopting an equity joint venture over a contractual alliance. Further, while this effect is moderated by alliance type (research and development versus manufacturing or marketing alliance), there is no difference between horizontal and vertical alliances. Our results have important implications for both the alliance and competitive strategy literatures.
Status	Under review at the <i>Journal of Management Studies</i> .

Research Design for Business and Management—2nd Edition

Description	<i>Research Design for Business and Management</i> is a logical and practical book that makes no assumptions about prior research knowledge. It provides readers with a clear understanding of the commonly used methods in business and management research, and how to tackle the fundamental elements of the research process.
Status	Sage Publications Inc. has offered a contract for writing the second edition of the book.

Defensive diversification and performance: The impact of competition

Co-author	Grigorij Ljubownikow, University of Auckland
Abstract	We argue that competition drives firms to self-select into defensive diversification. Specifically, we argue that firms facing higher competition exhibit less related diversification and more unrelated diversification, and performance from these strategies improves as competition rises. Further, these relationships are stronger in less concentrated industries. We find support for our hypotheses in a sample of manufacturing firms operating in the United Kingdom. The findings provide a fine-grained explanation of the defensive diversification hypothesis and the self-selected nature of related and unrelated diversification in the face of competition.
Status	Revise and resubmit (round 1) at the <i>Journal of Business Research</i> .

The effect of host market branding strategy on performance

Co-authors	Michelle Renton, Victoria University of Wellington; Janine Williams, Victoria University of Wellington
Status	Conceptualisation and data coding

Effects of environmental uncertainty and competitive and capabilities constraints on acquisition and alliance

Co-author	Mirko Benischke, Erasmus University
Status	Draft

The effect of institutional factors and organisational similarity in the choice of cross-border marketing alliance governance mode

Co-author	Naghmeh Kargozar, Victoria University of Wellington
Status	Conceptualisation

Analysing the institutional effect on firms' entry-mode choice: Extending institutional theory

Co-author	Naghmeh Kargozar, Victoria University of Wellington
Description	We investigate the effect of incumbents' failure, which is defined as cessation of a business operation on subsequent entrants' entry-mode choice. We draw from organisational learning literature and institutional theory to examine how a firm learns from failure of others in its entry-mode decision. From an analysis of 665 foreign investment firms in China between 2003 and 2012, we found that the number of failed incumbents with joint venture structure is a strong predictor of subsequent entrants' choice of either a joint venture or a wholly owned subsidiary. We show that a firm may follow a failed strategy if it is the choice that benefits them better in the focal host country.
Status	Presented at AIB Oceania Chapter annual meeting, Internationalisation Track, November 2018, Melbourne, Australia



Executive education and projects

To ensure that research and knowledge is disseminated from the Chair, it is essential that messages are conveyed to people involved with Asia. One avenue is executive education, through such means as seminars and short courses. Involving executives in practitioner and research projects is another avenue to help transfer knowledge. The Chair's participation in various activities that involve both specific and broader conversations around Asia business is a further mechanism useful for transferring knowledge.

Business operations survey (2017–2018)

Role	Academic supervision of project conducted in conjunction with the Ministry of Foreign Affairs and Trade and Victoria University's Summer Scholarship programme
Description	The project will provide a better understanding of how and why our firms engage with the rest of the world, including informing on what is important for success in foreign markets and what barriers hamper overseas success.

Fast-moving consumer goods: Consumer perceptions in Southeast Asia (2018–2019)

Role	Academic supervision of project conducted with New Zealand Trade and Enterprise
Description	The project will explore consumer attitudes towards fast-moving consumer goods products to get insights into the potential of, and appetite for, New Zealand products in Southeast Asia.

