EAMSA 2026

Euro-Asia Management Studies Association

The 42nd Annual Conference

Conference Proceedings

Euro-Asia Intelligence for Sustainability and Sufficiency

10–13 November 2026 | Chiang Mai, Thailand



EAMSA 2026

Euro-Asia Management Studies Association

The 42nd Annual Conference

Conference Proceedings

Euro-Asia Intelligence for Sustainability and Sufficiency

10–13 November 2026 | Chiang Mai, Thailand

Copyright by Euro-Asia Management Studies Association

Euro-Asia Management Studies Association

The 42nd Annual Conference

Chiang Mai University Business School

Conference Chair

Niyata Kawewong

Organizing Committee (in alphabetical order)

Adisak Theeranuphattana
Duraya Sukthomya
Kantatouj Amaranonta
Kemakorn Chaiprasit
Manatip Tangeakchit
Napitiporn Manoli
Pitima Diskulnetivitya
Pornnapa Panyadee
Siriwut Buranapin
Sompraya Chindapanukul
Weerapong Kitiwong
Yossavadee Sittidet

Board of Advisors

Khongphu Nimanandh (Dean)
Narumon Kimpakorn (Associate Dean)
Kemakorn Chaiprasit (Head of Management and Entrepreneurship Department)
Pitima Diskulnetivitya (Head of Accounting Department)
Warat Winit (Head of Marketing Department)
Danai Likitratcharoen (Head of Finance Department)

Session Chairs (in alphabetical order)

Aticha Kwaengsopha, Chiang Mai University Business School
Chie Iguchi, Keio University
H Richard Nakamura, University of Gothenburg
Hendrik Meyer-Ohle, Meiji Gakuin University
Ivar Padrón-Hernández, Hitotsubashi University
Kanokporn Pongjetanapong, Thammasat Business School
Kazuhiro Fukuyo, Yamaguchi University
Koblarp Chandrasapth, Chiang Mai University Business School
Kohei Mishima, Keio University
Martin Hemmert, Korea University
Masashi Arai, Asia University
Mega Mirasaputri Cahyanti, Yamaguchi University
Naruanard Sarapaivanich, Chiang Mai University Business School
Pagon Gatchalee, Chiang Mai University Business School
Philippe Regnier, University of Applied Sciences Western Switzerland
Yoshikazu Sakamoto, Nihon University
Yosuke Kakinuma, Chiang Mai University Business School

Contents

Programme Overview 7

Keynote Addresses and Panel Sessions 9

EAMSA 2026 Opening Plenary 9

Opening Remarks: Welcome Address 9

Keynote Address 1: "From a Development Philosophy to a Practical Theory: Two Decades of Sufficiency Economy Research and Future Directions" 9

Keynote Address 2: "Healthcare Systems and Financing Sustainability" 9

Executive Panel Session 9

Sustainability as Competitive Advantage: From Global Value Chains to Local Enterprises 9

Panel Session 10

Sufficiency, Sustainability, and Mindfulness: Implications for Business Development 10

Thursday, 12 November 2026 11

Session A1 – Competitive 11

When HRM Investment Becomes Salient: Foreign Competitive Pressure and Organizational Readiness 11

Quality or Quantity: Which Training Effort Input Drives Job Satisfaction Through HRD Practices in Foreign-Invested Enterprises? 11

Conditions Influencing Employees' Perceptions of Women's Career Advancement Initiatives: A Multilevel Analysis of Japanese Companies 12

The Role of Rejection Dimensions in Shaping Future Voice Behaviour: A Qualitative Study in Vietnam 12

Wage Sufficiency and Workforce Sustainability in Thai Industrial Estates: Evidence from Offline Factory Job Offers 12

Session A2 – Competitive 13

Multimodal Neuro-Behavioural Analytics in Cultural Tourism Choice: When Does Sensor Fusion Add Predictive Value? 13

Company Acquisitions by the Rich and Famous: A Curse for Acquired Companies? The Impact of Celebrity Acquirers on Post-Acquisition International Performance 13

Harnessing Social Media: A Pathway to Competitive Insight, Collaborative Knowledge, and Innovation 14

Session A3 – Interactive 14

Buffer or Burden? CSR as a Contingent Nonmarket Strategy across China's Subnational Institutions 14

The price of going green: plant-based menu share and revenue in Swedish burger chains 15

CEO Visibility and B2B Contracting Speed: A Survival Analysis 15

Session A4 – Interactive 16

Sustainable Finance for SMEs in Asian Emerging Economies: What Kind of Swiss International Contribution? 16

The Entrepreneurial Resource Transformation Framework: How Financial Resources, Capability, and Institutions Shape SME Performance 16

Entrepreneurial Knowing Under Uncertainty: A Communicative Perspective on Social and Intellectual Capital 16

Founding as Authoring: Professional Identity and Founder-Authored Firm Identity among Japanese CPAs in Thailand 17

Agroentrepreneurship in emerging markets: Evidence from Malaysia 17

Exploring How Digital Technology Factor Affects E-Entrepreneurial Intention: The Role of Artificial Intelligence Dependence 18

Session A5 – Interactive....18

How Do Environmental Uncertainties Shape a Firm's Strategic Decisions?: The Investigation of Firms' Sequential Foreign Market Entry Decisions under Host Country Environmental Uncertainties....18

From Acquisition to Protection: Rethinking the Motives of Chinese Firms' FDI 19

Crossing Alliance Boundaries: Strategic Determinants of Cross-Alliance Joint Ventures in the Global Airline Industry....19

From Stakeholder Orientation to Stakeholder Cooperation : A Network Embeddedness Perspective on Post-Merger Integration....19

Sustaining Cooperation During Subsidiary Closure: Boundary-Spanning Practices and Relational Continuity in a Japanese MNE in Germany 20

How Have Japanese FDI in Poland Evolved? A Historical and Economic Introduction....20

Session B1 – Competitive 21

Does Sustainability Pay? ESG Performance of Japanese Acquirers 21

Target-Based Green Skepticism and Green Trust in Green Purchase Decisions 21

Hierarchy at the Core, Architecture at the Edge: Governing Sino-German Joint Ventures under Mandatory Due Diligence 22

Session B2 – Competitive 22

Cross-Level Effects of HR Competitiveness on Job Satisfaction: The Mediating Role of Organizational Trust and the Moderating Role of Perceived HRD Practice....22

How Does Leadership Styles Influence Organizational Citizenship Behavior for the Environment? A Meta-analysis Based on 12209 Survey Samples 23

Two Mirrors of Status: How Peer-Prominent and Firm-Surpassing CEOs Take Opposite Risks 23

Strategic Alignment Capability in Supporting the Sustainable Implementation of Oman Vision 2040 Priorities: A Case Study of Oman's Ministry of Health....24

Session B3 – Competitive 24

False Mastery in Doctoral Apprenticeship: Re-anchoring Doctoral Certification Under Generative AI....24

AI as Strategic Adversary: How LLM-Powered Devil's Advocacy Enhances Strategic Decision Making 25

How Do Organizations Deploy Corporate Digital Responsibility? A Multiple-Case Study of Russian Digital-Intensive Firms....25

Interactions with Host Government's Public Administrations as a Transaction Cost Factor for SMEs Internationalisation. What Is the Impact of Digital Transformation? 26

Session B4 – Competitive 26

From Geopolitical Presence to Firm Strategy: A Multidisciplinary Review of Chinese MNEs in Southeast Asia 26

Nearness without Learning, Learning without Nearness: Boundary Alignment and FDI Spillovers in Thailand's Beauty Salon Market 27

Fragile Leverage in Thailand's Critical-Mineral and Semiconductor Supply Chains....27

Strategic Use of Religion: How Ethnic Minority Entrepreneurs Use Religion to Scale Up Their Business in Northern Thailand 27

Adaptive Internationalization Under Institutional Constraints: Insight from Malagasy SMEs 28

Session B5 – Interactive....28

Process of Learning Paradox in the Japanese Context - Embedded Paradox and Modernization in Workplace 28

A Systematic Literature Review of Disaster Management in Tourism: From Reactive Recovery to Proactive Preparedness through Organizational Learning....29

From Managerial Work to Student Learning: A Crossvergence Framework for Europe and Southeast Asia 29
An Alternative Approach to Developing Learning from Organizational Crisis and Disaster Cases: A Phenomenological and Hermeneutic Perspective....30
Session B6 – Interactive....30
Government constraints and Firm discretion: Entry-mode choices of Korean defense firms in Europe 30
Embedding Multinational Enterprises in the EU Green Economy: Managerial Action Modes and Joint Embeddedness 31
Subnational Economic Exposure and Media Sentiment toward Trade Agreements: Evidence from the EU-Japan Economic Partnership Agreement 31
The EU-Japan Service trade: Empirical investigation of EU member states' benefits from the EPA....31
Selling Japanese Crafts Overseas – The Role of Intermediaries 32
Session C1 – Competitive 32
How Generative AI Use Shapes Green Purchase Intention: The Roles of Information-Processing Difficulty, Positive Emotion, and Regulatory Focus 32
Generation Z Coffee Purchase Decisions in Indonesia: Hedonic Motivation, Lifestyle, and Gender....33
Digital Marketing Feature Utilization in Online Food Delivery Platforms: A UTAUT2 Analysis of F&B MSMEs on GoFood, Jakarta 33
Key Service Quality Issues in Public Bus Services: A Longitudinal Content Analysis of Passenger Feedback in BMTA 34
Session C2 – Competitive 34
Organizational Ambidexterity and Sufficient Technology Search: A Patent Portfolio Analysis of Toyota and Volkswagen....34
The Paradox of Capability Redeployment: Negotiated Substitutability in Knowledge Transfer 35
Business Groups as Multilevel Performance Feedback Systems: How Performance Shortfalls Shape Investment Decisions 35
Restructuring in Container Shipping Alliances – Evidence from ONE After Hapag-Lloyd's Withdrawal....36
Where to Innovate? Social Performance Feedback and the Locus of Innovation in Social Enterprises....36
Session C3 – Interactive 37
Do Public-Private Partnerships and Blended Finance Independently Reduce the Cost of Capital? Early Evidence from Energy Transition Projects 37
When Do AI-Related Symbolic Claims Generate Investor Skepticism? 37
Assessment methodology for innovation disclosure in companies: A systematic literature review 38
Session C4 – Interactive 38
Agent-based modelling as a structural bridge for entrepreneurship policy: a reinforcement-learning policy laboratory for self-financing-group dynamics 38
High growth entrepreneurship: A configurational approach 39
Toward Resilient SMEs: A Proposed Quantitative Test of an Organizational Resilience Model in Thailand....39
From Organizational Intent to Coordinated Action: A Management Geography View of Cross-Functional Alignment in Innovation Projects....40
R&D Capabilities and IPR Management among Asian Firms: An Analysis of Spillover Effects Using Patent Data 40
Session C5 – Interactive 40

Reading the Air Before Speaking Up- Kuuki wo Yomu, Social Presence, and Employee Voice in Hybrid Work 40
CDR in the Organizational Context: A Critical Analysis and Research Agenda 41
Developing a Corporate Sustainability Mindset Scale: Pilot Evidence from Thai SMEs 41
Digital Layering in Overseas Manufacturing Subsidiaries: Building Digital Capabilities on Inherited Corporate Systems 42

Friday, 13 November 2026 42

Session D1 – Interactive 42

Japanese Apparel Multinationals in Bangladesh: Supply Chain Transparency and Labor Governance in Relation to SDG 8 42
Exogenous Environmental Policy Shocks and Firm-Level Waste Exposure: Evidence from China's Waste Import Restriction 43
Electrifying a Petrochemical Industrial Cluster: Barriers and Pathways to Fossil Fuel Reduction in Thailand (Extended Abstract) 43
An Educational Framework for Transactional Carbon Accounting Using a Dual-Record Approach 43

Session D2 – Competitive 44

When More Is Not Better: Environmental Innovation Strategies and Innovation Performance 44
How Does Environmental Self-Identity Shape Chinese Consumers' Purchase Intention Toward Japanese Products Through Multiple Psychological Mechanisms? 44
Leveraging Diversity for Innovation: The Role of Behavioral–Cognitive Integration in Top Management Teams 45
From Founder to Firm Resilience in Times of Crisis: The Moderating Effect of Entrepreneurial Imprint and Industry Context 45
From Market to Stakeholder Management: Developing a Heritage Custodian Framework for Heritage Tourism 46

Session D3 – Interactive 47

Decoding East Asian Social Commerce: Push and Pull Signaling in the Chinese TikTok Context 47
From Fragmented Data to Actionable Advice: Evaluating Graph-Structured Retrieval for Agricultural Advisory in Southern Africa 47
When AI Involvement Is Disclosed in Art: Crowdfunding Responses across Material- and Digital-Based Media 48
Conceptualising Social Media Detox in a Marketing Context: How It Reshapes Consumers' Responses to Advertising on Social Media 48
Satisfied but Silent?: Uncovering Hidden Profiles of Satisfied Tourists and Their Intention to Share Travel Experiences 49

Session D4 – Interactive 49

Recognizing Opportunities to Help: A Recognition-Based Theory of Helping Under Hybrid Work 49
Pushed Out or Pulled Away? What Drives Employee Turnover Intentions During Times of Uncertainty? 50
Do Side Hustles Help or Hurt Primary Job Performance? The Roles of Resource Depletion and Knowledge Transfer 50
Surviving the Megacity: Spatial Status Trade-offs and Sustainable HRM for Early-Career Knowledge Workers in Asian Metropolitan Areas 51

INDEX OF PROGRAM CONTRIBUTORS 52

Programme Overview

Tuesday, 10 November 2026

TIME	PROGRAMME	VENUE
17:00–18:00	**Registration**	Ground Floor, CMUBS
18:00–20:00	**Welcome Reception with Cocktail Dinner**	Ground Floor, CMUBS

Wednesday, 11 November 2026

TIME	PROGRAMME	VENUE
08:00–09:00	**Registration** * The registration desk is open throughout the day	Ground Floor, CMUBS
09:00–11:00	**Opening Ceremony and Keynote Addresses** **Opening Remarks: Welcome Address** Charin Techapun (Vice President, Chiang Mai University) **Keynote Address 1: From a Development Philosophy to a Practical Theory: Two Decades of Sufficiency Economy Research and Future Directions** Sooksan Kantabutra (College of Management, Mahidol University) **Keynote Address 2: Healthcare Systems and Financing Sustainability** Peter Yuen (College of Professional and Continuing Education, The Hong Kong Polytechnic University)	Copper Room
11:00–11:30	**Coffee Break**	2nd Floor, Common Area
11:30–12:30	**Executive Panel: Sustainability as Competitive Advantage: From Global Value Chains to Local Enterprises** Moderator: Pavida Pananond (Thammasat Business School) Panelists (in alphabetical order): Kenneth Rimdahl (Monsoon Tea Company) Martin Venzky-Stalling (CMU Science and Technology Park; Chair of Sustainable Development Committee, JFCCT) Wasana Sittirin (United Nations Industrial Development Organization)	Copper Room
12:30–13:30	**Lunch Break**	2nd Floor, Common Area
13:30	**Departure for Company Visits (Choose One of Two Options During Registration)**	See visit details
18:00	**EAMSA Board Meeting**	Hexagonal Meeting Room

Thursday, 12 November 2026

TIME	PROGRAMME	VENUE
08:30–09:30	**Registration** * The registration desk is open throughout the day	Ground Floor, CMUBS
09:30–10:30	**Panel Session: Sufficiency, Sustainability, and Mindfulness: Implications for Business Development** Moderator: Juthaporn Boonyaphen (Srinakharinwirot University) Panelists (in alphabetical order): Heechan Song (Korea University Business School) Nophea Sasaki (Sasin School of Management) Peerayuth Charoensukmongkol (International College, National Institute of Development Administration)	Copper Room
10:30–11:00	**Coffee Break**	2nd Floor, Common Area
11:00–12:30	**Parallel Sessions A1–A5** Five concurrent research presentation sessions	BAB rooms
12:30–13:30	**Lunch Break**	2nd Floor, Common Area
13:30–15:00	**Parallel Sessions B1–B6** Six concurrent research presentation sessions	BAB rooms
15:00–15:30	**Coffee Break**	2nd Floor, Common Area
15:30–17:00	**Parallel Sessions C1–C5** Five concurrent research presentation sessions	BAB rooms
17:00 / 17:45	**Depart for Gala Dinner from CMUBS by Bus**	CMUBS
18:30–21:30	**EAMSA 2026 Gala Dinner and Awards Ceremony** EAMSA Best Paper, PhD Award, and The Best Reviewer Awards Ceremony Dress Code: Smart casual	Rati Lanna Riverside Spa Resort

Friday, 13 November 2026

TIME	PROGRAMME	VENUE
08:30–09:00	**Registration** * The registration desk is open throughout the day	Ground Floor, CMUBS
09:00–10:30	**Parallel Sessions D1–D4** Four concurrent research presentation sessions	BAB rooms
10:30–11:00	**Coffee Break**	2nd Floor, Common Area
11:00–12:00	**Meet the Editor from Asian Business & Management** Prof. Dr. Ralf Bebenroth | Research Institute for Economics and Business Administration, Kobe University	Copper Meeting Room
12:30–13:30	**Lunch Break**	2nd Floor, Common Area
13:30–14:30	**EAMSA Annual General Meeting (AGM)**	Copper Room

Wednesday, 11 November 2026

Keynote Addresses and Panel Sessions

EAMSA 2026 Opening Plenary

Presented On: November 11, 2026 – 09:00-11:00

Opening Remarks: Welcome Address

Charin Techapun, Vice President of Chiang Mai University

Keynote Address 1: "From a Development Philosophy to a Practical Theory: Two Decades of Sufficiency Economy Research and Future Directions"

Sooksan Kantabutra, College of Management, Mahidol University

Keynote Address 2: "Healthcare Systems and Financing Sustainability"

Peter Yuen, College of Professional and Continuing Education, The Hong Kong Polytechnic University

Executive Panel Session

Presented On: November 11, 2026 – 11:30-12:30

Chair: Pavida Pananond (Professor, Thammasat Business School)

Sustainability as Competitive Advantage: From Global Value Chains to Local Enterprises

Panelists (in alphabetical order):

Kenneth Rimdahl (Founder, Monsoon Tea Company)
Martin Venzky-Stalling (Senior Advisor, CMU Science and Technology Park)
Wasana Sittirin (National Project Associate, United Nations Industrial Development Organization)

This panel examines how sustainability can generate competitive advantage for multinational firms governing global value chains and resource-constrained enterprises embedded in local economies. Drawing on institutional theory, the resource-based view, and global value chain governance and capability-upgrading frameworks, it explores sustainability across firm, institutional, and place-based levels. The discussion considers how sustainability-driven capabilities support differentiation, how regulatory and normative environments shape legitimacy and value creation, and how regional interdependence creates cross-border supply-chain and reputational risks. Chiang Mai provides a distinctive setting for examining how local enterprises mobilise ecological and cultural assets to build competitive advantage, reflecting the Sufficiency Economy Philosophy's emphasis on balancing economic, social, and environmental value. Bringing together perspectives from international sustainability governance, business strategy, and entrepreneurship, the panel explores how—and for whom—sustainability creates competitive advantage, with implications for research and practice in under-examined, non-metropolitan contexts.