Assessing the impact of technical barriers to trade frameworks in trade agreements in facilitating New Zealand's trade (2018–2019)

Role	Academic supervision of project conducted in conjunction with the Ministry of Business, Innovation, and Employment and Victoria University of Wellington's Summer Scholarship programme
Description	This project will develop and test a methodology that MBIE can use to evaluate technical barriers to trade (TBT) frameworks in the future. The methodology will identify the information, data, and research required to evaluate the outcomes of TBT chapters, particularly trade agreements, and identify the assumptions involved in these evaluations. The research will be focused initially on analysing the TBT outcomes of the New Zealand–Korea free trade agreement.

SEMINARS

As part of executive and public education, the Chair conducts seminars to disseminate knowledge and some research findings.

Date	Event
23 Feb	'Southeast Asia Centre of Asia–Pacific Excellence' at the Agricultural Growth Partnership executive board meeting
9 Apr	Lecture: 'New Zealand's business engagement in the Asia–Pacific' in IBUS 308 Contemporary Issues in International Business in the University's School of Marketing and International Business
18 Apr	'Recent economic developments within Asia and Implications for New Zealand', the Wellington Club's Victoria Speakers Series
22 Aug	Talk: 'Recent economic developments within Asia and Implications for New Zealand', at the Wellington Rotary South Club
17 Sep	Lecture: 'Economic trends in Asia and what they mean for New Zealand' at Victoria International Leadership Programme
8 Oct	Talk: 'Asean New Zealand', Asean New Zealand Youth Conference 2018
9 Nov	Seminar: 'The Asean–New Zealand economic relationship' at the Ministry of Foreign Affairs and Trade's Asean Public Leadership Programme for senior officials
26 Nov	Talk: 'Asean New Zealand', Global School Partnership Project, New Zealand–Singapore

PANELS AND ROUNDTABLES

Beyond seminars, the Chair also acted as a panellist and participant in workshops and roundtables about Asia.

Date	Event and role
14–15 Feb	Panel member and market expert at the China Capability Programme at the Ministry of Foreign Affairs and Trade
18–19 Apr	
13–14 Jun	
22–23 Aug	
21–22 Nov	
26 Jun	Participant at the Track 1.5 Roundtable: The conversation around foreign influence in New Zealand, Wellington
4 Oct	Panellist at the New Zealand Institute of International Affairs' Careers Without Borders programme on Economic Careers, Wellington
21–23 Oct	Chair, moderator, and participant, at the 11th Asean–Australia–New Zealand Dialogue in Kuala Lumpur, Malaysia
8 Nov	Moderator of the information sharing session (recent developments in International Business research and teaching at the participating universities) at the Cross-Institutional International Business Workshop, Wellington
21 Nov	Moderator of Spotlight Lecture Series, China and India in the Asia–Pacific Region, hosted by Victoria University of Wellington
28 Nov	Moderator of Spotlight Lecture Series, New Zealand Inc.'s Trade and Investment in Asia, hosted by Victoria University of Wellington
29 Nov	Moderator of public seminar: 'Asean's pivotal role in Asia' at the University of Otago, Dunedin
4 Dec	Chair of session 'China's outbound tourism' at the China's New Tourists: New Zealand and the Year of Chinese Tourism conference, Wellington
5 Dec	Moderator: Spotlight Lecture Series, Asean's pivotal role in Asia', hosted by Victoria University of Wellington

COMMUNITY AND DOMESTIC ENGAGEMENTS

The Chair also engaged in other roles in 2018.