Panel Session

Presented On: November 12, 2026 – 09:30-10:30

Chair: Juthaporn Boonyaphen, Faculty of Business Administration for Society, Srinakharinwirot University

Sufficiency, Sustainability, and Mindfulness: Implications for Business Development

Panelists (in alphabetical order):

Heechan Song, Korea University Business School
Nophea Sasaki, Sasin School of Management
Peerayuth Charoensukmongkol, International College, National Institute of Development Administration

This panel explores how sufficiency, sustainability, and mindfulness can guide business development that balances economic performance, environmental responsibility, and human well-being. Drawing on Thailand's Sufficiency Economy Philosophy and complementary perspectives on responsible management, the session examines how these interconnected concepts can inform organizational strategies and business practices. Sufficiency emphasizes moderation, prudent resource use, and resilience; sustainability promotes long-term value creation for businesses, society, and the environment; and mindfulness encourages awareness, reflection, and ethical decision-making. The discussion considers their implications for leadership, organizational culture, innovation, and stakeholder relationships, with particular attention to how businesses can pursue growth while respecting ecological limits, supporting employee well-being, and addressing community needs. It also explores the challenges of translating these principles into practice, including tensions between short-term performance pressures and long-term development goals. By bringing these perspectives together, the panel aims to advance dialogue among researchers and practitioners on how organizations can strengthen resilience and develop responsible business practices that contribute to lasting prosperity.

Thursday, 12 November 2026

Session A1 – Competitive

Theme: HRM, HRD and Employee Outcomes
Presented On: November 12, 2026 – 11:00-12:30
Chair: H Richard Nakamura, University of Gothenburg

When HRM Investment Becomes Salient: Foreign Competitive Pressure and Organizational Readiness

Chanhyuk Shin, Korea University*

Strategic HRM research has established why investment-oriented HR systems create value, but says less about the competitive conditions that move workforce capability investment up the organizational agenda. We argue that inward foreign direct investment (FDI) localizes foreign performance benchmarks, making capability gaps more visible to non-internationalized domestic organizations. This pressure should raise HRM investment, but its force depends on whether organizations treat those benchmarks as relevant to their own strategic future. International expansion readiness strengthens that link. Using panel data on 2,377 non-internationalized organizations across 66 Korean industries from 2006 to 2024, we find that inward FDI intensity is positively associated with HRM investment and that the association is stronger among organizations actively pursuing overseas expansion. Greater HRM investment is also associated with higher subsequent workforce productivity, producing a small positive indirect association between inward FDI and productivity. The study shifts the value-creation question in strategic HRM from whether HR systems matter to when they become investment priorities, and shows how organizational readiness turns foreign competitive exposure into a workforce capability response. *(For more information, please contact Chanhyuk Shin, Korea University: king6056@korea.ac.kr)*

Quality or Quantity: Which Training Effort Input Drives Job Satisfaction Through HRD Practices in Foreign-Invested Enterprises?

Ajung Heo, Sogang university
Jisoo Shin, Sogang university*

Drawing on social exchange theory and attribution theory, this study examines how different dimensions of training effort inputs, specifically quantity and quality, influence the job satisfaction of employees in foreign-invested enterprises (FIEs) through the lens of perceived HRD practices. Using multilevel data from 623 employees across FIEs in Korea, we find that both the quantity (financial investment) and quality (program sophistication) of training efforts positively influence perceived HRD practice. In turn, perceived HRD practice enhances job satisfaction. Moreover, training quality demonstrates a stronger effect than training quantity, suggesting employees prioritize internal attributions such as organizational sincerity and strategic intent over external signals such as resource allocation. The mediation analysis further demonstrates that perceived HRD practice serves as the primary cognitive pathway through which training investments generate affective outcomes. For resource-constrained FIEs, these findings suggest that strategic reallocation toward sophisticated, job-relevant training design yields more meaningful perceptual and attitudinal returns than volume-based approaches. *(For more information, please contact Jisoo Shin, Sogang university: jees99@sogang.ac.kr)*

Conditions Influencing Employees' Perceptions of Women's Career Advancement Initiatives: A Multilevel Analysis of Japanese Companies

Yoshiko Niwamoto, Kobe University*
Naoki Senda, Kobe Gakuin University
Hideo Misaki, Kansai University

This study investigates the conditions under which women's career advancement initiatives enhance employees' perceptions of an inclusive organizational culture within Japanese companies. Utilizing a multilevel analysis of 1,377 employees nested across 111 firms, the cross-level interactions among corporate-level diversity policies, organizational diversity philosophy, and inclusive workplace management are examined. The findings demonstrate that the objective existence of macro-level policies is insufficient to improve cultural perceptions. Rather, positive perceptions are contingent upon vertical consistency with the corporate diversity philosophy and horizontal consistency with inclusive workplace management. Furthermore, the provision of isolated workplace support in the absence of systemic backing produces a reversal effect, negatively impacting perceptions, particularly among female employees. These results indicate that substantive implementation and systemic alignment across organizational levels, rather than symbolic compliance, are imperative for effective diversity and inclusive management. *(For more information, please contact Yoshiko Niwamoto, Kobe University: niwamoto@opal.kobe-u.ac.jp)*

The Role of Rejection Dimensions in Shaping Future Voice Behaviour: A Qualitative Study in Vietnam

Thanh-Huong Tran Thi, Yokohama National University*

Employee voice is critical for organizational innovation, yet leaders frequently reject ideas. How leaders communicate rejection shapes whether employees continue speaking up and whether they improve their approach. This qualitative study, based on 29 semi-structured interviews with Vietnamese employees across diverse industries, reveals three distinct rejection types. Explicit rejection with clear explanations enabled learning and adaptiveness (76.9% constructive responses), while implicit rejection led to silence, withdrawal, or exit (60% of cases). Paradoxical rejection proved uniquely paralyzing. These findings inform a dual-pathway model: an affective pathway operating through psychological safety violation, and a cognitive pathway operating through perceived learning utility. This research contributes to voice literature by unpacking rejection as a multidimensional process, distinguishing between affective and cognitive mechanisms, introducing voice adaptiveness as a critical outcome, and offering a non-Western perspective from Vietnam. *(For more information, please contact Thanh-Huong Tran Thi, Yokohama National University: tran-huong-gn@ynu.jp)*

Wage Sufficiency and Workforce Sustainability in Thai Industrial Estates: Evidence from Offline Factory Job Offers

Yuzuru Utsunomiya, Nagasaki University*

Industrial estates are widely regarded as engines of employment and industrial development. From a Sustainable HRM perspective, however, the key issue is not simply whether jobs are created, but whether recruitment conditions support wage sufficiency and workforce sustainability. This empirical study analyses 100 offline factory job vacancy notices collected around Bangpoo Industrial Estate in Samut Prakan, Thailand. The notices are examined as local labour-market documents that reveal recruitment channels, wages, allowances, age and gender

requirements, working-time conditions, and indicators of potential health harm. The findings suggest that factory employment provides access to wage work, but that income often depends on overtime, attendance incentives, and employer-provided benefits within a near-minimum-wage employment system. Recruitment is therefore institutionally organized but not necessarily sustainable. The study contributes to Sustainable HRM by demonstrating how offline recruitment materials can be used to evaluate workforce sustainability rather than recruitment efficiency alone. *(For more information, please contact Yuzuru Utsunomiya, Nagasaki University: yuzuru@nagasaki-u.ac.jp)*

Session A2 – Competitive

Theme: International Markets, Customer Insight and Business Performance
Presented On: November 12, 2026 – 11:00-12:30
Chair: Koblarp Chandrasapth, Chiang Mai University Business School

Multimodal Neuro-Behavioural Analytics in Cultural Tourism Choice: When Does Sensor Fusion Add Predictive Value?

Fitri Aprilianty, Bandung Institute of Technology; Yamaguchi University*
Masakazu Takahashi, Yamaguchi University
Yoshiyuki Matsuura, Yamaguchi University

Tourism organisations increasingly invest in eye-tracking and electroencephalography (EEG), but whether these technologies improve tourist-choice prediction beyond behavioural records remains unclear. This study investigates whether gaze and EEG add value beyond eight previous choices. One hundred participants evaluated cultural-tourism packages at Borobudur, Indonesia, while their eye movements and brain activity were recorded. Models were then tested on new participants. Previous choices alone predicted rejection of all packages well, and sensors added no meaningful improvement. Eye-tracking, however, improved prediction of premium choices when a premium option was available, even after accounting for decision time. Combining eye-tracking and EEG did not outperform eye-tracking alone, while EEG alone produced inconsistent results. The findings show that physiological measures may reveal how tourists evaluate options without always improving prediction. Tourism organisations should therefore prioritise behavioural data, use eye-tracking selectively for premium offerings, and require clear evidence of added value before investing in costly multimodal systems. *(For more information, please contact Fitri Aprilianty, Bandung Institute of Technology; Yamaguchi University: fitri.aprilianty@sbm-itb.ac.id)*

Company Acquisitions by the Rich and Famous: A Curse for Acquired Companies? The Impact of Celebrity Acquirers on Post-Acquisition International Performance

Alexandre Bohas, ESSCA School of Management
Pierre-Xavier Meschi, Aix-Marseille university*

Drawing from the literatures on CEO social evaluations and on relational sociology, this paper examines the effect of the celebrity of acquirers on the international performance of their acquisition. More specifically, it investigates the conditions under which celebrity acquirers may deliver superior post-acquisition international performance. By extending their celebrity aura to the acquired company, celebrity acquirers may leverage the relational proximity they enjoy with large numbers of people to the benefit of the acquired company. These objectives are empirically addressed using a sample of 231 wineries acquired by 127 foreign investors (including

showbusiness celebrities) in France during the 2004-2018 period. Our findings first show that companies acquired by celebrities deliver lower post-acquisition international performance than companies acquired by non-celebrities. However, these negative performance effects of the celebrity of acquirers are moderated by the extent to which these acquirers are strongly and visibly committed to their acquisition. Finally, restricting the analysis to only celebrity-acquired companies, the paper stresses the importance of the alignment between the social evaluations of the acquirers and those of their acquired company. With these findings, the paper highlights the performance effects of the socioemotional dynamics inherent to acquisitions conducted by celebrity acquirers. *(For more information, please contact Pierre-Xavier Meschi, Aix-Marseille university: pierre-xavier.meschi@univ-amu.fr)*

Harnessing Social Media: A Pathway to Competitive Insight, Collaborative Knowledge, and Innovation

Sarah Fadilla, Universitas Terbuka*
Adisthy Shabrina Nurqamarani, Universitas Terbuka
Agus Santosa, Universitas Terbuka

This study investigates how Indonesian's micro, small, and medium enterprises (MSMEs) optimize social media to enhance innovation, business growth, and profitability. Specifically, it examines the influence of customer information, competitor information, knowledge sharing, and social networking through social media on innovation and how innovation subsequently impacts MSMEs' performance. A quantitative research design was employed, using a structured questionnaire distributed to Indonesian MSMEs that have operated for over four years and actively use social media. A total of 470 valid responses were analyzed using SmartPLS 4. The results indicate that the use of social media for competitor information, knowledge sharing, and social networks have a significant influence on innovation among MSMEs. In turn, innovation positively affects both growth and profitability. Additionally, innovation mediates the relationship between competitor information, knowledge sharing, social networks, and MSMEs' performance. However, customer information obtained via social media does not significantly impact innovation. The findings contribute to the theoretical understanding of how MSMEs strategically leverage social media for competitive intelligence, knowledge exchange, and networking to foster innovation. *(For more information, please contact Sarah Fadilla, Universitas Terbuka: sarahf@ecampus.ut.ac.id)*

Session A3 – Interactive

Theme: Business Strategy, Sustainability and Firm Performance
Presented On: November 12, 2026 – 11:00-12:30
Chair: Pagon Gatchalee, Chiang Mai University Business School

Buffer or Burden? CSR as a Contingent Nonmarket Strategy across China's Subnational Institutions

Yeongsik Jo, Hankuk University of Foreign Studies
Yong Kyu Lew, Hankuk University of Foreign Studies*

This paper investigates how CSR affects the performance of foreign-affiliated listed firms in China under heterogeneous provincial institutions. It conceptualizes CSR as a social nonmarket strategy whose value is contingent on local, institutionally distinct dependence structures. In more marketized provinces, where rule-based institutions prevail, CSR should help firms buffer

against weak performance by stabilizing relationships with external stakeholders. Under stronger government intervention, by contrast, the same activities should absorb firm resources as firms respond to administrative pressures and local legitimacy demands. Using a 2018–2024 panel of 254 foreign-affiliated A-share firms, combined with Wind social-pillar ratings, province-level NERI marketization indices, and firm fixed-effects models, we find no robust association between CSR and average ROA. However, CSR is associated with a lower likelihood of underperformance in more marketized provinces and a higher likelihood of underperformance and losses where government intervention is stronger. CSR therefore functions as a contingent form of nonmarket dependence management rather than a uniformly performance-enhancing investment. *(For more information, please contact Yong Kyu Lew, Hankuk University of Foreign Studies: yklew@hufs.ac.kr)*

The price of going green: plant-based menu share and revenue in Swedish burger chains

Ivar Padrón-Hernández, Hitotsubashi University*
Yoshikatsu Shinozawa, Hitotsubashi University

Research on whether sustainability-oriented products pay has produced mixed results. This paper asks instead which measure of performance registers their effect. Drawing on cross-sectional data from 161 firms affiliated with all 14 established burger chains in Sweden, it examines how the share of plant-based burgers on a chain's menu relates to operating turnover, turnover per menu item and operating margin. With only 14 chains, inference is based on wild cluster bootstrap. A higher plant-based share is associated with markedly lower turnover per menu item, a relationship that holds after accounting for menu size and does not depend on the largest chain. No association is found with operating margin. Because profitability is a managed outcome that firms adjust through pricing and cost structures, it may conceal effects that revenue measures reveal. The turnover-per-item measure was not specified in advance and is reported as exploratory. *(For more information, please contact Ivar Padrón-Hernández, Hitotsubashi University: padron@iir.hit-u.ac.jp)*

CEO Visibility and B2B Contracting Speed: A Survival Analysis

JaeHoon Kim, Korea University Business School*

Executing B2B transactions efficiently is important for firm performance, yet inter-firm contracting is often delayed by behavioral uncertainty and extensive due diligence. Drawing on Transaction Cost Economics (TCE) and Signaling Theory, this study examines how CEO visibility influences the time-to-contract in B2B transactions, measured as the period between MOU disclosure and the definitive agreement. We distinguish CEO visibility from firm visibility and argue that a CEO's public visibility links the CEO's personal reputation to the firm's commitments, providing a credible signal to potential partners. This signal enhances organizational legitimacy and reduces perceived transaction risk, thereby shortening the contracting process. We further propose that this mechanism is stronger when information asymmetry is high, such as in cross-border or R&D-intensive transactions. Using a sample of S&P 500 B2B transactions from 2015 to 2025, we estimate Cox proportional hazards models while controlling for firm visibility and transaction characteristics. This study contributes to the strategic management literature by explaining how CEO visibility facilitates inter-firm contracting through organizational legitimacy. *(For more information, please contact JaeHoon Kim, Korea University Business School: jaehoonkim@korea.ac.kr)*

Session A4 – Interactive

Theme: Entrepreneurship, Resources and SME Finance
Presented On: November 12, 2026 – 11:00-12:30
Chair: Kohei Mishima, Keio University

Sustainable Finance for SMEs in Asian Emerging Economies: What Kind of Swiss International Contribution?

Philippe REGNIER, University of Applied Sciences Western Switzerland*

This paper explores how a small OECD economy, but an important global financial hub, namely Switzerland, has already taken and will continue to take some international cooperation initiatives in sustainable finance for SMEs in emerging Asia as the third pillar of the 21st century global economy. Private equity has been introduced in Asia and other emerging regions mainly by American, European and Japanese investment funds. Asian equity finance has started to expand mainly in the sector of renewable energies, also in agro-food, fisheries and forestry. Private equity for sustainable development is also encouraged by various governmental initiatives (China in the lead) and international finance institutions.

A Swiss-Asian empirical research project was conducted in 2021-24 based on samples of SMEs submitting sustainable development projects to Asian and foreign equity funding institutions in India and Southeast Asia. Some of these institutions work in partnership with international finance agencies such as the Asian Development Bank and the IFC/World Bank Group. *(For more information, please contact Philippe REGNIER, University of Applied Sciences Western Switzerland: philippe.regnier@hesge.ch)*

The Entrepreneurial Resource Transformation Framework: How Financial Resources, Capability, and Institutions Shape SME Performance

Michael Chilumba, University of Hyogo*
Tahinasoa Andre Raoelison, University of Hyogo
Khalid Saddam, University of Hyogo

Access to finance is widely recognized as essential to SME performance, yet firms with comparable financial resources often achieve divergent outcomes. This study introduces the Entrepreneurial Resource Transformation Framework (ERTF) to explain how financial resources translate into enterprise performance through strategic entrepreneurial judgment within organizational and institutional contexts. Using an exploratory sequential mixed-methods design, the research integrates interviews with 14 Zambian entrepreneurs and stakeholders and World Bank Enterprise panel data from 1,188 SMEs. Results indicate that supplier credit consistently supports performance, whereas bank finance loses significance when capability is considered. The ERTF advances entrepreneurial finance theory by elucidating resource transformation. *(For more information, please contact Michael Chilumba, University of Hyogo: michaelchilumba96@gmail.com)*

Entrepreneurial Knowing Under Uncertainty: A Communicative Perspective on Social and Intellectual Capital

Wei Shi, State University of New York at Farmingdale*

This study examines workplace learning in early-stage startups by investigating how entrepreneurs develop knowledge—referred to as entrepreneurial knowing—through

communicative processes under conditions of uncertainty. It explores how interactions shape belief formation and testing, and how social capital influences the development of intellectual capital as an emergent outcome of workplace learning. Using a qualitative approach, 20 semi-structured interviews were conducted with early-stage entrepreneurs in the New York City metropolitan area. Four communicative mechanisms—market hybridity, identity complexity, disciplinary ambiguity, and access constraints—structure entrepreneurial knowing in startup workplaces. These mechanisms create epistemic fragmentation, concentrate interpretive authority among founders, and filter external feedback. Social capital acts as a communicative infrastructure, enabling and constraining the development of intellectual capital by shaping access, trust, and shared interpretation. The study reconceptualizes intellectual capital as an emergent outcome of entrepreneurial knowing and highlights how communicative processes shape learning in dynamic startup workplaces. It contributes to workplace learning literature by linking entrepreneurial knowledge practices to social and intellectual capital development. *(For more information, please contact Wei Shi, State University of New York at Farmingdale: claire77788@gmail.com)*

Founding as Authoring: Professional Identity and Founder-Authored Firm Identity among Japanese CPAs in Thailand

Junnosuke Kurachi, BizWings (Thailand) Co., Ltd.*
Nobuko Nishiwaki, Nihon University

Professionals often found their own firms, yet what founding means for the professional self and for the firm that self leads remains under-theorized. Drawing on an abductive multiple-case study of eleven Japanese certified public accountants who founded or assumed ownership of firms in Thailand, this work-in-progress examines founding as identity authoring. Founders' accounts suggest that exit responds to a discrepancy between the professional they aspired to be and the role their prior organization permitted. Founding enables them to enact a professional identity that subsequently informs a founder-authored identity for the practice. These claims take provisional craft, managerial, niche and self-branded configurations, with family governance as a variant. Drawing on the authoring aspect of entrepreneuring as emancipation, we distinguish the identity founders author for themselves from the identity claims they formulate for the firms they lead. We invite feedback on whether such claims constitute organizational identity or a related practice-level construct. *(For more information, please contact Junnosuke Kurachi, BizWings (Thailand) Co., Ltd.: junnosuke.kurachi@bizwings.co)*

Agroentrepreneurship in emerging markets: Evidence from Malaysia

Hamizah Abd Hamid, National University of Malaysia*

Purpose: This study investigates the ways in which agroentrepreneurs in a structurally divided business environment develop entrepreneurial opportunities through a backdrop of Sarawak, Malaysia. Spatial embeddedness is marked by infrastructural, income, and structural disparities, which are features common to many emerging markets.

Design/methodology/approach: This study employs an abductive qualitative research design using a case study approach to explore how agroentrepreneurs respond to, and operate within, divided spatial contexts.

Findings: The data reveals four distinct strategies in navigating structurally divided environments. These strategies illustrate the way infrastructural imbalance of a distinct spatial context shapes opportunity recognition and exploitation in emerging market settings.

Research implications: While focused on a specific regional context, the study contributes to the embeddedness discourse by refining our understanding of how spatial divides affect entrepreneurial action in emerging markets.

Practical implications: The study's strategic classifications provide practical guidance for entrepreneurs, policymakers, and support institutions aiming to promote opportunity development in similar infrastructurally uneven regions, especially within the economically crucial agricultural sectors of emerging markets.

Originality/value: This study contributes to the literature on agroentrepreneurship in emerging markets by emphasizing the concept of spatial embeddedness as a lens to understand opportunity development in structurally divided contexts. *(For more information, please contact Hamizah Abd Hamid, National University of Malaysia: hamizah.h@ukm.edu.my)*

Exploring How Digital Technology Factor Affects E-Entrepreneurial Intention: The Role of Artificial Intelligence Dependence

Chomsorn Tangdenchai, Assumption University*
Nichnan Sakolvieng, Assumption University
Kaimook Numgaroonaroonroj, Assumption University

Entrepreneurship has been seen as an economic engine for creating new jobs in the new era. The use of digital technology by the millennial undergraduates significantly increased, and this condition was in line with the development of artificial intelligence (AI). Grounded in the social cognitive theory, this study investigates how digital technology factor – digital literacy and digital content creation – affects e-entrepreneurial intention among Thai undergraduates. In addition, this study focuses on how the double-edged sword of AI dependence moderates such relationships. A questionnaire-based survey was conducted among 136 business students from Thai universities. The results reveal that digital literacy and digital content creation affect e-entrepreneurial intention. However, AI dependence negatively moderates the relationship between digital content creation and e-entrepreneurial intention. This study enhances understanding of entrepreneurship, extends social cognitive theory, and contributes to the negative side of AI. *(For more information, please contact Chomsorn Tangdenchai, Assumption University: chomsorntng@au.edu)*

Session A5 – Interactive

Theme: International Entry, Acquisitions and Cooperation
Presented On: November 12, 2026 – 11:00-12:30
Chair: Martin Hemmert, Korea University

How Do Environmental Uncertainties Shape a Firm's Strategic Decisions?: The Investigation of Firms' Sequential Foreign Market Entry Decisions under Host Country Environmental Uncertainties

Kantatouj Amaranonta, Chiang Mai University Business School*

This study investigates how firms' sequential foreign market entry decisions are impacted by demand, competitive, and political uncertainty. Particularly, this study uses a real options approach to hypothesize that there are U-shaped effects of demand uncertainty and competitive uncertainty on firms' decisions to pursue sequential foreign market entry, whereas there is an inverted U-shaped effect of political uncertainty on firms' decisions to pursue sequential foreign

market entry. *(For more information, please contact Kantatouj Amaranonta, Chiang Mai University Business School: kantatouj.a@cmu.ac.th)*

From Acquisition to Protection: Rethinking the Motives of Chinese Firms' FDI

Yushang Wang, Chulalongkorn Business School*
Rapeeporn Rungsithong, Chulalongkorn Business School

This conceptual study develops an acquisition–protection framework of foreign direct investment (FDI) motives. While existing theories mainly explain what firms seek to gain from FDI, firms may also internationalize to protect value threatened by geopolitical fragmentation, trade restrictions, supply-chain disruption, domestic competitive pressure, etc. Focusing on Chinese outward FDI, the framework identifies four protection-oriented motives: market-preservation, margin-preservation, continuity-preservation, and strategic autonomy. By integrating fragmented research on defensive, escape, tariff-jumping, and resilience-oriented internationalization, this study tries to extend existing FDI motive theory from a predominant focus on value acquisition to the joint consideration of expected gains and avoided losses. *(For more information, please contact Yushang Wang, Chulalongkorn Business School: sshanee1023@gmail.com)*

Crossing Alliance Boundaries: Strategic Determinants of Cross-Alliance Joint Ventures in the Global Airline Industry

Ryo Nakajima, Keio University*

This study examines why airlines belonging to different global alliances increasingly form joint ventures (JVs) that cross their existing alliance boundaries, a phenomenon insufficiently addressed by prior research. Reviewing both general alliance theory and airline-specific literature, the study identifies five research gaps: the absence of a theoretical framework explaining a focal firm's own determinants for crossing an alliance boundary; the existence of boundary-crossing JVs unexplained by prior work; a predominant focus on the effects and institutional conditions of airline cooperation rather than strategic factors; scarce research on cross-alliance JVs specifically; and an imbalance toward North American and European settings. Using a comparative case-study design centered on a cross-alliance joint venture in the airline industry, the study proposes candidate strategic determinants and outlines an interview- and archival-based methodology for testing them. *(For more information, please contact Ryo Nakajima, Keio University: ryonakaji0408@gmail.com)*

From Stakeholder Orientation to Stakeholder Cooperation : A Network Embeddedness Perspective on Post-Merger Integration

Jiyeon Yu, Korea University*

This conceptual paper explains how an acquiring firm's stakeholder orientation becomes—or fails to become—stakeholder cooperation during post-merger integration. Existing research shows that stakeholder orientation can improve acquisition outcomes, yet its effects vary across stakeholder groups and integration conditions. We argue that this variation reflects a neglected implementation problem: stakeholder-oriented intent creates value only when surrounding relationship structures make the acquirer's commitments credible and enable coordinated stakeholder action. Integrating instrumental stakeholder theory with relational and structural embeddedness, we develop a model in which perceived credible commitment and stakeholder cooperation connect stakeholder orientation to integration performance. Relational

embeddedness strengthens trust, structural embeddedness supports information sharing and collective monitoring, and acquirer-target network overlap creates shared channels for external stakeholder coordination. However, excessive embeddedness can generate identity entrenchment, relational rigidity, and resistance to change. The framework advances stakeholder, acquisition, and network embeddedness research and offers implications for responsible post-merger integration. *(For more information, please contact Jiyeon Yu, Korea University: yjgj1867@korea.ac.kr)*

Sustaining Cooperation During Subsidiary Closure: Boundary-Spanning Practices and Relational Continuity in a Japanese MNE in Germany

LEYI QU, Ritsumeikan University*

How can cooperation continue when employees know that their shared organizational future is disappearing? This work-in-progress paper examines the staged closure of a Japanese multinational enterprise subsidiary in Germany. Preliminary evidence comes from one interview with an HR specialist and Japanese-German interpreter, contextualized through public corporate sustainability documents. Boundary spanning is the main analytical lens, while Management Geography locates practices in organizational, institutional, linguistic, and regional labor-market spaces. The paper proposes relational continuity as a provisional mechanism: the temporary preservation of employees' perceived connection, reciprocal obligation, and willingness to engage with organizational actors after expectations of continued membership have been withdrawn. Initial findings suggest that translation, relational coordination, and career-transition support may preserve or repair cooperation, but effects are uneven and temporary. Cooperation is supported more strongly than successful technical knowledge transfer. The framework specifies failure conditions and guides further theoretical sampling. *(For more information, please contact LEYI QU, Ritsumeikan University: leyiqu018@gmail.com)*

How Have Japanese FDI in Poland Evolved? A Historical and Economic Introduction

Yoshikazu Sakamoto, Nihon University*
Tomasz Dorożyński, University of Lodz

This paper examines Japanese Foreign Direct Investment (FDI) into Poland, based on a historical approach research project. Spanning over 30 years since Poland's political transition in the 1990s, Japanese FDI represents a strategic decision by multinational enterprises to capture growth opportunities in Central Europe, balance market entry risks, and utilize proximity to the broader European Union market. Methodologically, this study advocates for a qualitative, business-history approach—an essential yet underutilized paradigm in International Business (IB) research—to trace individual firm-level decision-making processes. Using Isuzu Motors' as a pilot case, the paper illustrates how corporate strategy, global partnerships, and local advantages drove market expansion. *(For more information, please contact Yoshikazu Sakamoto, Nihon University: sakamoto.yoshikazu@nihon-u.ac.jp)*

Session B1 – Competitive

Theme: ESG, Green Trust and Institutional Sustainability
Presented On: November 12, 2026 – 13:30-15:00
Chair: Naruanard Sarapaivanich, Chiang Mai University Business School

Does Sustainability Pay? ESG Performance of Japanese Acquirers

Ziyu Zhou, Kobe University*
Ralf Benberoth, Kobe University

This paper examines how ESG performance of Japanese acquirer firms influence the premiums they pay for targets in M&A transactions, with particular attention to horizontal deals and non-horizontal deals. Drawing on Agency and Signaling theory, we highlight mechanisms behind acquirers' strategic pricing decisions from both internal and external perspectives. Our results show that Japanese acquirers with higher ESG performances tend to pay higher premiums. Furthermore, when ESG is disentangled into its environmental and social dimensions, the premium-enhancing role is particularly evident in the environmental dimension. Nevertheless, social performance is particularly pronounced in non-horizontal transactions, suggesting that social scores tend to be higher when the firms involved are not direct competitors. These findings contribute to a deeper understanding of ESG performance in M&A in the Japanese context, providing a more nuanced analysis of how deal types relate to environmental and social performance. *(For more information, please contact Ziyu Zhou, Kobe University: shuushu73@gmail.com)*

Target-Based Green Skepticism and Green Trust in Green Purchase Decisions

Shengyi Zhou, Hiroshima University*
Eunji Seo, Hiroshima University

Green skepticism is often treated as a general consumer response, offering limited insight into what consumers specifically doubt. Drawing on attribution theory, this study distinguishes perceived consumer effectiveness skepticism, corporate motive skepticism, and market information skepticism. Survey data from 311 consumers in mainland China were analyzed using confirmatory factor analysis and structural equation modeling. The results supported the distinctiveness of the three dimensions and their higher-order structure. All three dimensions were negatively associated with green trust, which was positively associated with green purchase intention. Green trust significantly mediated the relationships of corporate motive skepticism and market information skepticism with purchase intention, but not that of perceived consumer effectiveness skepticism. However, pairwise comparisons showed no significant differences among the direct or indirect effects. These findings suggest that target-specific skepticism is empirically distinguishable, while green trust may not fully explain how effectiveness-related doubts relate to purchase intention. *(For more information, please contact Shengyi Zhou, Hiroshima University: d242814@hiroshima-u.ac.jp)*

Hierarchy at the Core, Architecture at the Edge: Governing Sino-German Joint Ventures under Mandatory Due Diligence

Marcel Welsen, WSB University*
Łukasz Sułkowski, Jagiellonian University
Mário Henrique Ogasavara, Escola Superior de Propaganda e Marketing (ESPM) Sao Paulo

European mandatory due diligence — Germany's Supply Chain Due Diligence Act and the EU Corporate Sustainability Due Diligence Directive — created cascading compliance infrastructures across multinational enterprises. Applying an integrated OLI (ownership–location–internalisation) and institutional framework to a theory-elaborating case (2013–2026) of BMW Brilliance Automotive — a Sino-German joint venture navigating European mandates, US import controls, and Chinese data-sovereignty constraints — we examine how governance mode varies with supply-chain depth. The firm deploys a hybrid pattern: hierarchical internalisation where equity and Tier-1 authority reach, architectural control over the deeper supplier ecosystem where they do not. Documented deeper-tier exposures, highlighted by US forced-labour import enforcement, show where architectural control meets structural visibility limits. The architecture's persistence despite the 2025–2026 Omnibus I retrenchment suggests structural embedding rather than reactive construction. We extend international business theory by characterising the Sino-German joint venture as a hybrid governance form operating pipeline and platform modes in parallel. *(For more information, please contact Marcel Welsen, WSB University: web1982@gmail.com)*

Session B2 – Competitive

Theme: Leadership, Responsible Management and Workforce Sustainability
Presented On: November 12, 2026 – 13:30-15:00
Chair: Chie Iguchi, Keio University

Cross-Level Effects of HR Competitiveness on Job Satisfaction: The Mediating Role of Organizational Trust and the Moderating Role of Perceived HRD Practice

Dabin Yoo, Sogang University*
Ajung Heo, Sogang University

This study investigates how Korean firms can transform HRD systems into a strategic driver of employee satisfaction by applying a moderated mediation framework. It examines how HR competitiveness enhances job satisfaction through the mediating role of organizational trust, and how perceived HRD practice moderates this indirect effect. Drawing on Social Exchange Theory and Signaling Theory, the study highlights both the psychological mechanisms underlying trust formation and the signaling role of perceived HRD practice in shaping employees' perceptions of organizational intentions. Using large-scale data from 9,512 employees in the Human Capital Corporate Panel, the analysis shows that organizational trust serves as a key mechanism linking HR competitiveness to job satisfaction. Moreover, high levels of perceived HRD practice significantly amplify this trust-based effect, whereas weak or inconsistent implementation diminishes it. Overall, this study provides insights into how HRD systems can be effectively leveraged to enhance sustainable HR competitiveness and employee satisfaction. *(For more information, please contact DABIN YOO, SOGANG UNIVERSITY: ekqlwkd1@sogang.ac.kr)*

How Does Leadership Styles Influence Organizational Citizenship Behavior for the Environment? A Meta-analysis Based on 12209 Survey Samples

Li Ma, Hainan Tropical Ocean University*
Yongqiang Lu, Dalian University of Technology
Mingxing Zheng, Dalian University of Technology