Date	Role
2018	Appointed to conference chair of the Australia New Zealand International Business Association (ANZIBA) Conference 2021
2018–2020	Director of Southeast Asia Centre of Asia–Pacific Excellence
2018–2021	External assessor for University of Malaya's academic promotion process to professor and associate professor
2018	Appointed to Prime Minister's Business Scholarships selection panel as academic representative
2018	Appointed as Victoria University of Wellington's North Asia academic lead for Centres of Asia–Pacific Excellence
2018	Nominated by Victoria Business School and the University to serve on the New Zealand Tertiary Education Commission's PBRF Panel 2018
2018	Member of the Master of Global Management and Global Marketing board of studies
2018	Selection panel member for the director of the New Zealand China Contemporary China Research Centre
2018	Appointed by the University to serve as deputy chair and a panel member on the PBRF Internal Round panel
2017–2019	Appointed chair of distinctiveness theme 'Enabling our Asia–Pacific trading nation'
2017–2018	Coach for Victoria University of Wellington's Skilled Migrant programme
2017–2018	Member of School Research committee
2016–present	Academic Mentoring Programme at Victoria University of Wellington –Mentored staff member, Associate Professor Kati Takacs (2018) –Mentored staff member, Dr. Weiting Zheng (2016–2018)
2016–2019	Appointed to Prime Minister's Scholarships for Asia selection panel as Universities New Zealand representative
2015–2018	Appointed as panel member on the Marsden Fund's Economic, Human and Behavioural Sciences panel
2014–present	MFAT Pre-posting programme (briefing diplomats on Asia markets)

PRACTITIONER-INFORMED GRADUATE TEACHING PROGRAMME

IBUS 405 International Business Research Methods

This course provided a methodological examination of theoretical and empirical research in international business, addressing both qualitative and quantitative approaches, and including multivariate analytical techniques. Students who completed the course successfully demonstrated their ability to:

- interpret and evaluate international business literature with respect to methodological issues
- describe the uses and limitations of common tools for analysing qualitative and quantitative data
- analyse primary research data to assist in decision-making.

PUBLIC EDUCATION PROGRAMMES

For New Zealand to engage further with Asia, it is essential that our understanding and appreciation of it is not restricted to a small group of executives and managers who already have contact with Asia. To build critical mass in knowledge dissemination, the Chair communicates in public domains and uses them to enable a wider group of individuals and organisations to engage with an informed perspective.

'Understanding China' column

David Chaston, owner of interest.co.nz, signed the Chair to run a regular column, Understanding China, on his site. The column launched in May 2014 as a forum for discussing business issues around China from a Kiwi perspective.

The columns are at www.interest.co.nz/opinion and www.interest.co.nz/business

The Chair contributed 13 articles from January through to September 2018.

Date	Column
15 Jan	While New Zealand is on summer break, China has been churning out 2018 resolutions https://www.interest.co.nz/opinion/91598/siah-hwee-ang-says-while-new-zealand-summer-break-china-has-been-churning-out-2018
22 Jan	Despite huge growth in foreign direct investment in China, the statistics on foreign direct investment into China have not grown as fast as would be expected of a country that is continually rolling out the red carpet https://www.interest.co.nz/opinion/91707/siah-hwee-ang-says-despite-huge-growth-foreign-direct-investment-china-statistics-fdi
9 Feb	Top 10: The latest happenings across the Asia-Pacific , including the return of the TPP, One Belt One Road, one court, Trump tariffs, fake goods, the US borrows from China, and more https://www.interest.co.nz/opinion/91993/siah-hwee-ang-latest-happenings-across-asia-pacific-including-return-tpp-one-belt-one
6 Mar	E-commerce facilitates, but IP protection should still be a concern for the Chinese market https://www.interest.co.nz/opinion/92460/siah-hwee-ang-says-e-commerce-facilitates-ip-protection-should-still-be-concern
5 Apr	While already developed in some ways, in many aspects China is still lagging behind due to the lumpiness of a large population https://www.interest.co.nz/business/93028/siah-hwee-ang-says-while-already-developed-some-ways-many-aspects-china-still-lagging
18 Apr	We are accustomed to a regime that centres around the US 'leading the world', but now China is actively seeking out and willing to take on some of these roles https://www.interest.co.nz/business/93255/siah-hwee-ang-says-we-are-accustomed-regime-centres-around-us-%E2%80%9Bleading-world%E2%80%99-now
30 Apr	Siah Hwee Ang looks at the fraught relationship between China and India, pointing out the economic strengths of the two countries are actually complementary https://www.interest.co.nz/business/93461/siah-hwee-ang-looks-fraught-relationship-between-china-and-india-pointing-out
23 May	A noticeable shift in China's attention has occurred, suggesting that China's own development has become a priority https://www.interest.co.nz/opinion/93872/siah-hwee-ang-says-noticeable-shift-china%E2%80%99s-attention-has-occurred-suggesting-china%E2%80%99s
15 Jun	Top 10 on Asia: The latest happenings across the Asia-Pacific , including China and imports, e-commerce in India, Malaysia back in the mix, Australia goes at China, meaty matters, the Trump-Kim summit, and more https://www.interest.co.nz/opinion/94280/siah-hwee-ang-latest-happenings-across-Asia-Pacific -including-china-and-imports-e
3 Jul	China has many cards up its sleeve with which to counter US trade moves https://www.interest.co.nz/business/94592/siah-hwee-ang-says-china-has-many-cards-its-sleeve-which-counter-us-trade-moves
31 Jul	Chinese consumers continue to spend and foreign brands are enjoying their share https://www.interest.co.nz/business/95063/chinese-consumers-continue-spend-and-foreign-brands-are-enjoying-their-share-siah
13 Aug	Even large multinational corporations have to be nimble when it comes to responding to trends and opportunities that see the most savvy Chinese entrepreneurs come out to play https://www.interest.co.nz/business/95289/siah-hwee-ang-says-even-large-multinational-corporations-have-be-nimble-when-it-comes
21 Sep	Top 10: Siah Hwee Ang looks at gains and losses from the China-US trade war, US wine hanging by a thread in China, India steps up to the plate, the end of 'made in China', and more https://www.interest.co.nz/opinion/95897/siah-hwee-ang-looks-gains-and-losses-china-us-trade-battle-including-collateral-damage