The research on the relationship between leadership style and Organizational Citizenship Behavior for the Environment (OCBE) recently has not yet reached a consensus. Aiming at systematically analyzing the influence of leadership style on OCBE and its underlying mechanism, we conducted a meta-analysis by integrating 12,209 survey samples from 33 empirical studies. Based on the social learning theory and the organic integration theory, the four leadership styles including transformational leadership, responsible leadership, servant leadership, and ethical leadership and their relationship with OCBE were analyzed, as well as the moderating effects of sample characteristics, such as proportion of females, education level and cultural context were examined. Our findings revealed a significant positive correlation between the above mentioned four leadership styles and OCBE, among which transformational and responsible lead-ership have a higher correlation. Additionally, the relationship between leadership styles and OCBE is moderated by the proportion of females, individual education level, and cultural background, the moderate female proportion, higher education level, and Chinese cultural background significantly moderates the relationship between leadership style and OCBE. The research findings generally align with the research hypothesis, validating the guiding significance of social learning theory and organic integration theory. This study provides some theoretical guidance on enhancing OCBE , thereby promoting sustainable development, through leadership style selection. *(For more information, please contact Li Ma, Hainan Tropical Ocean University: cm_mali@dlut.edu.cn)*

Two Mirrors of Status: How Peer-Prominent and Firm-Surpassing CEOs Take Opposite Risks

Mengjin Gao, Korea University*

Research on CEO status and strategic risk-taking has produced conflicting findings, with some studies showing that high-status CEOs act boldly and others showing that they act cautiously. We argue that this inconsistency arises because status has been treated as a single property of the executive, when in fact a CEO holds status relative to two distinct referents. We distinguish horizontal status, the prestige a CEO holds relative to peer executives, from vertical status, the prestige a CEO holds relative to the firm the CEO leads. Drawing on the idea that high-status actors are motivated to maintain their standing, we argue that the two dimensions shape risky strategic action in opposite directions. Horizontal status encourages bold action that affirms and extends standing among peers, whereas vertical status discourages it, because a visible failure would expose the gap between the CEO and the firm and threaten the CEO's personal prestige. We further argue that CEO political connection strengthens the effect of horizontal status and weakens the effect of vertical status. Using a longitudinal sample of Fortune China 500 firms and their decisions to add digital platforms, we find support for these arguments. Our study reconciles inconsistent findings in prior research by showing that the source of a CEO's status, not only its level, determines whether it encourages or discourages strategic boldness, and it identifies CEO status as an executive-level antecedent of digital platform adoption. *(For more information, please contact Mengjin Gao, Korea University: gmj9083@korea.ac.kr)*

Strategic Alignment Capability in Supporting the Sustainable Implementation of Oman Vision 2040 Priorities: A Case Study of Oman's Ministry of Health

Azza Abdullah AL Hammadi, Sultan Qaboos University*
Faten Hamad, Sultan Qaboos University
Salim Said AL-kindi, Sultan Qaboos University

Governments increasingly deliver long-term national visions, yet the organisational mechanisms that carry national priorities into operational practice remain poorly understood. This study asks what role Strategic Alignment Capability, understood as a dynamic organisational capability, plays in translating Oman Vision 2040 priorities into operational practice within Oman's Ministry of Health. An exploratory qualitative case study draws on eight official documents as the primary source, supported by two semi-structured key-informant interviews, interpreted and triangulated. The four components of the capability appear unevenly embedded. Strategic translation is consistently evidenced, while operational coordination and integration, adaptive response, and organisational learning and reconfiguration are evidenced less consistently, constrained by data gaps, limited specialist expertise and weak knowledge continuity across planning cycles. The study develops the interpretive concept of uneven institutional embeddedness, shifting analysis from whether alignment exists to which capability components have become embedded, how they are sustained across planning cycles, and what the available evidence can legitimately establish. The findings indicate that sustainable implementation depends particularly on closing the links between monitoring, decision-making, resource allocation and organisational learning. *(For more information, please contact Azza Abdullah AL Hammadi, Sultan Qaboos University: azzaalhammadi9@gmail.com)*

Session B3 – Competitive

Theme: AI, Digital Transformation and Responsible Governance
Presented On: November 12, 2026 – 13:30-15:00
Chair: Kazuhiro Fukuyo, Yamaguchi University

False Mastery in Doctoral Apprenticeship: Re-anchoring Doctoral Certification Under Generative AI

Jiyao Chen, Oregon State University*
Xiao-Ping Chen, University of Washington
Eric Tsang, University of Texas, Dallas

Doctoral education in management has long relied on artifact-based inference: supervisors infer scholarly judgment from drafts, proposals, seminar papers, and dissertations. Generative AI disrupts that evidentiary logic by weakening the link between visible artifact quality and student-attributable scholarly judgment. We theorize this disruption as a certification problem, not merely a problem of productivity, integrity, authorship, critical thinking, or AI literacy. Specifically, generative AI enables output decoupling, uninternalized iteration, and surface-validity inflation, increasing the risk of false mastery: a certification error in which a polished artifact or performance is misrecognized as evidence of student-attributable scholarly judgment. We argue that doctoral apprenticeship remains credible as a certifying regime under generative AI to the extent that doctoral certification supplements artifact-based inference with attribution-centered verification of that judgment. We identify a non-delegable core of scholarly judgment—problem formulation, defensibility evaluation, and authorial accountability—and theorize attribution-centered verification as the certifying response through which that core is verified in

interaction. Practically, this means doctoral supervision, milestones, and evaluation should rely less on artifact quality alone and more on structured opportunities for students to justify, reconstruct, and defend the reasoning their artifacts appear to embody. *(For more information, please contact Jiyao Chen, Oregon State University: jiyao.chen@oregonstate.edu)*

AI as Strategic Adversary: How LLM-Powered Devil's Advocacy Enhances Strategic Decision Making

Christian Schumacher, Vienna University of Economics and Business*

AI may create its greatest strategic value not by replacing strategists, but by making dissent less socially costly. We theorize adversarial inversion, a role architecture in which managers author a strategy and an LLM interrogates its assumptions. Drawing on feedback intervention theory, we argue that critique carries informational and socially evaluative signals whose balance depends on intensity and source attribution. Two preregistered business-plan experiments (N = 194; N = 224) show that LLM devil's advocacy improves plan quality more than unaided revision or an LLM-generated alternative. Increasing critique intensity improves revision when attributed to an LLM but reduces it when attributed to a human expert. The findings identify AI role, intensity, and source attribution as design choices for strengthening strategic reasoning while preserving causal authorship. *(For more information, please contact Christian Schumacher, Vienna University of Economics and Business: christian.schumacher@wu.ac.at)*

How Do Organizations Deploy Corporate Digital Responsibility? A Multiple-Case Study of Russian Digital-Intensive Firms

Anna Daviy, HSE University
Emilia Karpinskaia, HSE University*

Despite growing academic attention, corporate digital responsibility (CDR) literature remains fragmented and predominantly conceptual, leaving the gap between dimensional frameworks and organizational practices largely unexplored. This multiple-case study of Russian digital-intensive firms draws on semi-structured interviews and public documents to investigate CDR implementation, prioritization, and governance. The findings reveal that CDR practices are predominantly reactive, driven by external pressure rather than strategic choice, with only fintech demonstrating proactivity. Development across CDR dimensions is highly asymmetric: data protection is universally advanced, while environmental sustainability and AI ethics remain severely underdeveloped. The study advances CDR scholarship by synthesizing dimensions, lifecycle stages, and maturity levels into an integrated model that specifies the transition from reactive to proactive governance. This model demonstrates that proactivity is contingent upon the convergence of sustained regulatory enforcement and heightened stakeholder salience, which jointly render anticipatory compliance strategically rational rather than merely coercively imposed. *(For more information, please contact Emilia Karpinskaia, HSE University: ekarpinskaya@hse.ru)*

Interactions with Host Government's Public Administrations as a Transaction Cost Factor for SMEs Internationalisation. What Is the Impact of Digital Transformation?

Lukas Fabian Baschung, University of Applied Sciences Western Switzerland*
Gerhard Schnyder, Loughborough University London
Sneha Kadyan, O.P. Jindal Global University
Lo May Chiun, Universiti Malaysia Sarawak

This paper addresses a largely neglected, but central transaction cost factor of SMEs' internationalization, i.e. interactions between foreign SMEs and public administrations of the host market. Buying or constructing a new building, paying taxes, obtaining various authorizations, etc. are processes which may happen in more or less efficient ways and represent obstacles for foreign SMEs, especially because of their limited resources and liability of foreignness. This paper examines how foreign SMEs internationalising in India rate administrative interactions as a transaction cost and to what extent the latter evolves due to Indian public administration's digital transformation. Based on this qualitative study, we find that until the beginning of Indian public administration's digital transformation, SMEs considered interactions with public administration as an important source of transaction costs. Since 2017, following digitalisation many routine interactions have become much more efficient. Yet, digital transformation arrives at its limits in case of friction between foreign SMEs and the host market's public administration. Lessons learnt are discussed more generally in the context of FDI in emerging markets. *(For more information, please contact Lukas Fabian Baschung, University of Applied Sciences Western Switzerland: lukas.baschung@he-arc.ch)*

Session B4 – Competitive

Theme: Internationalization, Entrepreneurship and SMEs in emerging markets
Presented On: November 12, 2026 – 13:30-15:00
Chair: Philippe REGNIER, University of Applied Sciences Western Switzerland

---

From Geopolitical Presence to Firm Strategy: A Multidisciplinary Review of Chinese MNEs in Southeast Asia

Geer He, Ritsumeikan University*
Baoyan Pan, Ryukoku University

Chinese multinational enterprises (MNEs) have become prominent economic actors in Southeast Asia, yet scholarship on their expansion remains fragmented across international relations, political science, area studies, sociology, geography, economics, and management. This work-in-progress manuscript reviews 401 studies from a systematic multidisciplinary search and asks how this dispersed evidence can inform international business (IB) theory. The literature is empirically rich but unevenly distributed, explaining Chinese activity mainly through geopolitical rivalry, host-government strategy, project implementation, and diaspora relations, while rarely treating firms as strategic actors. By bringing these multidisciplinary findings into dialogue with IB research, we identify three directions for future research. First, political risk is generated by multiple, loosely coupled evaluators. Second, co-ethnic embeddedness is layered and audience-contingent, enabling access while producing exclusion. Third and lastly, we identify an early sign that some Chinese firms internationalize through ecosystem-based capability transfer, reassembling capabilities in host economies. Together, these shift research from geopolitical presence toward how Chinese firms strategize within, and reshape, Southeast

Asian markets. *(For more information, please contact Geer He, Ritsumeikan University: geer.he@outlook.com)*

Nearness without Learning, Learning without Nearness: Boundary Alignment and FDI Spillovers in Thailand's Beauty Salon Market

Kohei Mishima, Keio University*
Junichiro Tanabe, Keio University

Foreign direct investment (FDI) spillover research uses geographic proximity to foreign firms as a proxy for local firms' exposure to learning and competition. We ask whether learning opportunities and competitive pressure can be inferred from proximity. This requires boundary alignment: firms inside a proximity range must overlap the actors carrying each mechanism, and outcome-generating populations must be comparable. An abductive mixed-methods study of Japanese-owned and local beauty salons in Thailand combines salon data, questionnaires, on-site assessments, and interviews. The negative proximity association with Google ratings disappeared once non-Japanese salon density was controlled, name-matched salons reported product and training ties beyond the cluster through salon- and manufacturer-based pathways, and ratings reflected reviewer-generated reputation, not technical skill. We contribute boundary alignment as a necessary condition for interpreting proximity coefficients, not evidence of spillovers; a separation of salon- and manufacturer-based transfer in interpersonal services; and a distinction between capability-building knowledge and platform reputation. *(For more information, please contact Kohei Mishima, Keio University: mishima@keio.jp)*

Fragile Leverage in Thailand's Critical-Mineral and Semiconductor Supply Chains

Taisith Kruasom, Ubon Ratchathani University*

Artificial intelligence and advanced manufacturing have increased the strategic importance of critical minerals and semiconductors, yet export strength may coexist with upstream dependence. This study examines Thailand’s position in these supply chains using bilateral trade data at the six-digit Harmonized System level for 2019–2025 and a comparison with Malaysia. Partner concentration, import exposure, trade balance, export growth, market diversification, and revealed comparative advantage are integrated into a dependence–leverage framework. Permanent magnets accounted for 77.49% of the selected critical-mineral import basket, while the three largest suppliers represented 87.03% and product-level concentration values ranged from 0.324 to 0.648. Rare-earth materials and permanent magnets exhibited critical dependence, whereas semiconductors and related components displayed fragile leverage: Thailand retained meaningful production and export relevance but relied on concentrated external suppliers and imported technologies. The study shows that dependence and leverage can coexist and offers implications for supplier diversification, technological upgrading, and regional production coordination. *(For more information, please contact Taisith Kruasom, Ubon Ratchathani University: taisith.k@ubu.ac.th)*

Strategic Use of Religion: How Ethnic Minority Entrepreneurs Use Religion to Scale Up Their Business in Northern Thailand

Heechan Song, Korea University Business School*
Fatima Fazal Abbasi, Bahria Business School

Previous organizational research on religion has been to highlight how religious beliefs shape the managerial values and missions of leaders and entrepreneurs. Although the studies shed light

on the moral and spiritual impact of faith on individuals, they do not illuminate the diverse communal roles of religious organizations, especially in the contexts of rural religious communities. We explicitly focus on the communal roles and theorize strategic use of religious organizations. Our study draws on long-term ethnographic fieldwork in the border areas of Thailand, Myanmar, and Laos, exploring how a family of ethnic minority entrepreneurs utilizes multiple religious organizations to scale up their business beyond their co-ethnic network. We found that entrepreneur family members strategically engaged with various religious organizations—Buddhist temple, Christian church, and Islamic mosque—to access social capital, create channels for marketing activities, and attain societal legitimacy. The findings further show that all family members were completely indifferent to any religious belief, which allowed them to be open to external values and thus capture the strategic opportunities. Our study contributes research on religion by shifting the focus from the spiritual and moral aspects of religion to organizational and communal aspects. *(For more information, please contact Heechan Song, Korea University Business School: heechansong@korea.ac.kr)*

Adaptive Internationalization Under Institutional Constraints: Insight from Malagasy SMEs

Tahinasoa André Raoelison, University of Hyogo*
Saddam Khalid, University of Hyogo

Small and medium-sized enterprise (SME) internationalization remains insufficiently understood in least developed countries (LDCs), where structural friction challenges traditional linear stage models. This study adopts an interpretivist, process-oriented design to examine how founder attributes and spatial context interact within Madagascar's fragile institutional environment. Drawing on primary semi-structured interviews with Malagasy SME founders and international partners, supplemented by secondary World Bank indicators, the data are analyzed using grounded theory principles. The findings conceptualize SME internationalization as an adaptive, non-linear, and recursive process of constrained adaptation. Rather than following static trajectories, small firms leverage founder agency, effectuation logic, digital tools, and diaspora networks to bypass severe infrastructure voids, port delays, and market dualities. By integrating individual, spatial, and institutional dimensions into an integrated process framework, this study advances context-sensitive international business scholarship and offers empirical insights from an underrepresented island LDC context. *(For more information, please contact Tahinasoa André Raoelison, University of Hyogo: taxname45@gmail.com)*

Session B5 – Interactive

Theme: Organizational Learning, Crisis and Education
Presented On: November 12, 2026 – 13:30-15:00
Chair: Aticha Kwaengsopha, Chiang Mai University Business School

Process of Learning Paradox in the Japanese Context - Embedded Paradox and Modernization in Workplace

Miyako Imamura, Otemon Gakuin University*

This study clarifies how people working in Japan learned paradox theory based on the outcome of a series of online training on paradoxical leadership. Paradox theory has been the focus of attention in management studies, and its philosophy originates in Asian cultures. Japanese workplaces can be seen as complicated places that have been embedded in Japanese culture

and simultaneously have the effect of Western working culture. Paradox is embedded in Japanese company activity because of its cultural context; however, the job scope of each one is becoming narrower, and their language use is becoming more explicit because of modernization. Therefore, the paradox is seen as a problem for Japanese working people.

The observation of participants' discussion and outcome of their report also shows that they see the paradox as a "problem to be solved" and wish to learn a solution when the training started. They gradually understand the idea of paradox theory; each condition relies on each other, goes back and forth, synergizing each other, but never disappears. Participants then became interested in methods to navigate paradox such as guardrail, gradually gaining a positive image of paradox. *(For more information, please contact Miyako Imamura, Otemon Gakuin University: m-imamura@haruka.otemon.ac.jp)*

A Systematic Literature Review of Disaster Management in Tourism: From Reactive Recovery to Proactive Preparedness through Organizational Learning

Mega Mirasaputri Cahyanti, Yamaguchi University*
Seno Budhi Ajar, Universitas Sebelas Maret

Disaster Management in Tourism (DMT) has evolved from a reactive approach toward a proactive paradigm emphasizing preparedness and resilience. Although this shift recognizes the importance of post-disaster learning, the organizational mechanisms through which recovery contributes to long-term preparedness remain conceptually underdeveloped. Disaster Tourism (DT) offers complementary perspectives on post-disaster learning mechanisms; however, these two streams of literature have largely developed independently. This study addresses this gap through a Systematic Literature Review (SLR) of 228 peer-reviewed articles published between 1995 and 2026. Following the PRISMA protocol, bibliometric analysis and thematic synthesis were employed. The findings indicate that organizational learning provides the missing mechanism linking post-disaster recovery with long-term preparedness by enabling disaster experiences to be systematically evaluated, documented, integrated into organizational knowledge, and translated into preparedness strategies. Based on these findings, this study proposes an integrated conceptual framework that reconnects reactive recovery with proactive preparedness through organizational learning. Future research should empirically validate the proposed framework across different tourism destinations and disaster contexts by examining the mediating role of organizational learning in strengthening resilience. *(For more information, please contact Mega Mirasaputri Cahyanti, Yamaguchi University: mega_mc@yamaguchi-u.ac.jp)*

From Managerial Work to Student Learning: A Crossvergence Framework for Europe and Southeast Asia

Suresh Gopalan, Winston-Salem State University*

Artificial intelligence is rapidly reshaping managerial work and management education. This conceptual paper develops a five-stage framework that begins with AI-driven changes in managerial tasks, new organizational competencies, curricular revision, faculty teaching and assessment, and ends with student learning. The framework integrates cultural and institutional dimensions with crossvergence theory and uses sufficiency as a limited normative heuristic to examine whether AI-driven changes will become standardized or remain context-specific across Europe and Southeast Asia. Common AI platforms and accreditation bodies will drive convergence in baseline competencies and business knowledge. Conversely, power distance,

uncertainty avoidance, individualism-collectivism, universalism-particularism, affluence, educational traditions, and labor markets will promote divergence. The most likely result is a fusion, crossvergence—evaluated through a sufficiency heuristic that distinguishes insufficient, excessive, and appropriate AI use. Responsible management education should prepare students to use AI tools exercising judgment, accountability, cultural intelligence, and independent learning. *(For more information, please contact Suresh Gopalan, Winston-Salem State University: gopalans@wssu.edu)*

An Alternative Approach to Developing Learning from Organizational Crisis and Disaster Cases: A Phenomenological and Hermeneutic Perspective

Nobuyuki Chikudate, Hiroshima University*

This study proposes an approach for transferring practical knowledge across cultures to prevent, or at least warn against, the recurrence of organizational disasters. The rationale for this approach stems from the persistent recurrence of similar catastrophes. A challenge of this study is to suggest conceptual frameworks for "universalizing" lessons from localized disaster case studies, thereby facilitating learning across spatiotemporal dimensions. I address these possibilities by drawing upon recent advancements in phenomenology and hermeneutics to explore the potential for universalizing knowledge derived from case studies. *(For more information, please contact Nobuyuki Chikudate, Hiroshima University: cikudate@hiroshima-u.ac.jp)*

Session B6 – Interactive

Theme: Euro–Asia Trade, Investment and Institutional Environments
Presented On: November 12, 2026 – 13:30-15:00
Chair: Masashi Arai, Asia University

Government constraints and Firm discretion: Entry-mode choices of Korean defense firms in Europe

Taewhan Kim, Keio University*

The defense industry is often assumed to leave little room for corporate strategy. Buyers are states, purchasing governments attach industrial-participation obligations to contracts, and home governments cap technology transfer through export licensing. Yet Korean defense firms expanding into Europe and other allied markets since 2022 display striking variety in how they enter—greenfield wholly owned plants, acquisitions, a majority-owned joint venture, and bid-stage economic-benefit packages—sometimes within a single host country and a single quarter. This study asks how defense firms choose entry modes when outcomes such as local manufacturing are mandated but the corporate instruments for meeting them are not, and which decisions actually rest with governments rather than firms. Using a multiple-case design at the project level, the study traces entry and production projects of Hanwha and Hyundai Rotem across Vietnam, the United States, Australia, Poland, and Canada, drawing on statutory corporate disclosures and government procurement documents. The study extends entry-mode theory with a boundary condition, choice under mandated outcomes and connects country-level offset research with firm-level international business scholarship. *(For more information, please contact TAEWHAN KIM, Keio University: yeonhakk1@keio.jp)*

Embedding Multinational Enterprises in the EU Green Economy: Managerial Action Modes and Joint Embeddedness

Rolf Dieter Schlunze, Ritsumeikan University*
Xuesong (Gioia) Wang, Ritsumeikan University
Tomasz Dorożyński, University of Lodz

The EU green economy is both a regulatory regime and a spatial system of markets, infrastructure, institutions, knowledge, and regional relationships. This study examines how managerial action modes enable multinational enterprises (MNEs) to become embedded in this system. It reframes Corporate Spatial Responsibility (CSpR) as four recurring action domains—compliance, commitment, intervention, and leadership—and analyses their interaction with the intermediary portfolios of Business Environment Organizations (BEOs). Based on interviews with 18 participants from four MNEs and three BEOs in Poland, preliminary findings identify four pathways: selective operational, capability-based, relational-institutional, and ecosystem-knowledge embedding. BEOs guide, support, finance, and connect firms, but embeddedness emerges through mutual adaptation and boundary-spanning practices. The paper develops a process model linking managerial agency to spatial outcomes and seeks feedback on joint embeddedness, its relationship with CSpR, and the evidence needed for further theory building.
(For more information, please contact Rolf Dieter Schlunze, Ritsumeikan University: rolf@mangeo.org)

Subnational Economic Exposure and Media Sentiment toward Trade Agreements: Evidence from the EU-Japan Economic Partnership Agreement

Ivar Padrón-Hernández, Hitotsubashi University*
Kentaro Nakajima, Hitotsubashi University

The governance of world trade is shifting from multilateral to bilateral trade agreements, weighing prospective export gains against increased import competition. This paper adds a subnational level of analysis to trade agreement sentiment research. We analyze 3,404 Japanese news articles on the EU-Japan Economic Partnership Agreement, published 2010-2021 by local newspapers in 34 prefectures. Matching newspapers to prefecture-level GDP data on export- and import-exposed industries, we estimate panel regressions with prefecture and year fixed effects. Neither export nor import exposure produces a statistically distinguishable effect on local coverage sentiment. The import-side estimate is negative, as predicted, but does not fade after negotiations concluded, and the export-side estimate is close to zero throughout. We report this as an underpowered first test, argue that a dictionary-based polarity measure is too coarse to adjudicate the question, outline an upgrade to large language model scoring across seven dimensions mapped to our hypotheses, and invite feedback on measurement and identification.
(For more information, please contact Ivar Padrón-Hernández, Hitotsubashi University: padron@iir.hit-u.ac.jp)

The EU-Japan Service trade: Empirical investigation of EU member states' benefits from the EPA

H Richard Nakamura, University of Gothenburg*
Patrik Ström, Stockholm School of Economics
Åsa Malmström Rognes, Stockholm School of Economics

This paper examines how the EU–Japan Economic Partnership Agreement (EPA), implemented in 2019, has influenced bilateral services trade at the EU member state level. Through an adapted

PPML gravity model analysis on panel data for EU-27 covering 2014–2023, the analysis compares the pre-EPA and post-EPA periods. Results show that GDP per capita, goods trade, and geographical distance significantly influence services trade, while only outward EU FDI to Japan positively affects service exports. Furthermore, the results suggest no statistically significant effects from the EPA at the aggregate EU level, but at the individual EU member state level, substantial variation exists: Larger economies generally experience positive post-EPA effects, whereas several smaller economies record limited or negative changes. In conclusion, we find that EPA's effect on services trade depends on national economic characteristics, industrial structure, and existing trade relationships with Japan. *(For more information, please contact H Richard Nakamura, University of Gothenburg: richard.nakamura@gu.se)*

Selling Japanese Crafts Overseas – The Role of Intermediaries

Hendrik Meyer-Ohle, Meiji Gakuin University*
Harald Conrad, Heinrich Heine University Düsseldorf

This work-in-progress paper examines the role of intermediaries in selling Japanese craft products overseas, which is considered essential if Japanese craft industries are to survive on a significant scale in the future. Grounded in a review of the literature on intermediaries in internationalisation, the paper introduces an exploratory interview study of intermediaries, asking about their motivations, objectives, functions, and views on the future development of the market. The data are currently being coded and analysed, but the first set of results will be available by the conference in November 2026. *(For more information, please contact Hendrik Meyer-Ohle, Meiji Gakuin University: meyer@eco.meijigakuin.ac.jp)*

Session C1 – Competitive

Theme: Consumer Behaviour, Digital Marketing and Service Quality
Presented On: November 12, 2026 – 15:30-17:00
Chair: Pagon Gatchalee, Chiang Mai University Business School

How Generative AI Use Shapes Green Purchase Intention: The Roles of Information-Processing Difficulty, Positive Emotion, and Regulatory Focus

Sherry Adelia Natsir, Hiroshima University*
Eunji Seo, Hiroshima University
Aiko Takai, University of Fukui

This study examines how the use of generative artificial intelligence (GenAI) influences consumers' green purchase intention through green product information-processing difficulty and positive emotion. It also investigates the moderating effects of dual foci on the proposed relationships. Data were collected from 210 consumers in Indonesia who had experience using GenAI to obtain information on green products and were analysed using confirmatory factor analysis (CFA) in AMOS to assess the measurement model, while the hypothesized effects were tested using Hayes' PROCESS Macro. The results indicate that GenAI use has a significant direct effect on green purchase intention and also influences it indirectly through green product information-processing difficulty and positive emotion. These findings demonstrate a dual cognitive–affective mechanism through which GenAI shapes consumers' green purchase intentions. The moderation analysis shows that dual foci do not moderate the cognitive pathway, in contrast to affective pathway. These findings extend research on AI-enabled consumer decision-making by demonstrating that GenAI affects green purchase intention through both

cognitive and affective mechanisms. In practice, managers should optimize GenAI's recommendation and evaluation functions by providing clear, personalized, and engaging responses that address processing difficulty, foster positive emotions, and strengthen green purchase intention, with consideration of consumers' promotion and prevention foci. *(For more information, please contact Sherry Adelia Natsir, Hiroshima University: d235255@hiroshima-u.ac.jp)*

Generation Z Coffee Purchase Decisions in Indonesia: Hedonic Motivation, Lifestyle, and Gender

Destiana Destiana, Universitas Terbuka*
Agus Priyanto, Universitas Terbuka
Dwi Rahmawati, Universitas Terbuka

The rapid growth of coffee shop culture has transformed coffee consumption from a functional necessity into an experience-oriented activity, particularly among Generation Z in emerging markets. Although previous studies have established the importance of hedonic motivation and lifestyle in influencing consumer behavior, evidence remains inconsistent regarding the role of lifestyle, while the moderating effect of gender has received limited attention in coffee shop settings. This study examines the effects of hedonic motivation and lifestyle on coffee purchase decisions and investigates the moderating role of gender among Generation Z consumers in Indonesia. A quantitative approach was employed using purposive sampling, involving 180 Generation Z consumers who had purchased coffee in major Indonesian cities. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that hedonic motivation significantly influences purchase decisions, whereas lifestyle has no significant effect. Furthermore, gender strengthens the relationship between hedonic motivation and purchase decisions, with female consumers demonstrating a stronger response to experiential and emotional consumption than male consumers. These findings extend Experiential Consumption Theory and Social Role Theory by highlighting the dominant role of experiential value in coffee purchasing behavior within an emerging Southeast Asian market. The study also provides practical implications for coffee shop managers by emphasizing customer experience and gender sensitive marketing strategies to enhance consumer engagement and purchase decisions. *(For more information, please contact Destiana Destiana, Universitas Terbuka: destiana@ecampus.ut.ac.id)*

Digital Marketing Feature Utilization in Online Food Delivery Platforms: A UTAUT2 Analysis of F&B MSMEs on GoFood, Jakarta

Maharani Pasolang Tambane, Yamaguchi University*
Kazuhiro Fukuyo, Yamaguchi University

Online food delivery (OFD) platforms have become the primary digitalization vehicle for micro, small, and medium enterprises (MSMEs) in Indonesia, yet many merchants fail to utilize the digital marketing features they already pay to access. Drawing on the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2), this study repositions the framework from consumer adoption to merchant, feature-level adoption within a business-to-business platform ecosystem. Survey data from 168 food-and-beverage MSMEs on GoFood in Jakarta were analyzed using partial least squares structural equation modeling. Performance expectancy is the sole universal driver of feature adoption, while effort expectancy, social influence, facilitating conditions, and hedonic motivation are non-significant. Feature utilization fully mediates the link between merchant motivation and business performance. A pronounced awareness-fit gap is

identified for the analytics dashboard, and feature engagement rises consistently with firm size, implying a need for segmented digital-assistance programs. *(For more information, please contact Maharani Pasolang Tambane, Yamaguchi University: rani.tambane@gmail.com)*

Key Service Quality Issues in Public Bus Services: A Longitudinal Content Analysis of Passenger Feedback in BMTA

Tonnam Tachawatanawisal, Independent Researcher*
Kanokporn Pongjetanapong, Thammasat Business School

Urban bus systems play a critical role in providing affordable and accessible mobility in large metropolitan areas. However, persistent service quality issues continue to affect passenger satisfaction, retention, and public transport usage. This study analyzes passenger feedback from Bangkok's public bus system between 2014 and 2025 to identify key service quality issues from a user-centered perspective.

A content analysis approach was employed to examine a large database of passenger complaints and feedback collected from online platforms. Due to the contextual nature of Thai-language complaints, keyword extraction and coding were performed manually to ensure accurate interpretation of passenger experiences. This process enabled was then used to identify recurring service quality issues and patterns across the collected passenger complaints. The identified keywords were subsequently categorized into a six-dimensional service quality framework adapted from SERVPERF and public transport-specific literature.

The content analysis findings indicate that service quality problems are largely structural rather than isolated incidents. Reliability and Accessibility emerged as the most critical dimensions throughout the study period, with Accessibility reaching its highest level between 2018 and 2022. Although overall complaint volumes declined in 2025, Reliability remained the dominant source of passenger dissatisfaction. In contrast, relatively few complaints were associated with Price and Tangibles, suggesting that passengers place greater emphasis on fundamental service delivery issues such as service availability, waiting time, and accessibility.

This study provides empirical evidence on the long-term dynamics of service quality issues in Bangkok's public bus system and offers practical insights for transport authorities seeking to improve service performance and passenger satisfaction. *(For more information, please contact Tonnam Tachawatanawisal, Independent Researcher: tonnam.tachawat@gmail.com)*

Session C2 – Competitive

Theme: Innovation, Capabilities and Performance Feedback
Presented On: November 12, 2026 – 15:30-17:00
Chair: H Richard Nakamura, University of Gothenburg

Organizational Ambidexterity and Sufficient Technology Search: A Patent Portfolio Analysis of Toyota and Volkswagen

Hideki Hayashida, Tokyo University of Agriculture and Technology*
Hiroki Funashima, Kindai University Technical College

This study examines how automotive manufacturers balance technological continuity and renewal during the industry's shift toward electrification and software-defined vehicles. By analyzing over 160,000 patent families from 2015 to 2024, the authors compare Toyota and Volkswagen, using Denso and Bosch as benchmarks. The findings reveal that industrial roles

influence patent similarity more than regional proximity does. Toyota demonstrates coordinated core development, characterized by lower technological renewal and a focused shift toward software. Conversely, Volkswagen exhibits higher renewal, actively expanding into batteries, architecture, and software via platform-based reconfiguration. Ultimately, successful adaptation requires balancing internal knowledge with external capabilities rather than maximizing exploration. *(For more information, please contact Hideki Hayashida, Tokyo University of Agriculture and Technology: hideki-hayashida@go.tuat.ac.jp)*

The Paradox of Capability Redeployment: Negotiated Substitutability in Knowledge Transfer

Ivar Padrón-Hernández, Hitotsubashi University*
Emre Yildiz, Mälardalen University
Adis Murtic, Linköping University

Knowledge transfer research largely assumes that greater dissemination capacity and absorptive capacity jointly enhance capability deployment. Drawing on a qualitative study of three transfer projects in a European multinational firm, we show that in substitutive knowledge transfer, a prevalent yet under-theorized form of capability redeployment, this assumption requires qualification. When responsibilities are formally reallocated, recipient readiness signals heightened perceived substitutability and triggers defensive gatekeeping by senders. Through recipient signal dampening and sender experiential discovery, actors recalibrated expectations and adjusted their actions. Our model reconceptualizes knowledge transfer as negotiated substitutability rather than as the additive alignment of dissemination and absorption capacities. *(For more information, please contact Ivar Padrón-Hernández, Hitotsubashi University: padron@iir.hit-u.ac.jp)*

Business Groups as Multilevel Performance Feedback Systems: How Performance Shortfalls Shape Investment Decisions

Alvin Chris Antony, Indian Institute of Management Kashipur*
Shobha Tewari, Indian Institute of Management Kashipur

The behavioral theory of the firm (BTOF) explains how organizations respond to performance shortfalls through problemistic search. However, much of this research has examined firms as unitary actors, providing limited insight into how performance feedback operates within multilevel organizational structures. This limitation is particularly important in business groups, where affiliated firms are embedded within broader organizational systems that generate performance signals at multiple levels.

Drawing on a panel dataset of 1,033 firms affiliated with 44 large business groups in India over the period 2005–2026, we examine how affiliate-level and business-group-level performance feedback jointly shape investment behavior. We distinguish between two dimensions of investment decisions: the overall level of investment and the allocation of investment toward affiliated firms within the business group. The results show that affiliate-level performance shortfalls increase both total investment and intra-group investment. Business-group-level performance shortfalls similarly increase investment activity, indicating that performance feedback operates beyond the level of the individual firm. Further, we find that investment responses are strongest when both the affiliate and the business group simultaneously perform below their respective aspiration levels, suggesting that aligned performance shortfalls reinforce adaptive responses across organizational levels.