International business column

In July 2015, the Chair was invited to start writing a new column for Fairfax Media, in the business section of www.stuff.co.nz (online) and the *Dominion Post* and the *Press* (in print).

The column commenced in October 2015. The Chair contributed 15 articles from January to September 2018.

Date	Column
15 Jan	Asia's trending growth and NZ's engagement https://www.stuff.co.nz/business/100530495/asias-trending-growth-and-nzs-engagement
27 Jan	Does the world have to choose between China and the US? https://www.stuff.co.nz/business/opinion-analysis/100869244/siah-hwee-ang-does-the-world-have-to-choose-between-china-and-the-us
12 Feb	Asean and China relationship can benefit New Zealand https://www.stuff.co.nz/business/opinion-analysis/101315786/siah-hwee-ang-asean-and-china-relationship-can-benefit-new-zealand
26 Feb	An alternative to China's Belt Road initiative https://www.stuff.co.nz/business/opinion-analysis/101721886/an-alternative-to-chinas-belt-road-initiative
12 Mar	Doing business in Asia is important—but getting more expensive https://www.stuff.co.nz/business/102154268/doing-business-in-asia-is-important--but-getting-more-expensive
9 Apr	Chinese businesses cashing in on parents' desire for kids to succeed https://www.stuff.co.nz/business/102879440/chinese-businesses-cashing-in-on-parents-desire-for-kids-to-succeed
23 Apr	China's clash with United States could produce a more globalised world https://www.stuff.co.nz/business/103279147/chinas-clash-with-us-could-produce-a-more-globalised-world
7 May	Asia ironing out its intra-regional differences https://www.stuff.co.nz/business/103659082/asia-ironing-out-its-intraregional-differences
21 May	China wants to take world tech lead—and the United States is right to be worried https://www.stuff.co.nz/business/104015520/china-wants-to-take-world-tech-lead-and-US-is-right-to-be-worried
4 Jun	New Zealand service sector must do better https://www.stuff.co.nz/business/104412946/new-zealand-service-sector-must-do-better
18 Jun	If a global trade war is inevitable, how should Kiwi businesses play? https://www.stuff.co.nz/business/opinion-analysis/104751166/if-a-global-trade-war-is-inevitable-how-should-kiwi-businesses-play
2 Jul	China's Belt and Road initiative is more than merely infrastructure https://www.stuff.co.nz/business/opinion-analysis/105131647/chinas-belt-and-road-initiative-is-more-than-merely-infrastructure
16 Jul	Asean is getting more attention, and it's not an accident https://www.stuff.co.nz/business/opinion-analysis/105484621/asean-is-getting-more-attention-and-its-not-an-accident
30 Jul	Small countries suffer when behemoths collide https://www.stuff.co.nz/business/opinion-analysis/105820156/small-countries-suffer-when-behemoths-collide
18 Sep	Commentary in 'New Zealand fears for world trade rise in wake of Trump's fresh tariffs on China' https://www.stuff.co.nz/business/industries/107169835/nz-fears-for-world-trade-rise-in-wake-of-trumps-fresh-tariffs-on-china