By extending performance feedback theory to a multilevel context, this study demonstrates how organizational structure shapes both the scale and allocation of investments under bounded rationality. More broadly, it highlights the importance of considering multiple performance signals and their interaction in understanding organizational adaptation within complex hierarchical systems. *(For more information, please contact Alvin Chris Antony, Indian Institute of Management Kashipur: alvin.phd2403@iimkashipur.ac.in)*

Restructuring in Container Shipping Alliances – Evidence from ONE After Hapag-Lloyd's Withdrawal

RYO NAKAJIMA, Keio University*
Satoka Oka, Keio University
Soushi Iijima, Keio University

This study aims to examine the benefits that firms seek when alliances undergo restructuring in the container shipping industry, which constitutes the backbone of the Global Value Chain (GVC), and to identify which benefits are of greatest importance to firms. In particular, the analysis focuses on recent cases of alliance restructuring, namely Hapag-Lloyd's withdrawal from THE Alliance and the partnership between Ocean Network Express (ONE) and MSC.

Based on a review of previous studies, this study classifies the benefits gained by alliances into six categories: (1) Expanded Network Coverage, (2) Higher Space Utilization, (3) Improved Service Frequency, (4) IncreasedMarket Share, (5) Pursuing Operational Synergies, and (6) Lower Investment Risk in Vessels and Ports. These benefits are examined through Quantitative Data Analysis and Qualitative Interviews. The results indicate that the primary benefits of alliances lie in (1) Expanded Network Coverage and (3) Improved Service Frequency, demonstrating that the ability to construct wide-ranging and high-frequency transportation networks— unattainable by individual firms alone—constitutes a key source of competitiveness. At the same time, the increasing reliance on flexible cooperative arrangements through slot-swap is shown to entail new risks. *(For more information, please contact RYO NAKAJIMA, Keio University: ryonakaji@keio.jp)*

Where to Innovate? Social Performance Feedback and the Locus of Innovation in Social Enterprises

Taehong Min, Korea University
Daeil Nam, Korea University*

Performance feedback research explains how much organizations change when performance deviates from aspirations, but says less about where change is directed. This study argues that peer-relative social performance guides the locus of innovation in social enterprises, not only its amount: shortfalls channel problemistic search toward the offerings through which social value is produced, whereas surpluses channel slack-enabled search toward the administrative systems that support production. Evidence from Korea's Social Progress Credit program, which converts verified social value into a common monetary metric, supports this directional account across 353 firm-year observations from 207 enterprises. Larger shortfalls predict broader subsequent technological innovation, larger surpluses are weakly associated with broader administrative innovation, and neither signal predicts innovation in the other domain. Managerial perceptions relate positively to both innovation types but do not condition feedback responses. *(For more information, please contact Daeil Nam, Korea University: namdaeil@korea.ac.kr)*

Session C3 – Interactive

Theme: Sustainable Finance, Disclosure and Investor Responses
Presented On: November 12, 2026 – 15:30-17:00
Chair: Yosuke Kakinuma, Chiang Mai University Business School

Do Public-Private Partnerships and Blended Finance Independently Reduce the Cost of Capital? Early Evidence from Energy Transition Projects

Poomsanti Wairith, Université Paris Dauphine-PSL*

The cost of financing continues to be a major bottleneck for energy transition investment in emerging and developing economies. Even when policies and technologies are in place, projects often fail to reach financial closure because lenders and investors price in high levels of political, regulatory, and market risk. Public-private partnerships (PPPs) and blended finance are often touted as a solution to these constraints. PPPs are expected to result in improved governance and risk allocation; blended finance employs concessional capital and guarantees to enhance risk-return profiles and attract private investors. However, the two instruments are typically studied in separate literatures, and it is not well known whether they reduce financing costs on their own in similar project settings.

This paper investigates the relationship between the cost of capital for energy transition projects and the use of PPP structures and blended finance. It uses project-level data from the World Bank Private Participation in Infrastructure (PPI) database, classifications of blended finance support, and country-level controls. Our empirical strategy uses a regression-based analysis of projects with and without PPP structures, and with and without blended finance. The data are still in the process of being cleaned and tested, so the results are preliminary, and estimates are not final. The goal is to clarify whether governance-based and financial-structuring tools represent separate channels for reducing the cost of finance, and to inform the design of support packages by governments and development finance institutions for cleaner and more bankable energy investments *(For more information, please contact Poomsanti Wairith, Université Paris Dauphine-PSL: poomsanti.wairith@dauphine.eu)*

When Do AI-Related Symbolic Claims Generate Investor Skepticism?

Yunhyeok Choi, Korea University*

As firms increasingly emphasize artificial intelligence (AI) in corporate disclosures, concerns have emerged that some organizations engage in “AI-washing” — publicizing AI-related narratives without corresponding technological substance, echoing greenwashing concerns in sustainability communication. Drawing on signaling theory and symbolic management perspectives, this exploratory study examines whether AI-related symbolic claims generate investor skepticism, and whether actual AI capability moderates this relationship. Using AIrelated keyword frequencies from 2022–2025 annual reports of Samsung Electronics, SAP, and ASML alongside analyst recommendation data, preliminary evidence reveals a striking divergence: AI-related disclosures rose dramatically across all three firms, yet analyst recommendations remained largely stable. This pattern suggests investors evaluate signal credibility, not merely signal volume. The study proposes a testable framework linking AI capability to signal credibility, with implications for disclosure integrity parallel to ESG/greenwashing debates in Europe and Asia. *(For more information, please contact Yunhyeok Choi, Korea University: yh6433@korea.ac.kr)*

Assessment methodology for innovation disclosure in companies: A systematic literature review

Evan Hanif Dwi Novianto, Yamaguchi University*
Niyata Kawewong, Chiang Mai University
Yoshiyuki Matsuura, Yamaguchi University

Corporate Innovation Disclosure (CID) reduces information asymmetry between internal management and external capital markets, yet literature remains fragmented by overlapping proxy constructs and subjective evaluation methodologies. Grounded in corporate disclosure theory, this systematic literature review synthesizes assessment methodologies for CID using PRISMA 2020 standards and the Mixed Methods Appraisal Tool. Synthesizing evidence retrieved across four comprehensive databases—Scopus, EBSCO, JSTOR, and Lens—this study establishes a multi-dimensional taxonomy encompassing innovation activity types, public database structures, disclosure channels, quantitative measurement techniques, and information quality dimensions. The structured synthesis resolves proxy ambiguities, offering researchers an objective analytical framework while providing practitioners and market regulators concrete mechanisms to verify corporate reporting credibility. *(For more information, please contact Evan Hanif Dwi Novianto, Yamaguchi University: evanhnfdwn@gmail.com)*

Session C4 – Interactive

Theme: Entrepreneurial Growth, Innovation and Resilience
Presented On: November 12, 2026 – 15:30-17:00
Chair: Yoshikazu Sakamoto, Nihon University

Agent-based modelling as a structural bridge for entrepreneurship policy: a reinforcement-learning policy laboratory for self-financing-group dynamics

Ird Ali Durrani, Fixstars Japan*
Saddam Khalid, University of Hyogo

Entrepreneurship research has generated substantial insights into entrepreneurial outcomes, yet these insights are rarely translated into actionable policy rules that development agencies can directly implement. Building on the existing agent-based model of self-financing groups, which demonstrates how increasing savings quotas can improve business performance up to a threshold beyond which member defaults may cascade and threaten group survival, we extend the model by integrating reinforcement learning (RL). Specifically, we introduce a field officer endowed with a limited support fund that can be deployed during the savings cycle. Rather than specifying the intervention strategy in advance, we use RL to learn when and under what conditions the field officer should provide support as group conditions evolve. The learned policy is then translated into a simple, implementable decision rule that can guide human intervention. In the simulation, applying this adaptive rule increases group survival from 27% to 97%. Our study demonstrates how reinforcement learning can extend agent-based models from tools for evaluating predefined interventions to tools for generating adaptive and computable policy guidance for self-financing groups. *(For more information, please contact Ird Ali Durrani, Fixstars Japan: irdali1996@gmail.com)*

High growth entrepreneurship: A configurational approach

Hamizah Abd Hamid, National University of Malaysia*

Purpose: High-growth entrepreneurship, exemplified by unicorn firms, is highly concentrated across a small number of countries, yet the national conditions that jointly enable such outcomes remain poorly understood. This study examines what configurations of institutional and entrepreneurial system conditions lead to high unicorn intensity across countries.

Design/methodology/approach: Drawing on Institutional Theory and the National Systems of Entrepreneurship framework, this study adopts a configurational approach using fuzzy-set Qualitative Comparative Analysis (fsQCA) across 51 countries. Four conditions are examined: formal institutions (rule of law), knowledge and innovation capacity, entrepreneurial culture and cognition, and social embeddedness and trust.

Findings: Formal institutions emerge as a near-necessary condition across all configurations, but no single factor is independently sufficient. Five distinct configurational pathways lead to high unicorn intensity, with the dominant path combining formal institutions, innovation capacity, and social trust in the absence of a strong entrepreneurial culture, resembling an archetypal "Silicon Valley" model observed across diverse economies. Other pathways show that trust, culture, or innovation capacity can substitute for one another, demonstrating equifinality and compensatory institutional logics.

Originality/value: This study extends institutional and ecosystem-based entrepreneurship theory by demonstrating that formal and informal institutions operate configurally rather than additively, offering novel insight into the multiple, context-dependent recipes through which nations generate high-growth entrepreneurial outcomes. The findings offer policymakers a diagnostic, rather than universal, framework for cultivating unicorn ecosystems. *(For more information, please contact Hamizah Abd Hamid, National University of Malaysia: hamizah.h@ukm.edu.my)*

Toward Resilient SMEs: A Proposed Quantitative Test of an Organizational Resilience Model in Thailand

Kamonkan Khunhirun, Mahidol University*

Thai small and medium enterprises (SMEs) face repeated disruptions, from economic slowdowns to floods and shifting trade conditions. Sustainability is promoted as a path to survival, yet whether it strengthens the capacity to withstand and adapt has never been tested. An existing organizational resilience model offers a theoretical answer, proposing that resilience grows out of a sustainability culture enacted through moderation, geosocial development, resilience development, perseverance and knowledge sharing, practices rooted in Thailand's Sufficiency Economy philosophy. This work in progress provides the first quantitative test of the model's core pathway in Thai SMEs, examining whether culture fosters these five practices and whether the practices build buffering and adaptive capacity. A cross-sectional survey targets at least 300 responses, analyzed with partial least squares structural equation modeling; measures of the practices are developed for this study. The findings will show owners and policymakers which practices are most worth cultivating. *(For more information, please contact Kamonkan Khunhirun, Mahidol University: kamonkan.khu@student.mahidol.ac.th)*

From Organizational Intent to Coordinated Action: A Management Geography View of Cross-Functional Alignment in Innovation Projects

HUANG Shizhan, Ritsumeikan University*

Cross-functional innovation projects often fail not because employees misunderstand intent, but because the conditions to act are absent. This study reports a case of a brand that downsized from 30+ to 15 staff and shifted from brand-building to GMV targets. Two paired interviews -- a frontline employee (A) and her supervisor (B) -- are supplemented by a product manager (C) and a founder (D). Using Hackman's model, boundary-spanning theory, and Management Geography's three spaces, the findings address four questions on meaning, enabling conditions, communication, and boundary spanning. The cross-cutting pattern is responsibility-authority-benefit (RAB) alignment, a tentative, emergent mechanism that links cognitive understanding with coordinated action. As an interactive working paper, it seeks developmental feedback on this mechanism and on the three-space framing borrowed from Management Geography. *(For more information, please contact HUANG Shizhan, Ritsumeikan University: ahzhangugugu@qq.com)*

R&D Capabilities and IPR Management among Asian Firms: An Analysis of Spillover Effects Using Patent Data

Masashi Arai, Asia University*

Over the past two decades, Asian and ASEAN economies have experienced substantial economic and corporate growth, while firms from China, South Korea, and Taiwan have become prominent in global patent rankings. This study examines whether technology transfer and spillover effects from multinational enterprises have strengthened technological development capabilities across Asia and ASEAN. Using patent data from WIPO, national patent offices, and Taiwan's TIPO, it compares application trends, resident and non-resident filings, and leading applicants. China, Japan, South Korea, and Taiwan display high patenting levels that reflect sustained R&D investment and technological accumulation. ASEAN applications have also increased, but foreign firms, universities, government research institutes, and multinational subsidiaries account for many leading filings, while autonomous patenting by local private firms remains limited. The findings indicate marked regional asymmetries and provide a basis for further research on technology transfer, absorptive capacity, innovation policy, and intellectual property management. *(For more information, please contact Masashi Arai, Asia University: arai@asia-u.ac.jp)*

Session C5 – Interactive

Theme: Responsible Management, Employee Voice and Digital Governance
Presented On: November 12, 2026 – 15:30-17:00
Chair: Mega Mirasaputri Cahyanti, Yamaguchi University

Reading the Air Before Speaking Up- Kuuki wo Yomu, Social Presence, and Employee Voice in Hybrid Work

Bishan Wang, Kyoto Women's University*

Drawing on the culturally grounded construct of Kuuki wo Yomu (KWY, "reading the air"), this study examines how its perception and attitude dimensions differentially predict promotive and prohibitive voice among Japanese employees, and whether social presence in hybrid work

communication moderates these relationships. We propose that the perception dimension of KWY, reflecting sensitivity to contextual cues, positively predicts both forms of voice by facilitating issue recognition, whereas the attitude dimension, reflecting a tendency to prioritize harmony and interpersonal appropriateness, negatively predicts voice by discouraging its expression. We further propose that social presence moderates the negative relationship between the attitude dimension and voice, such that this relationship is stronger in communication channels characterized by higher social presence. Data will be collected from full-time employees in Japanese organizations using a cross-sectional survey design. This study is expected to contribute to the voice literature by demonstrating that a single cultural orientation can simultaneously facilitate and inhibit voice depending on which of its dimensions is activated, and by identifying communication channel characteristics as a boundary condition shaping this process in hybrid work settings. *(For more information, please contact Bishan Wang, Kyoto Women's University: ohekisan@kyoto-wu.ac.jp)*

CDR in the Organizational Context: A Critical Analysis and Research Agenda

Anna Daviy, HSE University
Emilia Karpinskaia, HSE University*
Nefedov Konstantin, HSE University

This systematic literature review examines the intellectual structure, theoretical foundations, empirical methodologies, and contextual applications of Corporate Digital Responsibility (CDR) research. Based on a systematic analysis of 108 peer-reviewed articles published between 2020 and 2026, the review reveals a clear chronological progression from foundational conceptualization through empirical validation to sophisticated examination of antecedents, outcomes, and contextual contingencies. The findings demonstrate that CDR deployment operates through four interconnected mechanisms: regulatory compliance, strategic integration, stakeholder engagement, and governance and culture. The review synthesizes fragmented knowledge into an integrated multi-level framework showing that CDR generates multiple positive outcomes including enhanced performance, ESG improvements, reputation and trust, innovation, organizational resilience, and employee well-being. The paper provides the first comprehensive systematic mapping of the CDR field, offering scholars and practitioners a coherent overview of the current intellectual landscape. It advances theoretical understanding of CDR as a strategic organizational capability rather than merely a compliance obligation, identifies critical research gaps, and proposes a forward-looking research agenda to guide the field's continued development. *(For more information, please contact Emilia Karpinskaia, HSE University: ekarpinskaya@hse.ru)*

Developing a Corporate Sustainability Mindset Scale: Pilot Evidence from Thai SMEs

Nitith Wattanaphak, Mahidol University*

This study develops an organizational level Corporate Sustainability Mindset (CSM) scale for use in small and medium sized enterprises (SMEs). Drawing on sustainability and personality theory, eight conceptual subscales are generated and refined through expert panel sorting, translation, cognitive interviews, and a pilot survey of Thai SME employees and managers (N = 51). The resulting 37-item Thai CSM scale showed good to excellent internal consistency across all subscales and a coherent two-factor pattern reflecting cognitive–affective and behavioral elements of CSM. Exploratory factor analysis is used diagnostically to identify wording issues, especially when items blur the distinctions among thinking, feeling, and acting. The study

provides initial evidence of content and face validity, a preliminary quantitative assessment, and outlines next steps for large-sample validation and for examining links between CSM and sustainability-related outcomes. *(For more information, please contact Nitith Wattanaphak, Mahidol University: nitith23@gmail.com)*

Digital Layering in Overseas Manufacturing Subsidiaries: Building Digital Capabilities on Inherited Corporate Systems

YOUNGKYO SUH, Kanagawa University*

This study examines how digital transformation contributes to capability development in overseas manufacturing subsidiaries. The paper shows that subsidiaries developed locally responsive digital capabilities by bridging complementary digital technologies with inherited production systems rather than replacing them, through a comparative case study of two Japanese manufacturing subsidiaries in the United Kingdom. Based on the findings, the study proposes the concept of digital layering, which explains how overseas subsidiaries build upon inherited operational systems and complementary digital technologies. It contributes to research on international business and digital transformation by extending existing explanations of subsidiary capability development to incorporate its technological dimension and by demonstrating how digital transformation enables subsidiaries to adapt inherited corporate systems to local operational requirements. *(For more information, please contact YOUNGKYO SUH, Kanagawa University: suh@kanagawa-u.ac.jp)*

Friday, 13 November 2026

Session D1 – Interactive

Theme: Sustainable Supply Chains, Environmental Policy and Decarbonization
Presented On: November 13, 2026 – 09:00-10:30
Chair: Kanokporn Pongjetanapong, Thammasat Business School

Japanese Apparel Multinationals in Bangladesh: Supply Chain Transparency and Labor Governance in Relation to SDG 8

Kanako Negishi, Takushoku University*

Following the 2013 Rana Plaza collapse, most research on multinational enterprises' engagement with international labor governance has primarily focused on Western brands. This study examines two dimensions of Japanese apparel MNEs' engagement with such mechanisms in Bangladesh: registration on the Open Supply Hub (OSH) (RQ1), and participation in Better Work Bangladesh (BWB) and the RMG Sustainability Council (RSC) (RQ2). Among seven major Japanese apparel firms, only UNIQLO was registered on OSH, unlike all four Western comparison brands. Among UNIQLO's disclosed factories, BWB participation stood at 32.6%, lower than three of the four Western brands, though 66.7% of BWB-participating factories had maintained continuous participation for five or more years. Japanese apparel MNEs have engaged only minimally with governance mechanisms now common among Western competitors. *(For more information, please contact Kanako Negishi, Takushoku University: knegishi@takushoku-u.ac.jp)*

Exogenous Environmental Policy Shocks and Firm-Level Waste Exposure: Evidence from China's Waste Import Restriction

JIAXIN MENG, Keio University*

This paper examines how China's 2018 waste import restriction affected firm-level waste exposure in Japan. It reconstructs a panel dataset linking listed firms' financial and business-segment data with industry-level waste statistics. CEM-DID results do not support the hypothesis that firms with higher pre-policy estimated plastic-waste exposure experienced larger declines in the reconstructed waste-emission measure. The baseline estimate becomes smaller and insignificant after industry-by-year fixed effects. Future qualitative analysis will examine the underlying mechanisms. *(For more information, please contact JIAXIN MENG, Keio University: kakin.mo-8138@keio.jp)*

Electrifying a Petrochemical Industrial Cluster: Barriers and Pathways to Fossil Fuel Reduction in Thailand (Extended Abstract)

A.J. van den Broek, Sasin School of Management *
Nophea Sasaki, Sasin School of Management

Electrification is increasingly technically and economically attractive for reducing fossil fuel dependency in hard-to-abate industries, yet implementation remains difficult in petrochemical clusters where production reliability, legacy assets, utility contracts, and regulated electricity-market conditions shape the energy transition. This research-in-progress study examines Thailand's Map Ta Phut petrochemical cluster and asks how technical, economic, organizational, contractual, regulatory, institutional, data/MRV, reliability, and cluster-coordination barriers influence the feasibility of electrification-led fossil fuel reduction. Building on the Multi-Level Perspective, Grubb's three domains and negative-cost paradox, institutional theory, and the Technology-Organization-Environment framework, the study develops a measurable barrier-pathway framework. Twenty semi-structured elite interviews will be conducted during September and October 2026 with petrochemical, utility, regulatory, finance, ESG, and technology stakeholders. The expected output is a staged, pragmatic-oriented implementation matrix for the 2026–2035 window. *(For more information, please contact A.J. van den Broek, Sasin: adrianus-josephus.van-den-broek@sasin.edu)*

An Educational Framework for Transactional Carbon Accounting Using a Dual-Record Approach

Nobuko Shimada, Hakodate University*
Yoshimichi Shimada, Osaka Gakuin University

As transactional carbon accounting becomes increasingly automated through ERP systems, practitioners risk relying on system outputs without understanding the underlying recording logic. This study proposes an educational framework for developing professionals capable of understanding and validating transaction-based carbon accounting. Drawing on lessons from Japan's historical experience with dual-record accounting in non-profit organizations, the framework integrates financial and carbon accounting within a single transaction, enabling learners to simultaneously record monetary and carbon information. This approach visualizes the logic behind automated carbon accounting, strengthens the ability to detect anomalies, and improves data reliability. A pilot study is proposed to compare the framework with conventional carbon accounting education. By integrating bookkeeping and sustainability education, this study offers a practical educational model that supports reliable carbon information and

responsible use of automated accounting systems. *(For more information, please contact Nobuko Shimada, Hakodate University: nobu_shimada@hakodate-u.ac.jp)*

Session D2 – Competitive

Theme: Sustainability, Innovation and Stakeholder Value
Presented On: November 13, 2026 – 09:00-10:30
Chair: Hideki Hayashida, Tokyo University of Agriculture and Technology

When More Is Not Better: Environmental Innovation Strategies and Innovation Performance

Ajung Heo, Sogang University*
Junseok Park, Sogang University
Jisoo Shin, Sogang University

This study examines the relationship between environmental innovation strategies and innovation performance by integrating the Porter hypothesis and the concept of dual externality. We propose that this relationship follows an inverted U-shaped pattern, where efficiency gains dominate at lower levels of environmental innovation, while increasing cost burdens and organizational complexity lead to diminishing returns at higher levels. Using a sample of approximately 4,000 firms from the 2022 Korean Innovation Survey (KIS), the empirical results support the proposed inverted U-shaped relationship. Furthermore, this study identifies two important boundary conditions. Digital transformation adoption extends the range over which environmental innovation strategies remain beneficial by enhancing efficiency and reducing coordination challenges. In contrast, R&D tax incentives mitigate the cost burden associated with dual externality, enabling firms to sustain higher levels of environmental innovation. These findings contribute to the literature by providing a more nuanced understanding of environmental innovation strategies, highlighting the importance of implementation level and boundary conditions in shaping their performance effects. The study also offers practical implications for firms seeking to balance efficiency and cost in managing environmental innovation. *(For more information, please contact Ajung Heo, Sogang University: haj6638@sogang.ac.kr)*

How Does Environmental Self-Identity Shape Chinese Consumers' Purchase Intention Toward Japanese Products Through Multiple Psychological Mechanisms?

Zixuan Feng, Hiroshima University*
Eunji Seo, Hiroshima University
Mingfu Li, Hiroshima University

Although environmental self-identity (ESI) is widely recognised as an important predictor of green purchase intention, little is known about the psychological processes through which it influences purchase decisions. This study proposes and tests an integrated model in which ESI shapes green purchase intention through two parallel psychological pathways: a cognitive pathway via environmental knowledge and an economic pathway via price consciousness, both operating through product evaluation. Using survey data from 103 Chinese consumers evaluating Japan-made products, structural equation modeling and bootstrap mediation analysis reveal that the knowledge-based pathway significantly mediates the relationship between ESI and green purchase intention, whereas the price-consciousness pathway and the direct effect of ESI are not supported. These findings suggest that environmental self-identity influences green purchase intention primarily through knowledge-based cognitive processing rather than directly,

helping explain why pro-environmental identities do not always translate into purchase intentions. The study also suggests that firms should prioritise environmental knowledge communication over price-based appeals when promoting green products. *(For more information, please contact Zixuan Feng, Hiroshima University: d262130@hiroshima-u.ac.jp)*

Leveraging Diversity for Innovation: The Role of Behavioral–Cognitive Integration in Top Management Teams

Youngwoo Lee, Chungnam National University
Martin Hemmert, Korea University*

Why do some top management teams (TMTs) successfully transform diversity into innovation while others fail to do so? Although prior studies have documented both positive and negative effects of TMT diversity on innovation, less attention has been paid to the executive integration processes through which heterogeneous perspectives are transformed into coordinated strategic decisions. Drawing on upper echelons theory and the behavioral theory of the firm, this study examines behavioral–cognitive integration (BCI) as a key mechanism linking TMT diversity to new product performance. We conceptualize BCI as the extent to which executives develop social cohesion and shared strategic understanding regarding strategic priorities. Using a two-wave time-lagged survey of Korean firms, we investigate the direct effects of TMT educational and functional diversity on new product performance as well as their indirect effects through BCI. The results indicate that BCI enhances new product performance, while there are differential new product performance effects of how educational and functional diversity contribute to innovation through different pathways. Whereas functional diversity weakens BCI, educational diversity primarily contributes through a direct pathway to new product performance. In addition, CEO tenure and decision-making rationality adopted by a firm moderate the relationship between TMT diversity and BCI. Taken together, these findings suggest that the innovation value of TMT diversity depends less on the presence of diversity itself than on how effectively TMT members' heterogeneous knowledge and perspectives are integrated into coordinated strategic action. *(For more information, please contact Martin Hemmert, Korea University: mhemmert@korea.ac.kr)*

From Founder to Firm Resilience in Times of Crisis: The Moderating Effect of Entrepreneurial Imprint and Industry Context

Aleksandra Chernyak, HSE University
Yana Chernyak, HSE University
Elizaveta Shvetsova, HSE University
Emilia Karpinskaia, HSE University*

The micro-foundations of organizational resilience under external shocks remain inadequately theorized, particularly regarding the conditions that enable founders' psychological resources to materialize at the venture level. This study draws on GUESSS 2023 survey. Using the Russian sample of 334 founders of ventures aged five years or less we employ hierarchical regression with interaction terms. Results confirm a positive association between founder resilience and organizational resilience. However, family entrepreneurial experience and entrepreneurship education do not significantly moderate this relationship, with the latter unexpectedly exhibiting a negative coefficient. By contrast, industry context exerts a significant moderating role: knowledge-intensive sector membership substantially amplifies the individual–organizational resilience nexus. By empirically delineating these boundary conditions, the study advances resilience theory by demonstrating that founder-level adaptive resources transfer to

organizational resilience only under specific sectoral configurations. *(For more information, please contact Emilia Karpinskaia, HSE University: ekarpinskaya@hse.ru)*

From Market to Stakeholder Management: Developing a Heritage Custodian Framework for Heritage Tourism

Seno Budhi Ajar, Universitas Sebelas Maret*
Mega Mirasaputri Cahyanti, Yamaguchi University
Hedwig Ajeng Grahani, The Coordinating Ministry for Human Development and Cultural Affairs of Indonesia

The evolution of heritage management has shifted from object-oriented preservation towards adaptive reuse, heritage tourism, and contextual approaches that recognize heritage as a resource for contemporary development. Despite this transformation, existing studies continue to emphasize market-oriented heritage development while paying limited attention to the governance mechanisms required to balance conservation, community interests, and tourism development. This study addresses this gap by examining the governance transformation of Kota Lama Semarang, Indonesia, through the perspective of heritage as factor and Place-Based Leadership. A qualitative case study was employed using semi-structured interviews with government officials, academics, heritage experts, building owners, investors, and community representatives, complemented by document analysis and field observations. The findings reveal that heritage tourism did not emerge directly through market investment but evolved through three sequential stages: object-oriented preservation led by government, community activation initiated by academics through cultural festivals, and infrastructure revitalization that stimulated adaptive reuse and private investment. As tourism expanded, governance became increasingly complex, requiring an institutional mechanism capable of coordinating diverse stakeholder interests. This study proposes the concept of the Heritage Custodian, represented by the Kota Lama Site Management Agency (BPSKL), as a place-based governance mechanism that coordinates socio-cultural, governmental, and economic interests while ensuring that all decisions remain within the non-negotiable conservation boundaries established by the Cultural Heritage Expert Team. Theoretically, this study extends the concept of heritage as factor by shifting its emphasis from market-driven heritage development towards collaborative governance based on Place-Based Leadership. Practically, the proposed framework offers an alternative governance model for heritage tourism destinations seeking to balance conservation, adaptive reuse, community values, and sustainable economic development. *(For more information, please contact Seno Budhi Ajar, Universitas Sebelas Maret: senobudhiajar@staff.uns.ac.id)*

Session D3 – Interactive

Theme: Digital Platforms, AI Applications and Customer Relations
Presented On: November 13, 2026 – 09:00-10:30
Chair: Hendrik Meyer-Ohle, Meiji Gakuin University

Decoding East Asian Social Commerce: Push and Pull Signaling in the Chinese TikTok Context

Mengying Yu, Kyung Hee University
Yong Kyu Lew, Hankuk University of Foreign Studies*

Although social commerce platforms have emerged as a crucial tool for retailers to attract new customers and increase sales in East Asia, it remains unclear which specific technological attributes affect users' purchase intentions. Based on the Stimulus–Organism–Response framework, this study integrates signaling theory with the push–pull framework to develop a theoretical model that investigates the impact of a social commerce platform's technological features on consumer behavior. Data were gathered from 380 social commerce users through an online survey in China and analyzed using structural equation modeling. The results indicate that perceived product quality fully mediates the relationship between aesthetic appeal and purchase intention, while it partially mediates the relationship between personalization and purchase intention. Furthermore, users' trust and attachment to the platform moderate the relationship between aesthetic appeal and perceived product quality. By providing empirical evidence within the Chinese context, these exploratory findings serve as a basis for future cross-national comparative research across South Korean and Japanese social commerce ecosystems. *(For more information, please contact Yong Kyu Lew, Hankuk University of Foreign Studies: yklew@hufs.ac.kr)*

From Fragmented Data to Actionable Advice: Evaluating Graph-Structured Retrieval for Agricultural Advisory in Southern Africa

Phillip Muzadzi Tawanda Chakanyuka, Yamaguchi University*

Smallholder cotton farmers in Southern Africa lose income to poorly timed irrigation. The data that could guide them exists publicly but sits scattered across institutions in formats no farmer or extension officer can combine. This work-in-progress paper evaluates GraphRAG, a prototype linking public soil, weather, agronomic and country data for four countries, against flat-vector retrieval on the same corpus. Across two pilot experiments it did not outperform the baseline; its only clear advantage was on the simplest query. Rather than a verdict on the architecture, the paper reports the diagnostics behind it. The graph is sparse enough to be necessarily disconnected; entity matching degrades as country context lengthens the prompt; and the baseline strengthens as the corpus grows, so comparisons hold only at fixed corpus. The contribution is a set of preconditions for evaluating and responsibly deploying graph-structured retrieval where infrastructure is thin, as in Southeast Asian smallholder rice. *(For more information, please contact Phillip Muzadzi Tawanda Chakanyuka, Yamaguchi University: f503wcw@yamaguchi-u.ac.jp)*

When AI Involvement Is Disclosed in Art: Crowdfunding Responses across Material- and Digital-Based Media

Chaewon Lee, Korea University
Dae Il Nam, Korea University*

Generative artificial intelligence (AI) is changing how art is produced, but disclosing its involvement may not carry the same market meaning across artistic media. We examine 1,661 Kickstarter Art projects launched after Kickstarter introduced its mandatory AI disclosure policy, of which 71 disclose AI involvement, to test whether the relationship between disclosed AI involvement and crowdfunding performance depends on production modality. The pooled association between disclosed AI involvement and performance is not statistically significant for pledged amount, number of backers, or funding success. However, among material-based projects, disclosed AI involvement is negatively associated with pledged amount and the number of backers, and this association is significantly stronger than among digital-based projects; the interaction is not significant for funding success. These findings provide preliminary evidence that the market meaning of AI disclosure depends on the production expectations associated with an artistic medium, rather than operating uniformly across creative projects. *(For more information, please contact Dae Il Nam, Korea University: namdaeil@korea.ac.kr)*

Conceptualising Social Media Detox in a Marketing Context: How It Reshapes Consumers' Responses to Advertising on Social Media

Rattachon Phanochit, Chiang Mai University*
Koblarp Chandrasapth, Chiang Mai University
Patchara Tantiprabha, Chiang Mai University
Pagon Gatchalee, Chiang Mai University
Nutcha Ravinonthakit, Business Owner

Social media detox has attracted attention in psychology and public health, where it is understood as abstinence or reduced use intended to improve well-being. However, little is known about how social media detox operates as consumer behaviour or reshapes responses to advertising during social media use. This exploratory study conceptualises social media detox in a marketing context and examines how its practices reshape consumers' advertising encounters. Drawing on digital detox literature and semi-structured interviews with six Thai consumers, thematic analysis identified defining attributes, practices and advertising-related consequences. Preliminary findings suggest that social media detox is an intentional, consumer-managed and temporally flexible process of regulating social media access, exposure and engagement. These practices reconfigured social media use by reducing scrolling, limiting commercial exposure and increasing attentional control. Consequently, consumers became more selective in noticing, evaluating and responding to advertising. The study conceptualises social media detox as consumer-managed marketplace exposure regulation within platform environments. *(For more information, please contact Rattachon Phanochit, Chiang Mai University: rattachon_pha@cmu.ac.th)*

Satisfied but Silent?: Uncovering Hidden Profiles of Satisfied Tourists and Their Intention to Share Travel Experiences

Parichat Kheawcha-um, Yuan Ze University*
Hsunchi Chu, Yuan Ze University

Satisfied tourists are strategically important potential sources of positive electronic word of mouth, yet satisfaction does not imply uniform willingness to share online. This study examines whether the label 'satisfied tourist' conceals meaningful heterogeneity. It integrates three theoretical perspectives into five theoretically grounded dimensions: expectation confirmation, perceived enjoyment of the trip, self-congruence, altruistic motivation, and reward motivation. Survey data from 303 satisfied Thai tourists were analysed using K-means clustering, revealing four distinct profiles: The Aligned, The Understated, The Reward-Salient, and The All-In. Discriminant analysis provided additional evidence of profile separation, while a one-way Welch ANOVA showed a significant overall difference in intention to share across the profiles. By uncovering four distinct profiles beneath the broad label of “satisfied tourist” and showing how these profiles vary in their levels of sharing intention, this study contributes to a more nuanced understanding of heterogeneity among satisfied tourists and offers a more focused starting point for future research on profile-based tourism marketing strategies. *(For more information, please contact Parichat Kheawcha-um, Yuan Ze University: parichat.kh@gmail.com)*

Session D4 – Interactive

Theme: Employee Behaviour and International HRM
Presented On: November 13, 2026 – 09:00-10:30
Chair: Ivar Padrón-Hernández, Hitotsubashi University

Recognizing Opportunities to Help: A Recognition-Based Theory of Helping Under Hybrid Work

Bishan Wang, Kyoto Women's University*

Hybrid work has fundamentally changed how employees interact and collaborate, yet existing research reports inconsistent findings regarding its effects on helping behavior. Previous studies have largely attributed these inconsistencies to contextual moderators while treating helping as a homogeneous behavioral construct and work arrangements as simple categorical conditions rather than positions along a continuum of physical co-presence. We argue that this perspective overlooks a critical cognitive prerequisite of helping: need recognition, the process through which potential helpers become aware that a coworker requires assistance.