International engagements and recognition

As the Chair's role involves engaging with Asia, it is essential that its activities include those dealing with both Asian and international markets and institutions. These engagements can come in the form of editorships, visiting professorships, hosting international visitors, and participating in international events.

APPOINTMENT AS SENIOR EDITOR

Journal of World Business (reappointment: 2018–2020)

The Journal of World Business (JWB) is a premier journal in the field of international business and dates from 1965 when it was founded as the *Columbia Journal of World Business*. The JWB publishes cutting-edge research that reflects important developments in the global business environment and advances new theoretical directions and ways of thinking about global phenomena. The JWB especially encourages submissions that break new ground or demonstrate novel or counter-intuitive findings in relation to established theories or assumptions. It welcomes a variety of conceptual and theoretical traditions, including those drawn from allied social and behavioural sciences. Although the JWB's primary readers are scholars and researchers, it values contributions that explore and explicate implications for global enterprises and their managers, as well as consequences for public policy and the broader role of business in society. The Chair assumes the senior editor role that covers the broad areas of strategy, institutions, and research design. The senior editor is assigned about 50 paper submissions a year by the JWB to oversee the process of considering them for publication. This includes an initial screening of the papers, rejecting papers that are not suitable with a letter to authors, sending appropriate papers to two to three reviewers identified through a search process, and overseeing the two to three rounds of review with the authors and reviewers.

EDITORIAL BOARDS

The Chair sits on the editorial boards of various international journals and, in this capacity, reviews a few papers each year.

2014–2020	<i>Journal of World Business</i>
2012–present	<i>De Gruyter Open journals</i>
2013–present	<i>Asia–Pacific Journal of Human Resources</i>
2013–present	<i>International Journal of Management—Theory and Application</i>
2010–present	<i>Journal of Management and Organization</i>
2008–present	<i>Long Range Planning</i>
2008–present	<i>International Journal of Asian Business and Information Management</i>
2006–present	<i>International Journal of Chinese Culture and Management</i>

EXTERNAL ASSESSOR APPOINTMENTS

The Chair sits on the editorial boards of various international journals and, in this capacity, reviews a few papers each year.

2018–2021	External assessor for University of Malaysia's academic promotion process to professor and associate professor
2018	External referee for academic promotion process at La Trobe University, Australia
2016–present	External examiner for University of Auckland's Master of Marketing capstone projects (7 projects; Mar 2018)
2016–present	External examiner for University of Auckland's Master of International Business capstone projects (18 projects; Sep 2018).
2010–present	<i>Journal of Management and Organization</i>
2008–present	<i>Long Range Planning</i>
2008–present	<i>International Journal of Asian Business and Information Management</i>
2006–present	<i>International Journal of Chinese Culture and Management</i>

INTERNATIONAL COMMUNITY ENGAGEMENTS

The Chair was a visiting professor at Lanzhou University, China.