Building on the distinction between proactive and reactive helping, we develop a recognition-based theory explaining how hybrid work differentially influences these two forms of helping. We argue that proactive and reactive helping differ not only in whether assistance is initiated voluntarily or in response to an explicit request, but more fundamentally in how employees achieve need recognition. Proactive helping relies on cue-based inference, whereby employees infer coworkers' unmet needs from ambiguous workplace cues, whereas reactive helping relies on explicit requests that directly communicate the need for assistance.

Because hybrid work progressively reduces employees' opportunities to acquire diagnostic social cues while leaving explicit requests comparatively unaffected, and because physical co-presence varies along a continuum rather than discrete categories, we propose that proactive helping is positively associated with the proportion of time employees spend in physical co-presence with coworkers, whereas reactive helping is comparatively insensitive to variation in

physical co-presence. By identifying need recognition as a distinct cognitive prerequisite of helping, this paper contributes to helping theory, offers a process explanation for inconsistent findings in the hybrid work literature, and advances a broader understanding of how workplace information environments shape informal cooperation. *(For more information, please contact Bishan Wang, Kyoto Women's University: 1994wangbishan@gmail.com)*

Pushed Out or Pulled Away? What Drives Employee Turnover Intentions During Times of Uncertainty?

Thipparat Doungkaew, Chiang Mai University Business School
Niyata Kawewong, Chiang Mai University Business School; Yamaguchi University*
Napitiporn Manoli, Chiang Mai University Business School
Yossavadee Sittidet, Chiang Mai University Business School
Kantatouj Amaranonta, Chiang Mai University Business School

Employee turnover during uncertainty may reflect unfavorable conditions that push employees away and attractive alternatives that pull them toward other employment. Drawing on push-pull theory and the three-component model of organizational commitment, this study examines whether organizational commitment mediates the relationships between internal employment conditions, external employment opportunities, and intention to leave. Data were collected from 409 private-sector employees in Thailand who retrospectively evaluated their experiences during the COVID-19 pandemic. The hypotheses were tested using partial least squares structural equation modeling. The findings show that favorable internal conditions strengthened organizational commitment, whereas attractive external opportunities weakened it. Organizational commitment subsequently reduced intention to leave. Internal conditions had a negative indirect effect on intention to leave through organizational commitment but no significant direct effect, indicating indirect-only mediation. In contrast, external opportunities increased intention to leave both directly and indirectly through reduced organizational commitment, demonstrating complementary partial mediation. *(For more information, please contact Niyata Kawewong, Chiang Mai University Business School; Yamaguchi University: niyata.k@cmu.ac.th)*

Do Side Hustles Help or Hurt Primary Job Performance? The Roles of Resource Depletion and Knowledge Transfer

Qi Chen, Waseda University*
Toshio Murase, Waseda University

This study examines how side hustles influence primary job performance. Although side hustles are often portrayed as vehicles for learning, creativity, and personal enrichment, we argue that their benefits for primary job performance are largely constrained. Drawing on conservation of resources theory, we propose that engaging in side hustles depletes the cognitive resources required for effective knowledge transfer. Using two-wave survey data from Chinese employees holding both a primary job and a side hustle, we find that greater side-hustle hours increase exhaustion, which in turn inhibits the transfer of knowledge to the primary job. When knowledge distance is high, side hustles may generate potentially valuable novel insights, yet these insights are rarely realized due to the heightened cognitive demands of integration. These findings uncover a central paradox: the very conditions that make side hustles a potential source of innovation also undermine employees' ability to leverage them. By revealing this disconnect, the study offers a more critical account of how side hustles affect primary job performance. *(For more information, please contact Qi Chen, Waseda University: ki7chin@gmail.com)*

Surviving the Megacity: Spatial Status Trade-offs and Sustainable HRM for Early-Career Knowledge Workers in Asian Metropolitan Areas

Jaecheol Hyun, Korea University*

In the context of urban density, the concepts of sustainability and sufficiency have become central to organizational research. While prior studies emphasize pecuniary rewards in employee retention, an underexplored pattern is observed in metropolitan labor markets. Many early-career knowledge workers in Asian megacities voluntarily accept longer commutes and relatively lower pecuniary rewards to work in organizations located within highly developed commercial districts. Drawing on person-environment fit theory and utilizing the Sufficiency Economy Philosophy (SEP) as a normative lens, this paper examines how workplace location functions as a symbolic status resource that relates to employee retention. We conceptualize spatial status incongruence as a predictor of lower organizational pride. Lower pride is expected to increase turnover intention and decrease identity expression behaviors. We also hypothesize that professional identity and career stages moderate these relationships. This work-in-progress study extends the literature on non-pecuniary rewards and offers implications for developing sustainable human resource management (HRM) practices. *(For more information, please contact Jaecheol Hyun, Korea University: poscohyun@naver.com)*

INDEX OF PROGRAM CONTRIBUTORS

A

Abbasi, Fatima Fazal, *Bahria Business School*, Pakistan: 27
Abd Hamid, Hamizah, *National University of Malaysia*, Malaysia: 17, 39
Ajar, Seno Budhi, *Universitas Sebelas Maret*, Indonesia: 29, 46
Al Hammadi, Azza Abdullah, *Sultan Qaboos University*, Oman: 24
Al-Kindi, Salim Said, *Sultan Qaboos University*, Oman: 24
Amaranonta, Kantatouj, *Chiang Mai University Business School*, Thailand: 18, 50
Antony, Alvin Chris, *Indian Institute of Management Kashipur*, India: 35
Aprilianty, Fitri, *Bandung Institute of Technology; Yamaguchi University*, Indonesia; Japan: 13
Arai, Masashi, *Asia University*, Japan: 30, 40

B

Baschung, Lukas Fabian, *University of Applied Sciences Western Switzerland*, Switzerland: 26
Benberoth, Ralf, *Kobe University*, Japan: 21
Bohas, Alexandre, *ESSCA School of Management*, France: 13
Boonyaphen, Juthaporn, *Faculty of Business Administration for Society, Srinakharinwirot University*, Thailand: 10

C

Cahyanti, Mega Mirasaputri, *Yamaguchi University*, Japan: 29, 40, 46
Chakanyuka, Phillip Muzadzi Tawanda, *Yamaguchi University*, Japan: 47
Chandrasapth, Koblarp, *Chiang Mai University Business School*, Thailand: 13, 48
Charoensukmongkol, Peerayuth, *International College, National Institute of Development Administration*, Thailand: 10
Chen, Jiyao, *Oregon State University*, United States: 24
Chen, Qi, *Waseda University*, Japan: 50
Chen, Xiao-Ping, *University of Washington*, United States: 24
Chernyak, Aleksandra, *HSE University*, Russia: 45
Chernyak, Yana, *HSE University*, Russia: 45
Chikudate, Nobuyuki, *Hiroshima University*, Japan: 30
Chilumba, Michael, *University of Hyogo*, Japan: 16
Chiun, Lo May, *Universiti Malaysia Sarawak*, Malaysia: 26
Choi, Yunhyeok, *Korea University*, South Korea: 37
Chu, Hsunchi, *Yuan Ze University*, Taiwan: 49
Conrad, Harald, *Heinrich Heine University Düsseldorf*, Germany: 32

D

Daviy, Anna, *HSE University*, Russia: 25, 41
Destiana, Destiana, *Universitas Terbuka*, Indonesia: 33
Dorożyński, Tomasz, *University of Lodz*, Poland: 20, 31
Doungkaew, Thipparat, *Chiang Mai University Business School*, Thailand: 50
Durrani, Ird Ali, *Fixstars Japan*, Japan: 38

F

Fadilla, Sarah, *Universitas Terbuka*, Indonesia: 14
Feng, Zixuan, *Hiroshima University*, Japan: 44
Fukuyo, Kazuhiro, *Yamaguchi University*, Japan: 24, 33

Funashima, Hiroki, *Kindai University Technical College*, Japan: 34

G

Gao, Mengjin, *Korea University*, South Korea: 23
Gatchalee, Pagon, *Chiang Mai University Business School*, Thailand: 14, 32, 48
Gopalan, Suresh, *Winston-Salem State University*, United States: 29
Grahani, Hedwig Ajeng, *The Coordinating Ministry for Human Development and Cultural Affairs of Indonesia*, Indonesia: 46

H

Hamad, Faten, *Sultan Qaboos University*, Oman: 24
Hayashida, Hideki, *Tokyo University of Agriculture and Technology*, Japan: 34, 44
He, Geer, *Ritsumeikan University*, Japan: 26
Hemmert, Martin, *Korea University*, South Korea: 18, 45
Heo, Ajung, *Sogang University*, South Korea: 11, 22, 44
Huang, Shizhan, *Ritsumeikan University*, Japan: 40
Hyun, Jaecheol, *Korea University*, South Korea: 51

I

Iguchi, Chie, *Keio University*, Japan: 22
Iijima, Soushi, *Keio University*, Japan: 36
Imamura, Miyako, *Otemon Gakuin University*, Japan: 28

J

Jo, Yeongsik, *Hankuk University of Foreign Studies*, South Korea: 14

K

Kadyan, Sneha, *O.P. Jindal Global University*, India: 26
Kakinuma, Yosuke, *Chiang Mai University Business School*, Thailand: 37
Kantabutra, Sooksan, *College of Management, Mahidol University*, Thailand: 9
Karpinskaia, Emilia, *HSE University*, Russia: 25, 41, 45
Kawewong, Niyata, *Chiang Mai University Business School; Yamaguchi University*, Thailand; Japan: 38, 50
Khalid, Saddam, *University of Hyogo*, Japan: 16, 28, 38
Kheawcha-um, Parichat, *Yuan Ze University*, Taiwan: 49
Khunhirun, Kamonkan, *Mahidol University*, Thailand: 39
Kim, JaeHoon, *Korea University Business School*, South Korea: 15
Kim, Taewhan, *Keio University*, Japan: 30
Kruasom, Taisith, *Ubon Ratchathani University*, Thailand: 27
Kurachi, Junnosuke, *BizWings (Thailand) Co., Ltd.*, Thailand: 17
Kwaengsopha, Aticha, *Chiang Mai University Business School*, Thailand: 28

L

Lee, Chaewon, *Korea University*, South Korea: 48
Lee, Youngwoo, *Chungnam National University*, South Korea: 45
Lew, Yong Kyu, *Hankuk University of Foreign Studies*, South Korea: 14, 47
Li, Mingfu, *Hiroshima University*, Japan: 44
Lu, Yongqiang, *Dalian University of Technology*, China: 23

M

Ma, Li, *Hainan Tropical Ocean University*, China: 23

Malmström Rognes, Åsa, *Stockholm School of Economics*, Sweden: 31
Manoli, Napitiporn, *Chiang Mai University Business School*, Thailand: 50
Matsuura, Yoshiyuki, *Yamaguchi University*, Japan: 13, 38
Meng, Jiaxin, *Keio University*, Japan: 43
Meschi, Pierre-Xavier, *Aix-Marseille University*, France: 13
Meyer-Ohle, Hendrik, *Meiji Gakuin University*, Japan: 32, 47
Min, Taehong, *Korea University*, South Korea: 36
Misaki, Hideo, *Kansai University*, Japan: 12
Mishima, Kohei, *Keio University*, Japan: 16, 27
Murase, Toshio, *Waseda University*, Japan: 50
Murtic, Adis, *Linköping University*, Sweden: 35

N

Nakajima, Kentaro, *Hitotsubashi University*, Japan: 31
Nakajima, Ryo, *Keio University*, Japan: 19, 36
Nakamura, H Richard, *University of Gothenburg*, Sweden: 11, 31, 34
Nam, Dae Il, *Korea University*, South Korea: 36, 48
Natsir, Sherry Adelia, *Hiroshima University*, Japan: 32
Nefedov, Konstantin, *HSE University*, Russia: 41
Negishi, Kanako, *Takushoku University*, Japan: 42
Nishiwaki, Nobuko, *Nihon University*, Japan: 17
Niwamoto, Yoshiko, *Kobe University*, Japan: 12
Novianto, Evan Hanif Dwi, *Yamaguchi University*, Japan: 38
Numgaroonaroonroj, Kaimook, *Assumption University*, Thailand: 18
Nurqamarani, Adisthy Shabrina, *Universitas Terbuka*, Indonesia: 14

O

Ogasavara, Mário Henrique, *Escola Superior de Propaganda e Marketing (ESPM) Sao Paulo*, Brazil: 22
Oka, Satoka, *Keio University*, Japan: 36

P

Padrón-Hernández, Ivar, *Hitotsubashi University*, Japan: 15, 31, 35, 49
Pan, Baoyan, *Ryukoku University*, Japan: 26
Pananond, Pavida, *Thammasat Business School*, Thailand: 9
Park, Junseok, *Sogang University*, South Korea: 44
Phanochit, Rattachon, *Chiang Mai University*, Thailand: 48
Pongjetanapong, Kanokporn, *Thammasat Business School*, Thailand: 34, 42
Priyanto, Agus, *Universitas Terbuka*, Indonesia: 33

Q

Qu, Leyi, *Ritsumeikan University*, Japan: 20

R

Rahmawati, Dwi, *Universitas Terbuka*, Indonesia: 33
Raoelison, Tahinasoa André, *University of Hyogo*, Japan: 16, 28
Ravinonthakit, Nutcha, *Business Owner*, Thailand: 48
Regnier, Philippe, *University of Applied Sciences Western Switzerland*, Switzerland: 16, 26
Rimdahl, Kenneth, *Monsoon Tea Company*, Thailand: 9
Rungsithong, Rapeeporn, *Chulalongkorn Business School*, Thailand: 19

S

Sakamoto, Yoshikazu, *Nihon University*, Japan: 20, 38
Sakolvieng, Nichnan, *Assumption University*, Thailand: 18
Santosa, Agus, *Universitas Terbuka*, Indonesia: 14
Sarapaivanich, Naruanard, *Chiang Mai University Business School*, Thailand: 21
Sasaki, Nophea, *Sasin School of Management*, Thailand: 10, 43
Schlunze, Rolf Dieter, *Ritsumeikan University*, Japan: 31
Schnyder, Gerhard, *Loughborough University London*, United Kingdom: 26
Schumacher, Christian, *Vienna University of Economics and Business*, Austria: 25
Senda, Naoki, *Kobe Gakuin University*, Japan: 12
Seo, Eunji, *Hiroshima University*, Japan: 21, 32, 44
Shi, Wei, *State University of New York at Farmingdale*, United States: 16
Shimada, Nobuko, *Hakodate University*, Japan: 43
Shimada, Yoshimichi, *Osaka Gakuin University*, Japan: 43
Shin, Chanhyuk, *Korea University*, South Korea: 11
Shin, Jisoo, *Sogang University*, South Korea: 11, 44
Shinozawa, Yoshikatsu, *Hitotsubashi University*, Japan: 15
Shvetsova, Elizaveta, *HSE University*, Russia: 45
Sittidet, Yossavadee, *Chiang Mai University Business School*, Thailand: 50
Sittirin, Wasana, *United Nations Industrial Development Organization*, Thailand: 9
Song, Heechan, *Korea University Business School*, South Korea: 10, 27
Ström, Patrik, *Stockholm School of Economics*, Sweden: 31
Suh, Youngkyo, *Kanagawa University*, Japan: 42
Sułkowski, Łukasz, *Jagiellonian University*, Poland: 22

T

Tachawatanawisal, Tonnam, *Independent Researcher*, Thailand: 34
Takahashi, Masakazu, *Yamaguchi University*, Japan: 13
Takai, Aiko, *University of Fukui*, Japan: 32
Tambane, Maharani Pasolang, *Yamaguchi University*, Japan: 33
Tanabe, Junichiro, *Keio University*, Japan: 27
Tangdenchai, Chomsorn, *Assumption University*, Thailand: 18
Tantiprabha, Patchara, *Chiang Mai University*, Thailand: 48
Techapun, Charin, *Chiang Mai University*, Thailand: 9
Tewari, Shobha, *Indian Institute of Management Kashipur*, India: 35
Tran Thi, Thanh-Huong, *Yokohama National University*, Japan: 12
Tsang, Eric, *University of Texas, Dallas*, United States: 24

U

Utsunomiya, Yuzuru, *Nagasaki University*, Japan: 12

V

van den Broek, A.J., *Sasin School of Management*, Thailand: 43
Venzky-Stalling, Martin, *CMU Science and Technology Park*, Thailand: 9

W

Wairith, Poomsanti, *Université Paris Dauphine-PSL*, France: 37
Wang, Bishan, *Kyoto Women's University*, Japan: 40, 49
Wang, Xuesong (Gioia), *Ritsumeikan University*, Japan: 31

Wang, Yushang, *Chulalongkorn Business School*, Thailand: 19
Wattanaphak, Nitith, *Mahidol University*, Thailand: 41
Welsen, Marcel, *WSB University*, Poland: 22

Y

Yildiz, Emre, *Mälardalen University*, Sweden: 35
Yoo, Dabin, *Sogang University*, South Korea: 22
Yu, Jiyeon, *Korea University*, South Korea: 19
Yu, Mengying, *Kyung Hee University*, South Korea: 47
Yuen, Peter, *College of Professional and Continuing Education, The Hong Kong Polytechnic University*, Hong Kong SAR, China: 9

Z

Zheng, Mingxing, *Dalian University of Technology*, China: 23
Zhou, Shengyi, *Hiroshima University*, Japan: 21
Zhou, Ziyu, *Kobe University*, Japan: 21