Research team

Umar Ahmed



Umar has a background in management sciences. After completing his undergraduate degree, he worked for United Bank Limited and later for the Red Cross in Pakistan. He received a Fulbright scholarship and attended Thunderbird School of Global Management in Arizona where he received his Master of Business Administration. Before beginning his PhD studies at Victoria University of Wellington, Umar taught global strategy and international business management at the National University of Sciences and Technology, Pakistan.

Naghmeh Kargozar



Naghmeh has a Bachelor of Science in Chemical Engineering and a Master of Science in International Business Management from Sharif University of Technology, Iran. She is enrolled in Victoria University of Wellington's PhD programme, majoring in International Business. Her current research primarily examines the entry modes of multinational enterprises in the face of institutional pressures in home and host countries.

Zhanna Rodina



Zhanna has a bachelor's degree in Oriental and African studies, with a major in Cambodian and Vietnamese languages from Saint-Petersburg State University; a Master of Business Administration from the French-Vietnamese Centre for Management Education, Hanoi National Economic University, Vietnam; and a Master of European Management from Strasburg Business School, France. She is currently enrolled in Victoria University of Wellington's PhD programme, majoring in International Business. Her current research primarily examines location choice of multinational enterprises in the face of corruption distance between home and host countries.

Supervision

PhD	Naghmeh Kargozar, 'Institutional distance and multinational enterprises' governance mode: The role of vicarious and experiential learning' (under examination)
	Umar Ahmed, 'Defying isomorphism: The role of institutionally similar learning and upper echelons' (expected completion Jun 2019) Victoria University of Wellington Doctoral Scholarship
	Zhanna Rodina, 'The effect of corruption on the choice of market entry modes: The case of healthcare industry in Asia' (expected completion Aug 2020) (Victoria University of Wellington Doctoral Scholarship)

Looking ahead

Looking ahead to 2019, it is expected that some of the research projects will move on to the next stages in the research process. The projects are at different stages and relate to international branding, international political connections, foreign competition, top management teams, and international acquisitions and alliances. Some of these are under review at journals such as *Journal of Management Studies* and *Journal of World Business*. The target journals for other research projects will be the *Strategic Management Journal*, *Journal of Marketing*, *Journal of Management*, *Journal of Management Studies*, *Journal of International Business Studies* and *Journal of World Business*.

The contributions to both the Understanding China column and other media outlets will continue on an ad hoc basis for 2019, with the number of contributions anticipated to be around 25 articles. Requests for commentaries from various media outlets will be met.

There will also be events in which the Chair will participate as a moderator, panellist, or speaker. These events will allow further engagement with both businesses and governmental institutions in various cities in New Zealand.

Services to academic communities will continue; for example, in capacities such as senior editor of the *Journal of World Business*, editorial board service on other journals, Prime Minister's Business Scholarships and Prime Minister's Scholarship for Asia panellist, reviewer and examiner for promotion processes in other universities, and examiner of PhD and Master's theses.

Since January 2018, the Chair has been seconded on a half-time basis to run the national Southeast Asia Centre of Asia-Pacific Excellence that sits within the consortium of Victoria University of Wellington, University of Auckland, University of Otago, and University of Waikato. Some of the enabling, capability-building, and capacity-building ideas of the Chair are to be transferred to, and implemented through, the Centre's avenues.

Internally, the Chair will seek to contribute to the University's advancement in the Asia-Pacific space as chair of the University's Enabling our Asia-Pacific Trading Nation strategic theme, as well as engaging with the North Asia Centre of Asia-Pacific Excellence at a national level.

In all, the Chair seeks to establish in 2019 an even greater presence in all the arenas discussed, and to push more agendas enabling New Zealand organisations doing business in Asia and engaging with Asian organisations.

VICTORIA
UNIVERSITY
WELLINGTON

TE WHARE WĀNANGA
O TE ŪPOKO O TE IKA A MĀUI



**CAPITAL
THINKING.
GLOBALLY
MINDED.**

MAI I TE IHO KI TE PAE